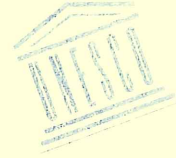


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VILNIUS

World Heritage Site

Continuity of Urban Development in Historic Cities

- Regional Conference
Vilnius 1-3 June 2003



Report
Vilnius Mission
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UNDP/UNDESA Consultant
June 2003

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Continuity of Urban Development in Historic Cities

1. Introduction

Pursuant to a proposal for an SPPD Cooperation scheme with OTRA (Vilnius Old Town Renewal Agency), a small scale UNDP/SPPD Project was approved (LIT/02/002 VOTRP).

The overall goal of the project is the consistent encouragement of the community's economic, social and cultural development by using the didactic potentials of Vilnius and by sharing/learning from experiences of other towns in the region and elsewhere.

The project's aim is to create conditions for innovative initiatives and true participation of the "community" in the process of OTRA's work. To do so, it is of paramount importance to relate heritage conservation experts, town maintenance and management specialists and civic organizations in community education and training in order to pass on the experience and knowledge and encourage dialogues between various groups of society.

As indicated in the Project Document Proposal as approved by parties concerned, the framework can be summed up as follows:

Community Development

Vilnius Old Town Renewal Agency (OTRA) was set up to solve the structural problem of relationship between the public authorities and the private sector. The other major goal of OTRA is the development and implementation of the "Old Town - World Heritage Site" conservation. This includes the information and involvement of the Old Town residents and business people into the process, i.e. cooperation with international partners accumulating the most advanced experience on heritage management.

Vilnius Old Town Renewal Agency, in cooperation with UNDP in Lithuania, and the Urban Development Fund, have been implementing the Community Development Program since 1999. In 1999 financial support for the Community Development Project was provided by UNDP in Lithuania. The project goal was to involve Old Town residents with the maintenance of the Old Town buildings and their surrounding areas, and to encourage setting up of home-owners associations of residential buildings. At public meetings, specialists introduced to the residents the Old Town Maintenance Program 1999, peculiarities of renovation and maintenance of buildings and yards, energy conservation and housing heating issues, and made a presentation on opportunities of long-term subsidized loans. Special attention was paid to problems of associations of residential buildings. Information handouts on how to set up a residential home-owners association were prepared for owners of each building. Over the whole period of project implementation, the Agency was visited by 300 Old Town residents. Over the project implementation, 7 new associations of multi-flat residential buildings were set up. In 2000 another 9 associations were established. Now the Old Town has a total of 31 associations of

multi-flat residential buildings. The year 2000 saw the publication of the information brochure *How to Participate in Vilnius Old Town Revitalization Program*, financed by UNDP, outlining opportunities and conditions for residents to participate in the maintenance of Vilnius Old Town and listing criteria for evaluation of Vilnius Old Town sites, including a questionnaire for Old Town residents.

Vilnius City Board approved Vilnius Old Town Revitalization Program 2000-2002 with one of its parts being Community Development. Goal of this part of the program is a community involvement into the cultural heritage conservation process, an upgrade of historic environment, and also encouragement of Old Town residents to join into home-owners associations of residential multi-flat buildings regarding improvement of living environment and safeguard of cultural heritage values. Hopefully these goals would pave the way for social consolidation in the Old Town.

The activities are aimed to achieve gradual transition from the Old Town maintenance with centralized financing from the national and municipal budgets, and to encourage private initiatives.

Youth Education

Vilnius Old Town Renewal Agency set up an Information Centre in 2000 and started carrying out the youth education program there. The goal of the youth education program is to familiarize schoolchildren with Vilnius Old Town values, architectural history, and the basics of architectural heritage maintenance, and to encourage awareness and creativity in the area of cultural heritage adaptation and use, communication and interest in cultures of other countries.

Five schools are already participating in the program, with more schools planned to be invited. Senior schoolchildren have had an opportunity to participate in lectures on the topics of "Vilnius Old Town on the World Heritage List" and "World Heritage Cities and Their Maintenance" and trips familiarizing with the distinctiveness of the Old Town, whereas a series of discussions entitled "The Future of the Town Hall" and "Vilnius Old Town Defence Architecture" were arranged for children's clubs.

The Content

The program has three parts:

- 1 - Community Development,
- 2 - Youth Participation/Training
- 3 - Information, Communication/Advocacy

Part 1 - Community Development

Objectives and actions:

- **To develop community awareness** through continuing community education and training in the area of safeguard of cultural values.

1.1 **arrange a series of information lectures** on heritage value preservation with a focus on quality of building maintenance and renewal and issues of interior, wall painting, use of materials, authenticity, research of brickwork and preservation;

- 1.2 **arrange a seminar** for representatives of construction companies, construction engineers and contractors working in the Old Town on the issue of traditional technologies and materials for restoration or renovation of buildings and their surrounding areas.
- **To involve Old Town residents**, real estate owners, business people, in the maintenance of Old Town buildings and surroundings;
- 1.3 **arrange consultation meetings** (once or twice a month) to discuss issues such as heritage management, maintenance and renewal peculiarities, characteristics and advantages of associations in managing and maintaining housing, and to consult on issues of setting up associations.
- **To rise awareness of high level authorities** on the experience of heritage management of the cities on the UNESCO World Heritage List.
- 1.4 **arrange a Regional Conference of the Organization of World Heritage Cities** with the participation of local politicians and decision makers.

Part 2 - Youth Participation/Training
Objectives and actions:

2.1 - Youth education

- **To prepare and implement a series of training and educational lectures** for schoolchildren of various age groups, introducing cultural traditions, architectural distinctiveness, and values of Vilnius Old Town and ways of their preservation and experience in using modern information technologies. This may include schools from other historic cities in Lithuania. To support the participation of one youth representative to participate in the Youth Forum of the 7th International Symposium of the Organization of World Heritage Cities, which will take place in Rhodes, Greece, September 23-26. The theme of the Symposium is "Keeping Heritage Alive. Education and Training for the Preservation and Management of Cultural Heritage".

2.2 - Youth Arts Initiatives

- **To create conditions for and encourage creativity and initiatives of schoolchildren** in arranging exhibitions, site visits, thematic excursions, city clean-up events, and participation in resolving Old Town maintenance issues.
- **To support and encourage initiatives of schools** in arranging events: schoolchildren's art exhibitions and contests, thematic displays on topics of Vilnius Old Town maintenance and management and environment clean-up events.

Part 3 - Information, Communication/Advocacy.

