

# The Impact of Cultural Heritage on Built Environment

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Fall 2012/2013

## **Acknowledgements**

I offer my sincerest gratitude to my supervisor, Prof. Dr. Ahmad Attia and Dr. Sawsan Saridar who has supported me throughout my thesis with their patience and knowledge whilst allowing me the room to work in my own way. Their wisdom and commitments to the highest standard inspired and motivated me. I am heartily thankful to my committee members, whose insights and suggestions enabled me to enrich and develop an understanding of the subject.

My five past years at Beirut Arab University, in the Faculty of Architectural Engineering, have been an extraordinary experience. It has been marked by educational pursuits, the companionship of dear friends, the exploration of new places and ideas, and the advisement of esteemed educators and mentors.

This thesis is dedicated to everyone at B.A.U who has made my experience here so enriching, and an invaluable milestone in my life.

Above all, it is dedicated to my parents, and the support of my family, for making it all possible. My appreciation is greater than I could ever express in words.

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## **Abbreviations**

CH	Cultural Heritage
UNESCO	United Nations Educational, Scientific and Cultural Organization
ICOMOS	International Council on Monuments and Sites
UHT	Urban Heritage Tourism
SWOT	Strength, Weakness, Opportunities and Threats
CHM	Cultural Heritage Management

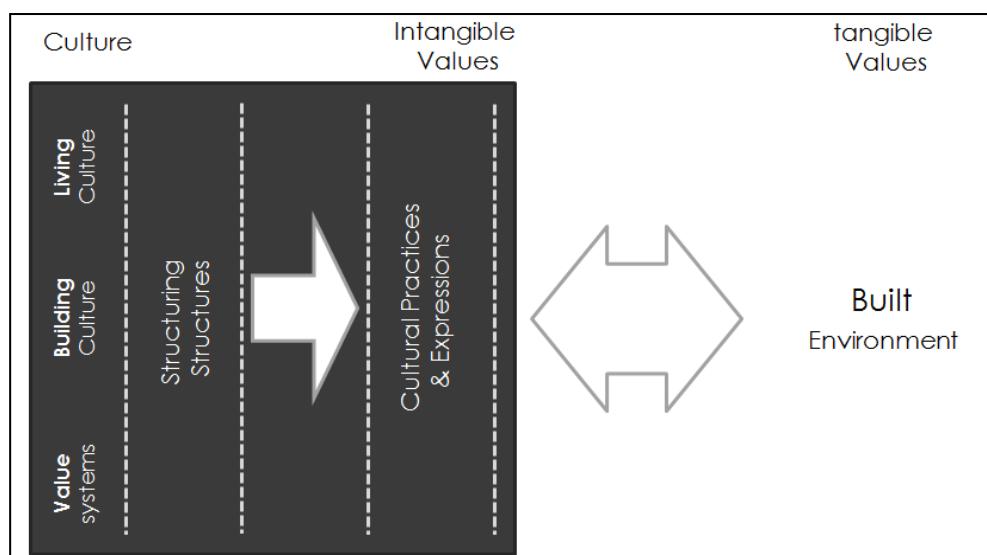
# 1. Introduction

## 1.1 Keywords Definitions

“Culture” refers to the cumulative deposit of knowledge, experience, beliefs, values, attitudes, meanings, hierarchies, religion, notions of time, roles, spatial relations, concepts of the universe, and material objects and possessions acquired by a group of people in the course of generations through individual and group striving. (TAM University)

“Cultural heritage” is an expression of the ways of living developed by a community and passed on from generation to generation, including customs, practices, places, objects, artistic expressions and values. (ICOMOS, 2002)

The following diagram shows a process dismantling culture into two ranges: Tangible values as the built environment and Intangible as the cultural practices and expressions.



