

Project Information Sheet
Conference Project Brief number (BPN) 6



Improve the governance of the Saxon “triangle” area

Linking a integrated City Strategy and Heritage Management in Sighisoara

Description:	Develop a integrated city strategy that sets priority and is linked to an updated urban plan
Beneficiaries:	The town of Sighisoara
Project Implementer:	Town Hall of Sighisoara
Co-implementer:	Romanian and foreign experts
Timespan:	18 months
Estimated Cost:	216,000 dollars
Partners:	Local ONG, Romanian and foreign experts
Origin:	Mihai Eminescu Trust, Gaia Heritage Sal, Center for Urban Development Studies – Harvard University

Draft Project Brief:

1. Title of the Project

Linking a Integrated City Strategy and Heritage Management in Sighisoara

2. Location of the Project and Area of Coverage

Sighisoara



3. Justification

Decentralization initiatives, such as those now in place in Romania, have multiplied the number of institutional actors involved in the management of historic centres. Furthermore, ongoing democratization of local governance and the growing role of civil society and the private sector have broadened the range of stakeholders as well as diversifying their perspectives concerning the value and use of the historic fabric. Reconciling the plurality of views, interests, mandated and missions adds layers of complexity to the already challenging task of developing and implementing a rehabilitation program.¹

In Sighisoara, a city of some 27,000 residents, the local decision-makers are becoming aware of the value of city's heritage and its instrumental role in a local economic development strategy. The city's heritage has an outstanding value that is well know and attracts many tourists. However, the isolated projects of restoration and the slowly emerging tourism infrastructure are preventing tourism to reach its potential as a major economic activity for the city. Furthermore the city administration lacks the capacity to proactively manage its cultural and built heritage. Previous assistance from various sources, while benefiting individual monuments, has focused on sectoral approaches and has not been accompanied by an incremental and integrated process that leads to sustained improvements over time.

Since 1990, there have been numerous studies addressing issues related to the preservation of historic heritage and broader issues of urban planning and management. Some of aspects of these studies have not been fully valorized and others may be outdated or lack economic and social dimensions that are key issues for their successful implementation.

¹ "Monitoring Processes of Change in Historic Centers: A Case Study of Fes, Morocco". Prepared by Mona Serageldin, Associate Director, Center for Urban Development Studies, Harvard Graduate School of Design. November 2002.

Sighisoara would benefit from an integrated city development strategy that recognizes the changing economic and social dynamics of the city; sets priority projects; and is linked to an updated urban plan (PUG) and financing sources. The Agenda 21 program, recently completed with assistance from the MET and others, takes the first steps in this direction. The process should continue in a coherent and economically realistic manner as to guarantee a more comprehensive approach that can be implemented through a strong and capable institutional mechanism.

4. Objectives of the Project

Assist the city to develop an integrated city strategy that sets priority projects and is linked to an updated urban plan and a three year financing strategy.

As a key component of the integrated city strategy, help the municipality to adopt a “heritage management program” approach to managing rehabilitation initiatives in historic zones.

- Develop a rehabilitation program based on a definitive set of implementation activities outlined through broad stakeholder involvement, supporting policies, and priorities that sequence strategic public interventions and financing sources.
- Review the current legal and regulatory framework on rehabilitation programs and identify what is within the respective competencies of central and local governments.
- Identify an institutional framework that can coordinate complex interventions among the public and private sectors that affect the city and the historic zones. Develop mechanisms for coordinating the implementation of various physical works.
- Incorporate social and poverty dimensions for lower-income families and the elderly into a rehabilitation program.
- Develop or acquire an expertise in financing rehabilitation programs given the diverse nature of funding sources, both public and private.
- Identify innovative practices in Romania and the EU regarding development regulations, partnership instruments and financial models to foster public/private initiatives in a rehabilitation program.

5. Activities of the Project

Through a highly focused capacity building program and selected technical assistance in specialized areas, the City can develop and adopt an integrated city strategy and a heritage management program through an 18 year capacity program. The process would build on existing studies and projects and when possible--initiate or modify ongoing projects so as to begin operationalizing programs and projects where there is already consensus.