- 3.1 To publish an information brochure** "Preservation of authentic elements of built fabric of Vilnius Old Town: gate doors, doors and windows" which will help improve understanding of preservation of heritage values among representatives of home-owners associations.
- 3.2 To publish a brochure for youth** "The Value of Vilnius Old Town Heritage"(in English, Lithuanian, Polish and Russian languages).
- 3.3 To publish a series of flyers:** "History of the Old Town Fortifications Structure", "Program of study tours for youth", materials for the Regional Conference of Organization of World Heritage Cities.

2. Regional Conference Continuity of Urban Development in Historic Cities June 1 - 3, 2003

As indicated in point 1.4 in the introduction above, OTRA took the initiative to organize a Regional Conference in Vilnius on June 1 - 3, with a view to address these major issues in reference to Management and Development of Historic Cities in context of Integral Conservation and Urban Development.

Following opening speeches by the Minister of Culture, the Secretary-General of OWHC, WHC-UNESCO and the UNDP Resident Representative, presentations were made by international organizations and experts addressing the three issues which were discussed in three workshops:

- Continuity of Urban Development and Heritage;
- Role of the Community and Local Government;
- Historic Cities: Old and Modern.

These followed suit to major key-speaker presentations made by local officials and international experts:

- Vilnius Old Town in context of the New Strategic Plan
(by Vice-President of OWHC A. Zuokas)
- Management of Historic Cities of the European Countries in transition:
Experience and Problems
(by International Consultant D. Rodwell)
- The World Organization of Historic Cities and its next assembly seminar on
training of local practitioners and decision makers in Historic City
Management
(by Deputy Mayor of Rhodes, Ms. L. Minaidis, on behalf of OWHC)
- Preservation, Interpretation and Management of Natural Cultural Landscape
(by Thomas Pennet, Director of Institute of Cultural Routes - Europe)
and
- A World Overview on Conservation, Rehabilitation, Development and
Management of Historic Cities

(by S. Mutal, UNDP Consultant - see page 8 for presentation and page 28 for TOR S. Mutal)

Presentations were also made on the 3rd day of the Conference on cities such as **Crakow, Zamose, Budapest, Talinn, Riga, Minsk, Warsaw, Kiev, Torun, Vilnius, (Copenhagen/Rhodes)**, with a view to compare approaches, experiences, and revise future plans in Historic Cities Development in the area.

3. Presentations by S. Mutal - UNDP Consultant (in key-speaker note and in workshops)

3.1 - Plenary Session

A WORLD OVERVIEW ON CONSERVATION, REHABILITATION, DEVELOPMENT AND MANAGEMENT OF HISTORIC CITIES/CENTRES

A RETROSPECTIVE (1950-2002) - FUTURE PERSPECTIVES)

S. Mutal - June 2003

As we embarked on a new century, we have become increasingly conscious that healthy societies and sound economies cannot coexist in the midst of poverty and environmental degradation.

Many of the environmental problems affecting our planet today stem from our disregard of society's long time need for resources. Cultural resources are also in need to be adequately preserved and enhanced and appropriately developed.

At present there is universal consensus that the concept of economic growth requires a drastic new approach. One which affords justice, equity and opportunity, not just for the privileged few. It is in this spirit that the world would have to head toward a new era of sustainable human development, a development which can evolve without destroying the world's finite natural and cultural resources and carrying capacity, and is aimed primarily to the welfare of all the inhabitants.

More than ever, the international community is asked to collaborate with people across the globe to help themselves focus on priority issues, such as poverty eradication, infrastructure, water/sanitation, food, shelter, environmental protection, job creation, the advancement of women, and security. We are recently witnessing new priorities along these lines in development cooperation, including recent ills, such as AIDS, the condition of refugees, and displaced persons. Societies are continuing to be rebuilt in the aftermath of armed conflicts, civil wars, ethnic cleansing, human and physical catastrophes, caused by natural disaster and man-made direct or indirect disastrous interventions. We need more than ever a common global solidarity for our common world.

The rebuilding task for a sustained humane condition of mankind is enormous. So is the task of sheer "Sustainable Development". Poverty kills thousands of human beings everyday. It endangers natural resources indispensable to life, it destroys directly or indirectly the Cultural Heritage and compromises the future of the whole planet. Poverty is at the root of all ills of society, it creates a vicious circle across societies' quest for adequate life along the path of time. Poverty is thus a major priority we have to tackle in the world.

As we address the theme of preservation of historic monuments, sites, cities, centers, we may very well ask ourselves whether the issue is at all relevant in today's world. It may well be inappropriate and obsolete given the

circumstances of urban life, particularly in the third world of today, and to that matter in countries of economy transition.

Is Heritage versus Poverty a contradiction? Can it be reconciled? Can Historic Cities' development be a means to combat poverty in urban areas? Considering that historic cities and centers in development countries have become hives for the poor in addition to infinite poverty belts around the cities.

My presentation today while making a retrospective on conservation matters of historical cities, will attempt to see and forecast the intimate relationship between Heritage and Development and ways and means of addressing the issues of historic centers to the improvement of the quality of life of its inhabitants. This has not been so in the past in most cases and in some areas in the world some projects of historic city development may well create additional new problems for local populations. Our challenge is to reverse negative tendencies and create a symbiotic relationship between urban and development and heritage preservation for the improvement of social economic conditions of residents of all walks of life.

Since the end of World War II, there has been a progressive development of the notion of Cultural Heritage embodied in vestiges of historical/monumental Sites, particularly in the urban environment.

Built heritage looked upon exclusively as landmarks of historical value, have been preserved, conserved, restored and renovated over the years, specially because of their cultural value.

Major restorations have taken place of major monuments of historic value which have been damaged and/or destroyed partially or fully by armed conflict or natural disasters or sheer time decay.

After the European Architectural Heritage Conference in the 1970's in Amsterdam, and urban agendas called upon by the Habitat Conference in Vancouver in 1976, and in Istanbul in 1996, and various other worldwide Conventions on Heritage, it became evident that monuments could not be sustainably preserved in isolation of the urban fabric, both physical and social.

Historic areas started to be considered as part of the daily environment of human beings living in them, thus conditioning such areas to represent the living presence of the past with policies of safeguarding and their integration into the life of contemporary society, constituting as such a major factor in urban planning and urban development.

In the case of Historic Centres/Cities, it has been recognized over the last decade that these are not constituted only by material and physical heritage - buildings, streets, squares, fountains, arches, sculptures, land posts - but include the natural landscape, and above all, its residents, customs, jobs, economic and social relations, beliefs and urban rituals.