**Figure 1: Dismantling culture into two ranges: Tangible & Intangible (Karakul, 2011)**

“Cultural Property” is closely related with Value in the historic evidence of every society and cultural significance means aesthetics, historic, scientific or social value for past, present or future generations. (<http://www.icomos.org/> accessed in December 2012)

In general, these kinds of cultural properties can be divided into two categories:

- Movable Property
- Immovable Property

Ranges for these properties vary from built environment to the intangible cultural concepts such as traditional skills of artistic craft.

Cultural Heritage is often expressed as either Intangible or Tangible Cultural Heritage. Since UNESCO is an internationally certified organization concerned with cultural heritage, it defines materials of cultural heritage as a part of the tangible heritage.

## 1.2 Cultural Heritage Categories

UNESCO defines and classifies material of cultural heritage into three categories:

### 1.2.1. Monuments:

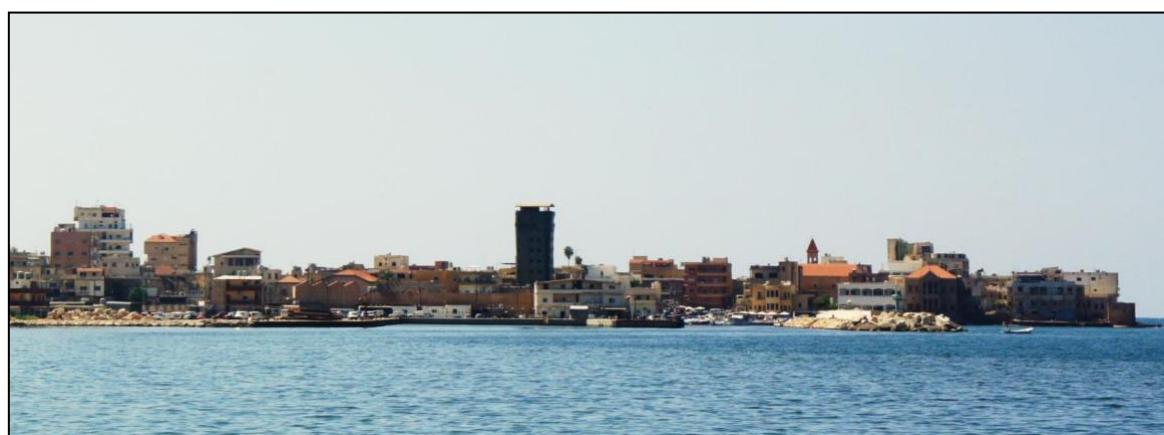
Architectural works, works of monumental sculptures and painting, elements of structure of an archeological of features which are of outstanding universal value from the point of view of history, art and science. As an example, the figure 2 shows Angkor Wat which is the largest Hindu temple complex in the world. The temple was built in the early 12th century and still standing.



**Figure 2.1: Angkor Wat, Cambodia (www.wikipedia.com, accessed September 2012)**

### 1.2.2 Groups of buildings:

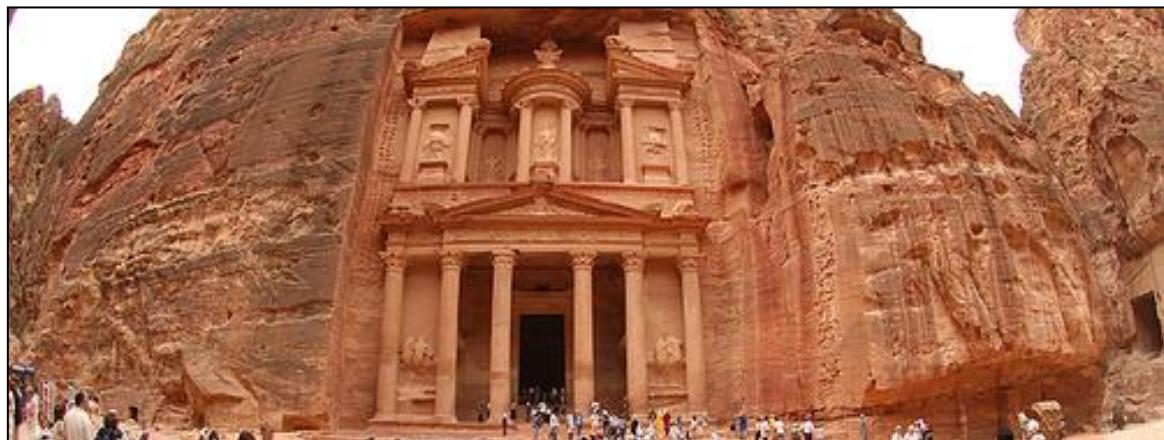
Group of separate or connected buildings which, because of their architecture, their homogeneity or their place in landscape, are of outstanding universal value from the point of view of history, art and science. As an example the figure 2.1 show the old city of Tyre.