The program would be divided into three phases.

1. Assessment.

Building on the existing Agenda 21 initiative including the participation of key stakeholders, review the considerable number of studies that have been undertaken as well as existing technical data material and inventories that have been undertaken. Identify gaps for further study with a particular focus on institutional partnerships, community outreach and the management and financing of city development and cultural heritage.

The assessment phase will be followed by a workshop in cooperation with a broader group of stakeholders where the appointed city team will report key findings. Based on feedback from the session(s) the city team will modify action plans accordingly and develop a realistic schedule.

2. Specialized Parallel Studies.

Based on the assessment and workshop results the city team will coordinate a series of parallel activities under major topic areas identified in the assessment and workshops. Partnering central government agencies, NGOs and the tourism industry representatives as well as other key stakeholders identified earlier would be involved in the ongoing parallel activities. Social could be undertaken, reviews of best practices conducted, focus groups held and studies completed on technical issues as well recommendations developed for particular policies, programs, projects and partnerships. Key indicators for monitoring and assessing program redirection in the future should be suggested.

Key ongoing projects would be identified that can help to operationalize emerging policies and programs for an integrated city strategy and heritage management programme.

A concluding workshop at the end of the studies phase would provide an opportunity to synthesize the findings of the parallel studies and activities and develop agreement on the key components of the city strategy and the cultural heritage management program. Best practices from other cities that provide practical examples would also be presented.

A summary document would be produced and a report provided to city council. Policies and programs that have been agreed upon in the workshops should be submitted for review and approval of city council.

3. Drafting integrated city strategy and heritage management programme.

The city team will coordinate the drafting of the integrated city strategy which will continue to incorporate the stakeholders involved in the previous sessions.

Particular programs, projects and activities that are in a short-term decision or funding cycle will be reviewed and incorporated into the draft strategy. This will allow key policies, programs and projects to be operationalized. Longer-term financing for projects will be identified and incorporated into a proposed capital improvement for the city.

Periodic public meetings focus sessions and working sessions with pertinent city council committees should continue to be held as sections of the strategy are drafted. A larger public presentation can be made upon completion of the draft strategy and heritage management programme. Short summaries should be made available in written form and a special webpage provided where the public can access studies and data.

6. Finalizing the city strategy and heritage management programme.

Based on the feedback both the city strategy and the heritage management programme would be finalized. A key aspect of the document would be a very well defined implementation program that identifies a institutional and financing instruments. Both the strategy, programme and instruments should be approved by the city council.

7. Inputs

An interdepartmental city team would be formed to develop the strategy in consultation with stakeholders and the city council. A team of Romanian and outside experts will provide selected technical assistance in key areas identified in the assessment.

8. Requirements from outside for the project

Financing of specialized studies and equipment.

9. Calendar of Activities

A period of 18 months is suggested to undertake the four phases outlined above and provide adequate time for community review.

10. Budget

<u>Component</u>	<u>Days</u>	<u>Total (US\$)</u>
<u>Personnel</u>		
International Consultant A	20	17000
International Consultant B	60	33000
Romanian Experts	100	15000
Sub-total Personnel	180	65000
<u>Contracts, Honoraria and other Consultants</u>		
Workshops Speakers (4)		12000
Other Resource Personnel (4)		8000
Case studies Presentators (4)		4000
Surveys & Studies		4000
Sub-total Contracts		28000
<u>Travel & DSA</u>		
International Personnel		25000
National Personnel		20000
Sub-total Travel & DSA		45000
<u>Grants for Studies Abroad (Summer)</u>		
Summer Students Interns (4)		8000
Sub-total Grants		8000
<u>Workshops & Office Equipment</u>		
Office Equipment		2000
Computers & LCD projectors		4500
Digital Camera & Accessories		600
Specialized Software		2000
Workshop Equipment		1900
Sub-total Equipment		11000
<u>Administration & Communications Costs</u>		
Communication Costs		3000
Translations		20000
Sub-total Administration		23000
Total Components		180000
Unforeseen & Management of Project		36000
TOTAL PROJECT		216000