We can affirm that today more than ever it is particularly the recognition of a society or of social groups which qualifies the Centre of the city, as it were, as a historical area. The interpretation of the term "historical" encompasses architectural, social, urban expressions which are recognized as relevant, and which express the social and cultural life of a community.

Ministries of Culture and Institutes of Cultural Heritage across the world have been the pioneers to establish the norms and ethics of conservation and restoration of historic buildings and quarters. It is the Ministries of Culture who prepared nominations for the inscription of Historic Cities/Centres or Towns in the World Heritage List. There are presently almost 170 such sites out of 700 or so Heritage Sites of various typologies inscribed. Vilnius is one of them. And yet, the complexity of conservation, development, management and funding of Historic Cities or Centres calls upon new actors in addition to the Ministries of Culture to be able to deal with issues such as:

- Improving the conditions of access (internal and external road network, intersection, parking lots and transportation relations with the metropolitan area and regional communications);
- Improving basic infrastructure (drinking water supply, sanitation, energy, telecommunications) and basic services (such as household refuse, civil protection);
- Improving and rehabilitating the housing stock;
- Promoting and selecting a variety of economic and commercial activities that are compatible with the Historic City and can meet part of the maintenance and development costs;
- Developing and upgrading municipal services;
- Conserving historic monuments, the cultural and urban heritage, making, if necessary, adaptive reuses for adequate maintenance and economic gains;
- Modifying and easing the regulatory, administrative and land constraints, land use, use of open spaces;
- Animation and stimulation of initiatives proposed by the population for their daily lives.

These interrelated actions have been considered in many Historic Cities in the world as targets and objectives of municipal governance, calling for a Municipal Strategy with various components.

It is therefore evident that present-day thinking on the **why**, the **how** and the **what** of rehabilitation in Historic Inner Cities entails a comprehensive policy and program which goes beyond heritage. Heritage is only one component. If treated in itself in isolation, **it is not sustainable**.

This new approach of rehabilitation calls for innovative forms of financing which respond to objectives and guidelines of special strategic nature with special Master and Management Plans, specially designed for the Historical Centre, within the framework of broader Strategic Plans for the city. Vilnius is embarking on that.

At present, investment incentives seeking the participation of the private sector and citizens are being put in place. There is however universal acknowledgement that investments can only be brought into effective fruition in City/Centre Rehabilitation Programs if simultaneously the Local Government enhances its services, improving infrastructure, transport, the environment. To that matter municipalities are bound to address the issues of the urban poor and inhabitants. Matters of habitat are of concern. Economic activities have to be promoted both in the formal and informal sector.

A present trend to facilitate the implementation of complex tasks of rehabilitation in Historic Centres or Inner Cities, is the establishment of a **Central Executive Agency** attached directly or indirectly to the Municipality. This Agency is to act in collaboration with various sorts of corporations, public and/or private, as it were an “**authority**” such as the Port Authority known for its *raison d’être* and structure in cities such as New York, London, Rio de Janeiro, Rotterdam, among others.

With the establishment of such Central Authorities, with a citizens’ participative process, **Project Implementation Units** are coming into being to relate to major loans and grants made available by the international banking community, international and bilateral governmental organizations, and above all new local financial resources. This institutional issue is a condition *par excellence* for effective project implementation. This has been the case with various World Bank projects already.

It can be asserted that there is an increasing awareness and incipient know-how, and some considerable experience in practical terms in the world on the subject of **Historic City Development and Management Programs**. Some “**best practices**” can now be exchanged with a view to improve funding and management of sustainable order in cities of economies in transition and developing countries.

There are presently a number of projects in the world which will be reviewed in this presentation as indicated in the briefing notes attached. Experiences from those and the outcome of the performance may need some attention.

In accessing conservation, rehabilitation, development of built heritage, this presentation will refer to three time periods in the last fifty years:

- a. Monumental approach (1950-1970)
- b. Period of re-thinking (1980-1990)
- c. New approaches both in cities of transition economy and others (1991-2002)

Following a quick analysis on those in different areas of the world, e.g. Western Europe, Soviet Block, Economies in transition, Latin America, Caribbean, North Africa, Africa in general, and special conditions like in Cuba, we can sum up future visions as:

The **salient issues of Historic Cities for the future** are:

- Political will and role of Local Government;

- Community participation in the decision-making process
 - designing consistent set of policies and plans
 - undertaking resource assessment and mobilization
 - research, training and development
 - implementation, monitoring and evaluation;
- Institution building;
- Establishment of public-private corporations and enterprises for City Centre rehabilitation;
- Establishment of Master Plans, zoning - one agency;
- Appropriate legislation at the national and local levels.

It is clear that Historic Cities at present are addressing the issue of urban/heritage management program on six subject areas of utmost concern:

- Municipal finance
- Urban infrastructure
- Land management
- Urban environment
- The urban poor
- The conservation of the built ensemble

All these issues are now being tackled in an interrelated fashion.

It can be propitious to reiterate the principles governing present thinking on the subject of Historic Cities/Centres:

- **Strategic vision and a development framework** as being essential ingredients to a coordinated approach to area renewal, maximizing the synergies between different schemes and reducing unproductive disturbance to existing activities;
- **A multi-dimensional approach for urban areas rehabilitation**, encompassing enhancements of the physical environment, the built environment and the social fabric, with a view to improving the quality of life for residents and efficiency of commercial activities;
- **Public-private partnerships** can enhance the effectiveness of the activities of all concerned and create a sense of mutual trust and mutual purpose with which to propel change in a beneficial direction;
- **Special-purpose, locally based agencies** are often best suited to implementing and coordinating urban area re-development, if they are unencumbered by excessive bureaucratic constraints and are locally sensitive and flexible in approach;
- **Urban area improvement schemes should minimize the possible negative social implications of change**, such as the displacement of former urban residents (and, in particular, the poor, the aged, the minorities);

- **Local initiative should be fully utilized** in area improvement and local needs acknowledged; community participation in the process of change can be as important as the final stage of rehabilitation, improving the sense of community responsibility.

As to the future we would have to say:

Many historic cities have been conserved largely by accident, and recently actions are geared toward preservation and development programs. In future they will most likely be conserved by deliberate decision/action or not at all. This is particularly true in the case of historic inner cities of large metropolitan areas.

In Latin America people and governments are called upon to be decision-makers at all levels, alongside "practitioners" to see that cities in general and historic quarters are sustainably developed and conserved. We consider that in the immediate future the approach would have to be realistic and practical. We believe that through the rehabilitation of historic cities, the urban environment could be made more human and habitable. Operations at the city-centre level can not be simply skin-deep or a face-lift, but social, humane, economic, technically sound, and sustainable and cultural as well.