**Figure 2.2: Tyre, Lebanon (The Researcher, September 2012)**

### 1.2.3 Site:

Work of man or the combined works of nature and man, and areas including archeological sites which are of outstanding value from the historical, aesthetic, ethnological or anthropological point of view. The figure 2.2 shows the archeological site of Petra in Jordan



as an example where Petra is semi-built and semi-carved into the rocks.

## 1.3 Risks and threats for urban historical areas

Risks and threats for urban historical areas, urban spaces and structures do generally not concern outstanding objects. In most cases these objects are legally protected and they are often more threatened by the intensive over-use due to their exclusivity. The main risks arise from the loss of density, historic nature, complexity and quality of urban historical areas as such. Speculative developments, driven by short term interests, menace the

**Figure 2.3: Petra, Jordan (The Researcher, February 2012)**

The issue of the cultural value of buildings has been associated mainly with the conservation of individual monuments and historic urban fragments. Developments over the last 20 years have shown that significant urban qualities, which are independent of monument and site protection issues, are disappearing. The notion of cultural heritage has been extended gradually from individual buildings to the architectural heritage and the building stock.

## 1.4 Architectural heritage in the long-term memory of a society

Protected monuments amount only to 1-2 % of all buildings. The perception of the urban environment is determined by the built heritage in its totality. Buildings and cultural

landscapes shape the sense of belonging somewhere, of social traditions, of cultural identity of a history spanning centuries. Buildings are material witnesses, which can be questioned and analyzed over and over again.

The qualities of many objects and structures cannot be defined through the visible urban appearance (facades, places etc.). It is therefore difficult to take into account the "invisible" when procedures on aesthetics, form and "images" are applied. This is the case of archaeological structures, which have been covered and of infrastructures in general which constitute the "invisible town". One solution might be to include historic cadasters as well as building research analysis of objects and their construction, which cannot be integrated directly into quantitative evaluations.

The traditional preservation of cultural heritage through the protection of historical monuments must be integrated in a larger strategy of sustainable management of the building stock, which in turn must be considered as an integrated part of the cultural heritage. This does not take away any of the traditional obligations of monument preservation. It does only avoid that monument conservation is used in an opportunistic way to prevent undesirable urban developments. Many developments cannot be rationally discussed because there is no clear urban strategy and no integrated value system for the management of building stocks and urban fragments. In a differentiated strategy of the management of the built environment, monument conservation will continue to assure that particularly important buildings survive in their

## 2. Contemporary Concepts & Ideas of Cultural Heritage

Societies have mingled with their “Physical Environment” (Urry 1995) in four main ways:

- Stewardship of the land so as provide a better inheritance for future generations living within a given local areas.
- Exploitation of land or other resources through seeing nature as separate from society and available for its maximum instrumental appropriation.
- Scientisation through treating the environment as the object of scientific investigation and hence of some degree of intervention and regulations.
- Visual Consumption through constructing the physical environment as a “landscape” or “townscape” not primarily for production but embellished for aesthetic appropriation

These four approaches lead to a conclusion that societies had different concepts to manage their cultural heritage based on their perceptions for their respective physical environment, the stewardship vision tends to be the more sustainable than the other different ways, but the visual consumption way tends to respect the cultural heritage and to establish more efforts to support any cultural heritage project aiming to improve the aesthetic appropriation of the place.

Considering the cultural heritage as a sector, the World Bank representing the UNESCO identifies several components in this sector:

- *Specific assets*: cultural patrimony endowments
- *Industries and productive activities*: cultural industries, including traditional artisanal enterprises;
- *Service activities and activities and organizations*: organized structures for facilitating public access to heritage, such as museums, libraries, theatres, exhibitions, and cultural tourism companies;
- Commercial enterprise: shops, forms and informal markets for culturally related artefacts, artisanal products,
- *Institutions*: a set of state institutions, as well as semi-governmental and nongovernmental organization dedicated to work on patrimony conservation and

management. An epitome of such institutions is Directorate of Antiquities (DGA) in Lebanon.

## **2.1 Heritage Management**

Heritage Conservation is action taken to sustain the value, meaning and significance of cultural resources from the past, for the use of the present and inspiration of future generations. And all decisions of conservation are based on the significance and meaning, the core value of a heritage resource. There are various types of significance such as historical, architectural, aesthetics, spiritual or social. It is established through physical, oral and archival research and study and is embodied in the place itself, its fabric, a setting, use, associations, meanings, records related places and related places and related objects (Australia ICOMOS, 1999).

## **2.2 Historic Conservation of Built Environment**

Talking about conservation management of heritage, more frameworks are defined, as Pearson (1995) argues that the effective management of heritage places involves four steps:

- 1- Location, identification and documentation of the resource, that is, the heritage place or places within a defined area of land.
- 2- Assessment of the values of the values of the heritage place with a range of other opportunities and constraints that the manager must consider to procedure a management policy aimed that conserving cultural significance.
- 3- Implementation of decisions covering the future use and management of the place ranging from conservation to recording and disposal.
- 4- Deckha (2004) suggests that historic conservation is a configuration of aesthetic, spatial and temporal practices that are interwoven with the ongoing production and consumption of late or postmodern spaces. These include:

- a. The commodification of time;
- b. The mobilization of class-marked cultural discourses of affect through the materiality of historic artefacts;

- c. The representation of these discourses in space, particularly those of the inner city; and
- d. The often contradictory politicized use of nostalgia that is not antiquarian, but postmodern and reflexive (Lash and Urry, 1994).

According to Conservation and planning approaches, there are three main categories dealing with conservation strategies summarized in the following points:

### **2.2.1 Restoration**

This approach concentrates on restoring the monuments or significant buildings, from palaces to mosques to old traditional-style houses, which exemplify vernacular architecture.

Such a restoration approach, theoretically, could apply to all buildings in the city, but in practice it tends to be localized focusing on certain individual significant buildings while neglecting the lesser buildings between the monuments.

The result can be to produce a "museum town", for tourists rather than for residents.

### **2.2.2 Renovation**

This approach may be necessary if buildings in the old city have collapsed and have to be cleared. However, renovation has become associated with demolition and may not always result in rebuilding in traditional vernacular architectural styles.

Renovation may mean that modern buildings and architecture replace vernacular old city houses and styles of building.

### **2.2.3 Rehabilitation**

This third approach seeks to rehabilitate the old city society and economy as it is now, or as it recently was, and does not aim to recreate the past.

Focusing on whole quarters or districts of the city, not just on certain individual buildings.

The city is seen as the cultural built environment heritage of the city's present population whether living within or outside of the city district itself.

Rehabilitation aims to involve the participation of the old city's residents in decision making about their quarter and even in actively improving its buildings.