In the future the Historic City can not be considered any more as an urban setting exclusively of architecture of the past. New forms, contemporary modern architecture, can well be incorporated in the form of totally new buildings in old settings. Partial renovations with new elements can also be in place.

Old and new together create a harmonious composition of complementary architectures, adding new life to the Cultural Heritage. Today's architectural heritage may well choke our future.

Preservation is obviously preferable to the demolition of a good building and its replacement by a poor one. An adequately conceived, including new architectural designs/shapes, and well-executed Adaptive Reuse of a building should be a major element for the future of historic cities. A building should not be preserved at the price of stifling innovation. This type of intervention will bring life to the architectural heritage. There is no place for museum cities in the future. We can not ossify society. The historian Roy Porter sums it up: "When buildings take the precedence over people, we get heritage, not history."

Again, in the future, we should opt for keeping residents in the city center; an essential objective of sustainable planning. This means that housing strategies that encourage inner city living must be supported by policies which improve the quality of air, the safety of the streets, education and mobility of the city along with the conservation of the Built Heritage. Housing would have to be acknowledged as a major factor of urban regeneration, along with upgrading economic activities. Public housing would have to be built by self-governing housing associations, coordinated by the local authority and integrated with privately owned housing and private capital. Tenants and local people are to be involved in the entire process of procuring new housing and renovation of the urban heritage housing stock.

A Sustainable Historic City in the future hopefully will be along the assertions made recently by the well-known British architect Richard Rogers on cities in general:

- **A Just City**, where justice, food, shelter, education, health and hope are fairly distributed and where all people participate in the government;
- **A Beautiful City**, where architecture and landscape spark the imagination and move the spirit;
- **A Creative City**, where open-mindedness and experimentation mobilize the full potential of its human resources and allows a fast response to change;
- **An Ecological City**, which minimizes its ecological impact, where landscape and built form are balanced and where buildings and infrastructure are safe and resource-efficient;
- **A City of Easy Contact**, where the public realm encourages community and mobility and where information is exchanged both face-to-face and electronically;
- **A Compact and Polycentric City**, which protects the countryside, focuses and integrates communities within neighborhoods and maximizes proximity;
- **A Diverse City**, where a broad range of overlapping activities creates animation, inspiration and foster a vital public life.

As conclusive remarks, we can say that:

- A. There is no doubt that Heritage is an asset for city development.
- B. Conservation must go hand in hand with the revitalization and rehabilitation process.
- C. Social poverty and cultural richness would have to be reconciled.
- D. Projects addressing housing, transport, the environment, health and education, water/sanitation, infrastructure, waste management, visitation, adaptive reuse of monuments for social, cultural and employment/job-creating structures, along with special Urban Management Plans and Programs would have to be put in place.
- E. It is clear that local governments would have to play a key role in bringing about integral rehabilitation projects in Inner Historic Cities and seek and create conditions for innovative means of public-private partnerships for some services.

Municipal finance and the question of funding integral projects with economically and socially viable activities for the improvement of the quality of life of inhabitants is a must.

An issue which would certainly come up in this process is the institutional setup in which Historic City Programs are to be inserted. We certainly have to learn from past experiences and call upon new stake-holders and seek the organized participation of the local population, linking at all times metropolitan urban development to historic districts' rehabilitation/conservation programs.

4. Additional Papers by S. Mutal

4.1 SOME THOUGHTS ON ADAPTIVE REUSE FOR THE FUTURE DEVELOPMENT OF THE HISTORIC CENTRES

One of the most effective ways of practicing policies and programs for sustainable conservation of Historic Cities/Centres is to relate restoration, renovation and rehabilitation projects of the urban fabric to **Adaptive Reuse** of old buildings which constitute as monuments and as an urban ensemble the urban heritage.

The Historic Centre of Vilnius would need to consider feasible and pragmatic projects leading toward the **Adaptive Reuse** of its ancient buildings and the stock of the urban heritage.

For the sake of clarity, it would be propitious to elaborate on this innovative and pragmatic notion, namely **Adaptive Reuse**.

Adaptive Reuse is a process by which older and/or historic buildings are developed for their cultural value while receiving economically, socially, culturally viable new uses of a sustainable nature. This sensible and creative reuse of buildings is an activity advocated by "progressive preservationists" and particularly professionals in the urban development field. While in the last fifty years or so most developing countries have applied this principle primarily for cultural purposes, it is now becoming evident and clear that within a market economy cultural/urban heritage could be considered as a financial asset. We therefore find ourselves with new solutions of reuse to both building functions and operations, alongside economic gains with the private sector and a good number of benefits for the public sector, particularly local governments, and the improvement of municipal services.

Investment in historic areas is now closely related to the new uses to be given to a series of buildings with a view to get economic gains and at the same time protect and preserve and sustainably conserve not only the individual buildings, but in most cases, the urban fabric.

Buildings greatly contribute to the significance, the identity and the physical condition of a given urban area. It is therefore normal and opportune to retain the historic building stock and the urban fabric in order to find and enhance values related to history, continuity, familiarity and identity, and above all, Sustainable Human Development, all elements which need to be omnipresent in historic areas. We can assert that the initiation of **Adaptive Reuse** projects can be an extra stimulus for economic revitalization, not only for the centre in question, but also to the region and to the city as such.

In this context, it is evident that one has to think in terms of a variety of purposes for **Adaptive Reuse**, ranging from habitat/housing for citizens of all walks of life, to culturally and economically viable activities, which, by giving a new function of the building and/or the fabric, creates conditions of revitalization of the economic base alongside a socially well-balanced welfare and human development program. Examples of **Adaptive Reuse** in some of the former countries of the Soviet bloc

show that there have been trends to initiate without a sustained policy projects of adaptation, terminating them in haste, at times exclusively for short-term gains of particular groups, without necessarily taking into account neither the principles of conservation nor the sustainability of the buildings and/or the urban fabric, let alone the social and human aspects of rehabilitation with a long-term perspective in mind. At times, what has been done to preserve and sustain the urban heritage fabric has well become destructive and unsustainable.

Clear guidelines will have to be drawn up in sites undergoing economies of transition and clear-cut long term projects would have to be envisaged (see conclusions and recommendations).

Let us briefly look at some of the common reasons born in mind in the initiation of construction adaptation projects of reuse.

- **Obsolescence of single-purpose structures or those which no longer are serving in economically viable function.**
- **Changes in demand for building stock based on social and economic shifts.**
- **The character and the density of settlements requiring increased performance from existing buildings in desirable locations. Adequate zonification.**
- **Landmark and historic ordinances as requirements for retention and not demolition.**
- **Enhancing and shifting market interest in buildings which have a connotation of heritage.**
- **Economic incentives which may be put in place for rehabilitation through tax exemption credits or grant programs, or the upgrading of basic infrastructure.**

While we are relating urban heritage to investment and to reuse, we should be cautious in not creating an exclusive real-estate market for urban/heritage fabric and/or buildings. There is an element of economic gains along social responses but investment and **Adaptive Reuse** should in no way be looked upon as an exclusively business operation in real estate.

It is evident that for a place like the centre of Vilnius, for reasons inherent to a complex set of conditions on land ownership, land use, municipal services undergoing gradual change in context of urban management, and a progressive decentralization going along with the creation of a strong base at the local level, it would be necessary to establish some basic criteria and specific guidelines for the reuse of historic buildings and the urban ensemble. As indicated above, **economic viability and economic return are definitely factors for serious consideration. They cannot, and should not, supersede social needs.** A combination of Adaptive Reuse, e.g. for office buildings, apartments for various income groups shopping centres, shops, tourism-related industries like hotels, restaurants, public offices, etc., would have to be geared simultaneously to social needs. This would be ideal. We may be referring to:

- **Health centres;**

- **Educational and recreative institutions;**
- **Day care centres;**
- **Premises for third-age groups;**
- **Vocational training and other employment generating institutions;**
- **Production and marketing centres for home industries, handicrafts;**
- **Social housing.**

With a variety of legal, financial, technical issues identified in the resolution in the initiation and process of **Adaptive Reuse** projects, we can assert that no knowledge, or the lack of it, on proper restoration and renovation techniques, materials can be counter productive.

It has been noted over the years in some historic urban areas that developers have been ignoring the views of experienced progressive conservationists (and I do not mean conservative conservationists!) as to what has to be preserved and how.

If at all, **Adaptive Reuse** is to be considered as a means of historic city rehabilitation of sustainable order as enunciated above. There must be a jointly approved policy and agenda between the public and private sector, and the appropriate public authorities.

The following are given as indicative considerations to be taken into account while studying the adaptability of the existing buildings to proposed new functions. These are a priori prerequisites to the whole design process. Let us enumerate some of the considerations in the selection of sites for **Adaptive Reuse**.

- **Cultural significance of the building or groups of buildings;**
- **Legal protection instruments and implications;**
- **(Legislation and instruments of application may have to undergo changes to reconcile realistically reuse with traditional old fashioned legislations);**
- **Views on buildings in question by local community and Government agencies;**
- **Survey;**
- **Structural and architectural qualities corresponding to the proposed use(s);**
- **Location and accessibility;**
- **Opportunities for financial support in planning/construction stages;**
- **Availability and procedures for purchase, leasing, permissions, zonification, 'schema directeur';**
- **Compatibility with building layout with proposed use;**
- **Acquisition and allied costs, particularly true when ownership is complex, including payments for relocations of residents, such as the centre of St. Petersburg;**
- **Physical condition, including founding and structural condition; size, expansion possibilities, vertical, horizontal;**
- **Availability of utilities;**
- **Impact of surrounding building;**
- **Potential marketability of the new structure;**

- **Degree of rehabilitation and new construction;**

It is also necessary to establish guidelines as to the nature of intervention to meet the standards of historic value and adapt those in response to the economic and social realities in/for which the building is to be used. In this context, in addition to taking into account technical aspects of structures, resistance of materials, it may be opportune to look into the system of combination of 'old' and 'new' within the same building, or in the urban fabric concerned. Special attention will have to be given to the adequate use of open spaces and the combination of modern architectural settings in old environments and legislations thereof modified and/or adapted if necessary.

4.2 Some Initial Remarks on Public/Private Partnerships in Historic Cities' Development Programs

In developing countries, specially those who got their independence after the 1950s, and East European countries, development strategies gave the State a leading role in creating growth and development. The same has been true in centrally governed political systems. During the 1980s and a good part of the 1990s, this approach seemed to look for a change. Markets or Civil Society came to be seen as the prime movers of development. In practice, this led to a process whereby the State was rolled back. Now in 2003 the State-versus-market debate is losing poignancy. In this community dismounting of the State is now perceived to be as much an error as the earlier focus on central government leadership and governing bureaucracies.

The UNDP World Development Report in 1997 acknowledges the need for an effective State that can play a "catalyst role" alongside markets, citizens and communities in the equitable provision of goods and services.

In this new context the promotion of the new public/private partnerships is gaining momentum. The challenges of Sustainable Development, globalization and poverty alleviation call for the full mobilization of different domestic actors, resources and capacities. Bridging the public/private divide through "dialogue and joint action" could yield major development benefits. It may improve the overall quality of policies while ensuring an effective task division between state, private sector and civil society in promoting development. This, in turn, may increase ownership and accountability, as non-state actors can participate in shaping policy, exercising choice and delivering goods and services.

NOW:

- Promoting truly balanced and effective public/private partnerships is not an easy task.
- Levels of mistrust among the players are often high.
- There is little experience in dialogue, let alone joint action between a wide variety of actors.
- Adequate mechanisms to facilitate information flows, participatory decision making and implementation, are not readily available.
- Capacities to engineer partnerships are not as yet adequate.

As to the **urban world**, the rapid concentration of hundreds of millions of people in urban areas has placed an extraordinary strain on the ability of governments, both municipal and national, to meet the needs of city dwellers. Urban environmental problems - such as water and sanitation, waste management and energy - are particularly acute, and growing worse as available services and resources are overwhelmed by expanding populations.

We are all too familiar, as indicated above, that deficiencies in the provision of urban services are caused by several factors: the rapidly increasing size of cities, the high concentration of the poor and the inadequate management and technical skills of municipalities and government agencies to deal with urban services. But at the core of the current breakdown is the issue of insufficient government resources. Both supply and demand of services are affected by limited budgets that prevent municipalities from providing adequate services, especially to the poor.

Today most urban infrastructural services in developing countries are provided by the public sector. Municipalities alone can not meet the continually expanding demand for services.

The growing complexity and cost of urban-related problems call for innovative interactions between an increasing number of actors. In cities, therefore, the formation of partnerships between the public and the private sector institutions is one of the most promising of the newly emerging forms of cooperation. Working together, cities and companies can pool together their resources, expertise and unique approaches to problem-solving to tackle urban challenges in a comprehensive way.