## 2.3 Values of Cultural Heritage

Ashworth (1996) argues that there are three types of uses of heritage : all reflect the idea that heritage is a resource upon which extensive activities or industries have been constructed:

1. First, there is the use of heritage as a cultural resource, seen as valuable in itself and thus forming the basis for collection and subsequently display in which museums play a central institutional role;
2. Second, heritage is used as a political resource in the creation or support of states at various spatial jurisdictional scales and the legitimating of their governments and governing ideologies.
3. Third, heritage is used as an economic resource supporting economic activities, either directly as being itself an industry, or indirectly as a contributor to the location preferences of other economic activities. In other words, heritage is considered a tourism resource rendering economic benefits.

Ashworth (1996) argues that the general expectation from that heritage selected by the tourists is different from that selected by the resident in three ways:

- a. *Quantitatively*: all the three major uses described in this chapter are quantitatively selective, in the make use of only a portion of the potentially available heritage sites, and resources;
- b. *Qualitatively*: Tourism tends to select the large, spectacular or internationally unique over the smaller commonplace;
- c. *Spatially*: Tourism is particularly spatially selective in that it tends to cluster strongly in relatively compact areas and be located within linked networks of similar attractions at various spatial scales.

### 2.3.1 Associative Symbolic Value

Cultural resources that are regarded as tangible links to the past. They are often valued as symbols or even mnemonics of experience or heritage. The associative value comprises sites and artefacts that are perceived as important for group, national, or personal identity. Examples for Americans might include the Declaration of Independence, Plymouth Rock,

Gettysburg, or Mount Rushmore. A Catholic might say the Vatican; an Egyptian the pyramids at Giza; a Native American a prehistoric skeleton.

### **2.3.2 Information Value**

This value is regarded as providing information, knowledge, or data, and emerges from formal research in a wide variety of disciplines (archaeology, art history, architectural history, geography, etc.). For many archaeologists this value is considered paramount, as it is the knowledge gleaned from archaeological sites that archaeologists pursue. Sites providing such informational potential are often nondescript and a far cry from the famous tourist sites that appeal to many peoples' sense of heritage.

### **2.3.3 Aesthetics Value**

This value derives primarily from an appreciation of style, beauty, and art. It is the value most appreciated by dealers, collectors, and many museum curators and perhaps by many in the general public as well. It is usually gleaned from the physical object itself and generally does not require contextual information.

### **2.3.4 Economic Value**

This value comprises a monetary benefit to the cultural resource or object. As examples one may include utilitarian uses, such as adaptive reuse of historical buildings; the use of artefacts as commodities, for example in the art market; and heritage or cultural tourism.

### **3. Linking Heritage (Built Environment) to Development**

Since heritage is about living history, the issue is as Lowenthal (1998) says, “ownership and control”. There are many approaches to relate culture heritage with urban development in cities, according to Urry (1990): “Museumification” and “Disneyfication”.

#### **3.1 The Tourism-Heritage Relationship**

As with any economic activity, tourism makes use of resources and produces an environmental impact that amounts to exploitation if the quantity and quality of those resources are degraded. Newby (1994) identifies a complex relationship between heritage and tourism in which culture evolves from being a shared entity, to being exploited, and in extreme cases created. When culture is shared, tourism and heritage coexist so that tourism revenues can be used to sustain and conserve environments of heritage value. However, when culture is exploited or created, there is an explicit domination of commercial values over conservation values as tourism becomes central to the local economy. In this instance, the cultural heritage becomes a consumer product susceptible to a selection process of international organizations involved in the marketing of the heritage product, and the consumers (Nasser 2003).