UNDP initiated a global program to promote public/private partnerships in support of Sustainable Development goals. Since 1995, the public/private partnerships for the Urban Environment Program became operational, and expanded to become an international collaboration scheme involving governments, businesses, NGOs, the scientific and academic community (MIT) and other developed and developing countries and institutions. Presently UNDP and the non-for-profits Swiss Association (Sustainable Project Management) are acting together in a catalytic and supporting role for this unique network of scores of public and private institutions.

There are presently many degrees of involvement of the private sector in the delivery of public services. Privatization has been looked upon as a policy instrument which could involve a range of forms of possibilities, e.g.

a) contracting a private company for specific services; b) transferring public sector responsibilities to NGOs; c) deregulation and the outright sale of public assets to private investors.

While privatization became an increasingly important instrument of public policies in the 1980s, the 90s show us that potential negative social and environmental implications of full-fledged privatization have become to be questioned.

- Now, public/private partnerships in this respect are a form of privatization in which government and private companies assume co-responsibility and co-ownership for the delivery of city services.

Advantages of the private sector have to be combined with the social responsibility, environmental awareness, local knowledge and job generation concerns of the public sector.

- It is evident that to support this process, capacity building - training and other types of human resource development, is a key component for an adequate joint action.

Most training institutes on PPP are located in the United States and Canada. They run courses in the USA and at times in developing countries, with the collaboration of international organizations, such as the World Bank, regional banks, UNDP, etc.

Projects developed in cities with public/private partnerships include at the moment, among others, the following:

- Water and air pollution
- Adequate water supply provision
- Sanitation infrastructure
- Waste of natural resources in industrial production processes
- Waste management procedures
- Environmentally unfriendly technologies
- Environmental education
- Environmental considerations in industrial and urban development initiatives
- Ineffective and wasteful energy sources and technologies, including public transport and industrialization.

In matters of **urban heritage** there is no doubt that with an integrated view on rehabilitation of historic centers or cities, there is room for private/public partnerships.

Heritage preservation and conservation is definitely the responsibility of the central State in terms of legislature and other aspects inherent to urban development policies as a whole.

It is also evident that mechanisms should be sought to create special type of companies, if necessary on a public/private scheme, to meet the specific characteristics of Historic City conservation and management. It could be asserted that there cannot be and should not be an outright privatization of management of cultural heritage assets of a given historic city or centre. This is particularly true in the management of historical areas.

Institutional mechanisms could, however, be created to meet the special demands of the heritage component of interdisciplinary action in historic cities.

It can thus be said that historic cities and centers have special characteristics which may well demand innovative approaches for local government structural mechanisms and in addressing institutional and financial issues, especially those of investment.

Considering that conservation is one and only one of the components of rehabilitation, which includes elements of Sustainable Human Development, it would be necessary to develop some guidelines for local and central governments, and to that matter, to the private sector, on various forms of joint public/private partnerships in the city, country itself, and/or the international private sector.

This is absolutely necessary if we were to look into ways of means of PPPs, e.g. in adaptive reuse of buildings, tourism industry, bearing in mind an equitable way of operation for the benefit of Sustainable conservation and Sustainable Human Development.

There is no doubt that joint training and capacity building programs are necessary between the municipality, the Ministries of Culture and the interested private sector organizations to be able to build confidence and

adequate terms of reference for the establishment and implementation of PPPs.

In this respect it is suggested that on the basis of experience so far, and other research at the local/national and international level, some special thoughts be given to PPPs in historic cities.

As it would be seen later, there are some experiences in this field in Historic Cities in the world (Quito, Havana, Barcelona, among others).

4.3 Some briefs presented by S. Mutal

BRIEF I

PUBLIC-PRIVATE PARTNERSHIP FOR CENTRE REHABILITATION THE CASE OF BARCELONA

A successful strategic plan put into action by local authorities with a strong social component on housing, environment, vulnerable groups, visitation and innovative financial mechanisms with high investments from local authority has been implemented in the city over the last decade.

The city of Barcelona roused international interest for its approach to rehabilitating and conserving depressed sections of its historic centre through private-public partnerships.

As part of a major modernization drive, the Municipality of Barcelona embarked on the implementation of a Strategic Plan that, along with many interventions agreed with the community and the private sector, included a special component of rehabilitation of the deteriorated neighborhoods located in and around the historic centre.

The approach adopted rests on the impact of private investment on key public investments. It can be asserted that improvements in urban services and the public space generate externalities that attract private investments.

Whenever possible, urban services were housed in rehabilitated or recycled historic buildings and assistance was given to private owners to rehabilitate and recycle historic properties.

Using its long experience in operating mixed capital companies to promote joint ventures with the private sector, the municipality embarked on a programme to upgrade living conditions in the historic centre.

Private partners brought capital and real estate development expertise into the mixed venture.

Participation in the joint ventures allowed the municipality to capture part of the improvement generated by the rehabilitation effort.

Using resources from existing national and regional low-income housing programs, the mixed capital companies managed to retain in the rehabilitated areas significant portions of the original resident low- or middle-income families.

Restored buildings also provided space for craftsmen and small merchants, financed partially with cross-subsidies from fully commercial ventures.

These efforts allowed the retention of part of the original occupants.

- Temporary relocation of occupants of a building under rehabilitation for an 8 to 10-month period;
- Entering into contracts for rehabilitation works, project supervision and final delivery of rehabilitated buildings, including titling and connections to utility services;
- Marketing of the rehabilitated housing units to potential beneficiaries and registered applicants;
- Temporarily assuming responsibility for management of rehabilitated buildings when they are first occupied. Management is subsequently turned over to the new co-owners.

With Bank assistance, the Municipality of Quito has attempted an approach similar to Barcelona's to rehabilitate the central section of the extended historic centre of the city. Based on proposals of the Master Plan for the Rehabilitation of the Historic Centre, the Municipality embarked on the implementation of a first phase of investments to turn around the deterioration of the physical and economic fabric of a section of the historic centre comprising 72 blocks around Independence Square.

The activities under execution include:

- Public investment to improve accessibility to the area;
- Restructuring of traffic patterns and provision of parking space;
- Quality of urban services (using historic buildings to house the Municipal Library, and information centre and the City Museum);
- Quality of public space (lighting, signaling and equipment).

The investments are complemented with regulations to organize the use of public spaces by informal activities.

Actions in the public space are complementary to joint ventures with private capital to rehabilitate historic buildings.

A mixed capital society operates with resources provided by the Municipality, private investors and a Bank loan to undertake projects that are intended to be sold in the market. It is expected that the Corporation will be self-sustaining in the future, however the Municipality is prepared to shoulder losses in order to generate the required externalities.

A component of the project under execution, centered on a given street (like Block 130 in St. Petersburg), is expected to displace only a handful of low-income families who will be housed in previously rehabilitated buildings in the historic centre.

Future stages of the rehabilitation process may have more significant impacts that are currently under study. The absence of a national low-income housing policy and finance mechanisms is a major limitation for the design of viable solutions to the impact of gentrification.

PUBLIC PRIVATE INVESTMENTS AND PROJECTS
THE CASE OF THE REHABILITATION OF THE HISTORIC CENTRE OF QUITO
IADB Bank Supported Project, including low-cost housing and Adaptive Reuse
of buildings for economically viable activities

The Inter American Development Bank-supported program in Quito started in 1994. The 51.3 million budget was provided by a 41 million loan of IADB and 10.3 million from local funds. The major components of this project, which is still in implementation, were:

- urban infrastructure;
- construction of new or adaptive reuse of buildings for parking lots;
- urban environment for the Cultural Centre and Museum of the City (renovation of old hospital);
- rehabilitation projects with the private sector in various fields;
- institutional strengthening, surveys and studies.

A major and salient component of the program is addressed to low-income housing. Deteriorated residential buildings make up a large portion of the real estate in Quito's Historic Centre, and the majority of the 17.000 households in the area are working-class and poor families. The semi-public Corporation for the Development of the Historic City Centre (EHC) is acting as a traditional real-estate developer to address this problem. EHC started to carry out a low-cost housing program that will provide 1000 housing units in rehabilitated historic buildings over a five-year period. Target groups are households with monthly incomes of USD 280 – 800, who do not own their homes but have some savings. The EHC is executing this component of the project with technical assistance from PACT-ARIM of France, a NGO specializing in slum rehabilitation. The financing is recovered from the beneficiaries' own savings and from mortgages and subsidies, the latter provided by the Ministry of Urban Development and Housing.

The EHC carries practically all real-estate development activities associated with this project, including:

- Purchase of buildings to be rehabilitated if they are not already municipally owned;
- Identification of beneficiaries (in conjunction with the Banco Ecuatoriano de Vivienda), some current tenants or occupants of the building and others taken from a list of applicants on file with the EHC. The projects generally open additional capacity in rehabilitated buildings because they make more rational use of space, and because not all current occupants meet the requirements in terms of minimum savings or ability to pay;
- Preparation of the rehabilitation project itself, including obtaining all necessary construction permits. Special attention is paid to costs, which can not exceed the financing capacity of the beneficiaries;
- Development of a financing plan that includes the beneficiaries' savings and individual debt, as well as subsidies from the Ministry of Housing;

5.

THE VILNIUS STATEMENT 1 - 3 JUNE 2003

The First Regional Conference of the Organization of World Heritage Cities took place in Vilnius on 1 - 3 June 2003.

It was organized by : Vilnius City Municipality
Ministry of Culture of the Lithuanian Republic
State Department of Cultural Heritage Protection
Ministry of Education and Science
Lithuanian National Commission for UNESCO
Vilnius Old Town Renewal Agency

supported by: United Nations Development Program in Lithuania.

The Conference was a part of the Working Program established by OTRA in Cooperation with UNDESA/UNDP for the 2003-2004 biennium.

The Conference relied on the international experience of preservation of historic cities and urban development. It referred to various convention, such as the UNESCO Convention Concerning the Protection of the World Cultural and Natural Heritage (1972), the Convention for the Protection of the Architectural Heritage of Europe (1985), and the European Convention on the Protection of Archaeological Heritage (1982).

The Conference focused on three themes key to a successful conservation led urban development:

- a. The Continuity of Urban Culture and Heritage Conservation;
- b. Role of local governments and communities in managing Historic Cities;
- c. The architectural mix in Historic Cities, old and modern.

The Vilnius Statement attempts to articulate the views of the Conservation and Scientific Community on the principles which should govern and guide a holistic approach to the treatment of Urban Development and Historic Cities.

It is considered that those principles need to be adequately conveyed to city politicians and policy makers with appropriate indications and recommendations as to their adoption and implementation in Urban Policies and Programs embodied within City Plans.

These guiding principles need to be widely communicated to both state and municipal officials for appropriate consideration in the elaboration of programs and projects.

Since the 90s, the Organization of World Heritage Cities was joined by newly designated world heritage cities of UNESCO from the Eastern Region of Middle Europe. Historically these cities represent a rich mix of eastern and western culture. Furthermore the geopolitical situation of these cities gave way to a unique form of urban development. Having experienced the isolation of totalitarian regime and restrictions of dynamic thought in the second part of the 20th century, these cities are

now in the period of dynamic change and are open to continuous innovation resulting in social, economic and urban renaissance.

The 21st century allows us a challenge rediscovering peculiarities of historic development such as:

- the apparent continuity of urban culture;
- the coherent vital quality resulting from initiatives and care by a variety of stake holders (individuals, institutions, both governmental and non governmental etc.);
- the enriching mixture of architectural expressions of all times.

By applying new means of planning, promotion and awareness building, we can preserve the uniqueness of our authentic cultural values and traditions.

By doing so, we have the possibility of preserving our identity in the midst of a growing tide of globalization and uniformity.

It is our task to embark on such a concept of dynamic preservation in order to transmit our Heritage to future generations.

We participants from historic cities in Belarus, Estonia, Latvia, Lithuania, Poland, Ukraine, in the regional conference accompanied with colleagues from Greece, Scotland, and international experts and international organizations: UNESCO-WHC, UNDP, ICCROM, OWHC, the European Institute of Cultural Routes, express our wish and recommendations for the successful future for plans and programs in historic cities, taking into account the following:

1. The Continuity of Urban Culture and Heritage Conservation

- To pay attention to cultural heritage also outside the historic center and to protect the vernacular architecture, such as wooden houses etc. in the whole city;
- To improve a fluid relationship and cooperation between the cultural and natural Heritage Protection Services in the management of the city;
- To encourage the protection of the historic fabric with innovative and appropriate financial incentives for residents, owners and otherwise;
- To make sure that authentic objects are priorities for protection and thus ensuring that authenticity underpins the continuity of historic cities;
- To pay more attention to the landscape values of the whole city in particular gardens and parks;
- To encourage integrated heritage projects by strengthening further cooperation between national, municipal and the community and community based organizations;
- To establish priorities with the broad (extensive) participation of professionals and practitioners and the community as such;

- To encourage the continuity of traditional historical handicrafts and the knowledge and practices of those to see their application in the revitalization of the city as a whole;
- To adopt the practice of publishing authorship of documents - new buildings and restoration projects.