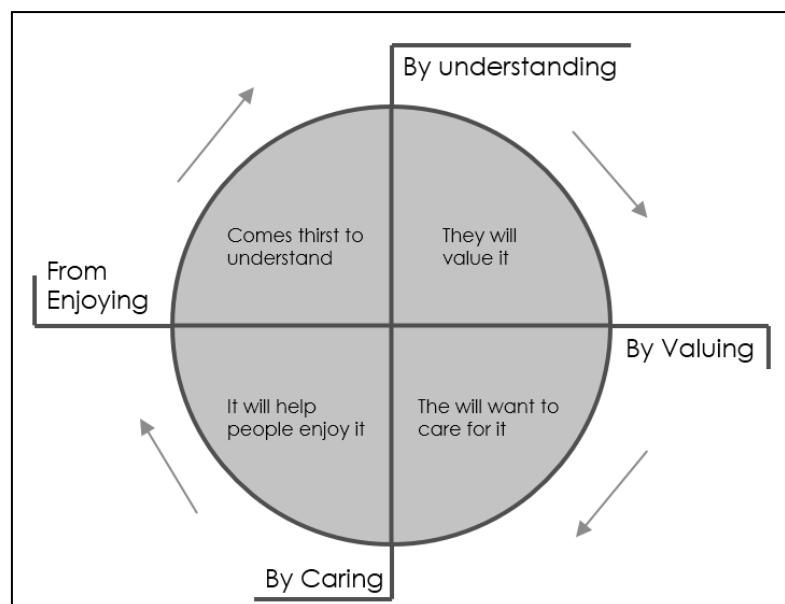
“Cultural strategies of redevelopment are complicated representations of change and desire. Their common element is to create a “cultural” space connecting tourism, consumption, and style of life” (Zukin 1995).

From the Zukin’s saying, the definition of the role of a cultural space can be identified; where Culture Heritage (CH) can contribute to economic regeneration in a variety of ways including (Griffiths, 1993, Williams et al, 1995, Strange 1995).

1. Job creation;
2. Income generation;
3. Cultural tourism;
4. Environmental improvement;
5. Community development; and

## 6. Place marketing

Lipe (1984) discusses the cultural tourism concept and argued that in many parts of the world, cultural tourism (UNESCO 1970) is a major economic force. The widespread interest in the associative and aesthetic properties of portable cultural resources is expressed in the rapid growth of markets in antiquities; one frequently reads of new (and astronomically high) record prices being set at the major auctions. In many areas, historic buildings and districts are increasingly in demand as residences or business location. In this case, both utilitarian and more abstract cultural resources values contribute to the property's economic value, sometimes with the added incentive of tax advantages established by the government in order to further historic preservation. Furthermore, the economic development and changes in property values and land use that often accompany successful historic districts or cultural tourism projects may have unexpected and sometimes negative effects on the fabric of local society and even on the non-economic values of the cultural resources themselves (Lipe 1984).



**Figure 3. Analysis of Tourism/Heritage direct Relation (The Researcher)**

## 3.2 Principles of Cultural Tourism Charter

Here are the six inevitable principles of the International Cultural Tourism Charter (1999) that should be applied on any cultural tourism charter:

- *Principle 1:*

Since domestic and international tourism is among the foremost vehicles for cultural exchange; conservation of cultural heritage should provide responsible and well managed opportunities for members of the host community and visitors to experience and understand that community's heritage and culture at first hand.

- *Principle 2:*

The relationship between Heritage Places and Tourism is dynamic and may involve conflicting values. It should be managed in a sustainable way for present and future generations.

- *Principle 3:*

Conservation and Tourism Planning for Heritage Places should ensure that the Visitor Experience will be worthwhile, satisfying and enjoyable.

- *Principle 4:*

Host communities and local people should be involved in planning for conservation and tourism.

- *Principle 5:*

Tourism and conservation activities should benefit the host community.

- *Principle 6:*

Tourism promotion programs should protect and enhance Natural and Cultural Heritage characteristics.

### **3.3 What and How to Measure: Tools of Analysis**

Key themes in urban heritage tourism (UHT) are many. Studies of UHT range from descriptive works on visitor participation and perceptions to theoretical discussions of the contested political terrain of heritage preservation and urban reconstruction. (Change et al. 1996).

In a sustainable scope, it will be efficient to develop solutions that answer the social, economic and environmental needs in such revitalization strategy; beyond these conventional strategic approaches, we can identify what is valuable in a historic urban quarter, qualities that should be protected and enhanced; then determine where negative

factors could be removed or mitigated and we can identify where the opportunities for enhancement lies.

According to Al-Kheder et al. (2008) there are two directions of urban heritage management:

- The first direction focuses on the integration of tourism, socio-economic and ecological factors for sustainable development where urban management must respect and incorporate human practices and actions of the local community into its professional approach to urban development. It emphasizes the need for actions to activate stakeholder participation, urban management and good governance for sustainable heritage development.

The second direction develops a community and culture – led agenda to achieve sustainability in the management and planning of heritage places within the urban context.

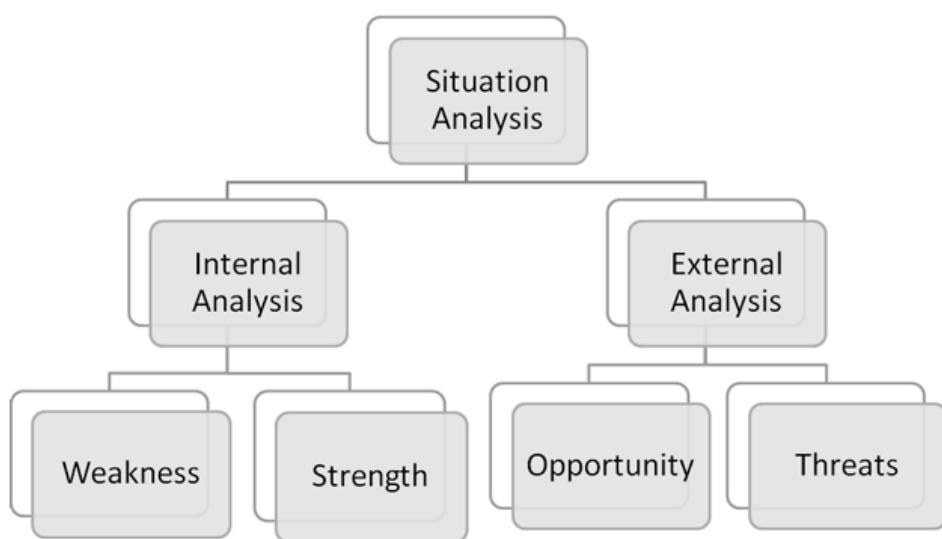
### **3.3.1 Analysis Methodology**

Al-Kheder (2008), in his research discusses that a number of methodologies are proposed in the literature to protect the urban heritage within the scope of the city Master Plan. He says that Kozlowski and Vass-Bowenl (1997) recommend the adaptation of the buffer zone planning technique for urban heritage protection. In this approach, it is suggested that a technique applied in natural heritage protection to “buffer” national parks from external threats occurring outside the legal bounds of protected places can be adapted to the urban environment in the protection of cultural heritage. There are six assessment methods, such as benchmarking; spider model; the meta-regression analysis; regime analysis; the flag model rough set analysis which may be applicable to a wide range of urban planning problems. The flexible scope of these methods renders them also appropriate for sustainability issues in the context of the management of urban cultural heritage (Al-kheder 2008).

#### **3.3.1.1 SWOT model (*Strength, weakness, opportunities and threats*)**

A derivative of the Harvard policy model, also referred to as the “design school model”, the SWOT approach seeks to address the question of strategy formation from a two – fold perspective: from an external appraisal (of threats and opportunities in an environment) and from an internal appraisal (of strengths and weaknesses in an organization), this perspective will be discussed in this part.

The chosen type of analysis (SWOT) is executed in this process, in the aim to complete the procedure of implementing a conservation management plan for a better participation and utilization of CH in the sustainable development, the figure 4 present a diagram showing the procedure starting with stating the significance settings, then defining the opportunities and constraints by the mean of SWOT analysis, the third step is choosing adequate standards in conservation, and finally establishing the conservation management plan in the CH area.