2. Role of Local Governments and Communities in managing Historic Cities

- Municipalities and their local institutions should establish relevant (in time and capacities) legal and organizational frameworks for the provision of regular information awareness building and consultative processes with the community (including cultural and religious communities) about the issues of urban planning and decision making in all stages. This from concept formulation to actual implementation to ensure regular training and awareness for politicians, policy and decision makers in urban conservation management, alongside with the civic society and other public and private stakeholders;
- To improve confidence between municipal authorities and local communities by holding participative common seminars, workshops, public presentations and debates in urban conservation and planning for the development of practical means of achieving social cohesion;
- To encourage the State and/or State authorities with the provision of relevant (in time and capacities) economic and social stimulation for owners and stakeholders of historic properties;
- To encourage the steady dissemination of information about urban conservation and management, maintenance and preservation of historic properties by using as diverse and appropriate media.

3. Historic Cities: old and modern

- State and municipal agencies need to strengthen proper implementation of the regulatory framework and ensure effective monitoring and control means;
- State and municipal agencies need to devise regulations that include urban design and conservation guidelines;
- Quality based outcomes need to be defined by the state and municipal institutions to give clear guidance to architects and conservators undertaking architectural conservation or adaptive reuse projects or simply designing new buildings;
- Clear distinction of use of technologies and materials should be evident, promoting the use of traditional materials and techniques wherever possible for the maintenance of historic properties;
- All state and municipal decision making should be evidence based, with a view to give transparency to all doings at all levels.

6.

**TOR International Consultant
Continuity of Urban Development in Historic Cities
Vilnius City Hall June 2003**

The International Consultant will

1. Participate in the International Seminar to be held in Vilnius City Hall 1-3 June 2003 as a resource person in matters related to Historic City Development and Conservation.
 - i) He will provide the seminar a comprehensive outlook on the future of Historic Cities/Centers with retrospectives on the subject, based on International experiences. Future perspectives will be highlighted on Urban Human Development and Heritage Conservation.
 - ii) He will address issues of Adaptive Reuse in Integral Rehabilitation of Historic Centers, as well as experiences of community involvement and public/private partnerships in historic preservation and allied issues in urban development.
 - iii) He will be asked by the organizers of the seminar to co-chair some of the workshops, particularly those related to community participation and partnerships of project execution with various stake holders, including the private sector and mechanisms for channels of Communication in this regard.
 - iv) He will collaborate with the organizers and workshop units in the preparation of seminar conclusions and future action, both for Vilnius and the sub-region.
 - v) **Following** the seminar, the Consultant may be asked to address issues of Integral Rehabilitation, Adaptive Reuse, adequate Financing, PPP's initiatives, at various forums such as "municipal personnel and elected municipal civil servants" - "local residents" and "public" debates.

- 2) The International Consultant may be called upon by the Vilnius OTRA Authority for the Historical City to collaborate in the follow-up of the Seminar in the second half of 2003 with a follow-up mission.

This would be to review and assess results and make specific recommendations on the institutional and capacity building aspects of the organization in reference to continuous on-the-job training programs.

7. CONCLUSIONS/RECOMMENDATIONS

- 7.1 The 3 day Conference was attended by almost 130 national and international professionals in the field of Historic City Rehabilitation. With the active participation of Vilnius and the Directorate of OTRA and international organizations, such as UNDP, UNESCO-WHC, OWHC, ICCROM, and experts from UNDP and other individual national and international consultants, the objectives of the Conference were met, addressing the major issues set forth in a comprehensive manner. Participants came from Budapest, Kiev, Warsaw, Minsk, Riga, Tallinn, Torun, Warsaw, Zamose, Vilnius, joined by those of Copenhagen, Rhodes, outside the region.
- 7.2 Substantive and logistical aspects were very well organized by OTRA, giving the Conference the framework for a business-like gathering, where contents and substance were put together to lead to the Vilnius Resolution (Statement) as seen in Section 5 of this report. There were 12 papers presented along those of experts and international organizations.
- 7.3 It is expected that OTRA will distribute major papers and the Resolution/ Statement to all participants, keeping the momentum of dialogue and exchange of information.
- 7.4 It is suggested that as a follow-up of the international event, some site specific activities be organized in various cities which participated in the event.
- 7.5 In this regard OTRA can play an important broker role to assist in the organization of city-level consultations between different stake holders involved in the Conservation and Development of Historic Cities.
- 7.6 Particular attention should be given to consultative encounters between municipal authorities, the private sector, investors, revitalization agencies at the local level and national authorities dealing with cultural heritage, legislation.
- 7.7 Of utmost importance is the consultative and awareness building and confidence building dialogues with the local population.
- 7.8 Municipal authorities with personnel - both at decision making level and practitioners - could undergo informative and action oriented short workshops on issues of Historic City Revitalization and the role of all parties concerned.
- 7.9 Special attention could be given to the media and the voice of inhabitants with a view to establish a permanent flow of information and consultation with all segments of society and authorities at the local, municipal, regional and national level.
- 7.10 Given the experience of OTRA so far, it may well be considered that cooperation be established on a one-to-one basis between Vilnius - OTRA and other cities in the region (WH-List) and beyond.

7.11 To this effect, with the enlargement of the EU and Lithuania's participation, Vilnius can take a lead role within the EU to extend services and exchange experiences/know-how to/with other new countries in the EU and others, like Romania, Bulgaria, Turkey, etc. There can well be a regional meeting and regional training courses in Historic City Rehabilitation in conjunction with organizations such as ICCROM, WHC with countries in the region which are now adhering to the EU.

The EU could be requested to sponsor such training courses and colloquia and establish a series of "best practices" in Historic City Management and Development.

7.12 It would be propitious for OTRA to publish in the form of a booklet and CD-rom the accomplishments so far and future outlook of Vilnius. To this effect UNDP who collaborated and financed the SPPD Project for Vilnius, could be requested to continue a program on Social Exclusion and the application of Millennium Objectives of the UN at the local historical city level, addressing social and economic issues and other matters of concern as indicated in the Lithuanian Report on Millennium Objectives drawn up in collaboration with UNDP recently.

7.13 It is also recommended that city-city exchanges be held with practitioners working in conservation and urban development in the region. This could be an excellent training ground. OTRA and ICCROM could take the lead in training courses and such exchanges.