**Figure 4. SWOT Analysis Matrix** ([http://www.lucintel.com/SWOT\\_analysis.aspx](http://www.lucintel.com/SWOT_analysis.aspx), accessed December, 2012)

### 3.3.1.2 *Physical and Functional Analysis*

The following table represents Physical and Functional analysis of Built environment:

ANALYSIS TOPICS		TECHNIQUES & METHODS	TOOLS
Analysis	Locational analysis	Documentary research	Maps

		Historical analysis	Documentary research	Data collected from books, maps, documents
Physical analysis	Urban pattern analysis	Form of development	Morphological analysis	Maps 3D drawings
		Solid-void relations	Figure-ground analysis	Maps
		Street pattern, urban spaces	Linkage theory	Street silhouettes 3D scaled sketch Drawings Photographs
		Elements of the area such as paths, nodes, edges, landmarks and districts	Lynch analysis	Maps Photographs 3D scaled sketch drawings
		The gap sites and vacant plots of land	Lost space analysis	Maps photographs
		Architectural evaluation	Site surveying	With sketch and measured drawings and photographing; information gathered on tables for all buildings
		Technical infrastructure	Documentary research	Maps and reports
Functional analysis		Accessibility/permeability/traffic circulation	Traffic and transportation survey	Maps
		Functional distribution	Land use survey	Maps presented with appropriate colors and technique

**Table 1. Analysis topics, techniques, methods and tools in an urban environment**

**(N.Doratli et al. 2004)**

### **3.4 Relevant Experiences and Lessons from Previous Heritage Trials**

In addition to the potential benefits of job creation, income generation, cultural tourism environmental improvement, and community development, the arts and cultural industries are also perceived to be important urban regenerations through their ability to transform the image of a place. In an increasingly contested inter – urban market for mobile capital, where the rise of a culturally dominant and influential “service class” is significant (Urry, 1990; Strange, 1995) the promotion of place through a strong artistic and cultural profile is viewed by all cities as a necessity other than an option ( Strange 1995).

Cities which are portrayed as culturally dynamic, diversified, and sophisticated places are perceived to accrue a “cultural capital” which when combined with other resources they may have make them significantly more marketable than other places (Kearns and Philo, 1993; Strange, 1995).

At the global scale, widespread economic restructuring and deindustrialization have stimulated the growth of urban heritage tourism (UHT) in both developed and developing nations. These broader process are, in turn, mediated by influences (economic, political, socio-cultural and environmental) that emanate from the local level (Change et al. 1996).

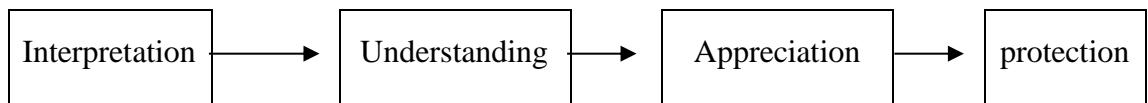
### **3.5 Interpretation and Built Heritage Management**

Cultural heritage management (CHM) is often defined as a technical process in which experts such as archaeologists, anthropologists, historians and/or conservation architects assess the meaning and value of heritage places and develop and implement management policies and strategies. In a sense it is the public face of archaeology, but it is also the process that acts publicly to ensure that a range of archaeological interests is given primacy in public policy. CHM is about managing conflict. At one level it is about managing conflict over heritage places and how they should be used. At another level it is about managing conflict over the meanings given to heritage and the past and how these meanings are used in the present (Smith, 2003).

The aim of heritage interpretation is to “educate” rather than “entertain”. Interpretation has played a crucial role in regenerating declining urban, industrial and rural areas through

tourism and conservation programs (Uzzell, 1998). Uzzell argues the alliance between conservation, education and tourism has led to what has been termed the “heritage industry”: “Instead of manufacturing goods, we are manufacturing heritage, a commodity which nobody seems able to define, but which everybody is eager to sell”. (Hewison, 1987)

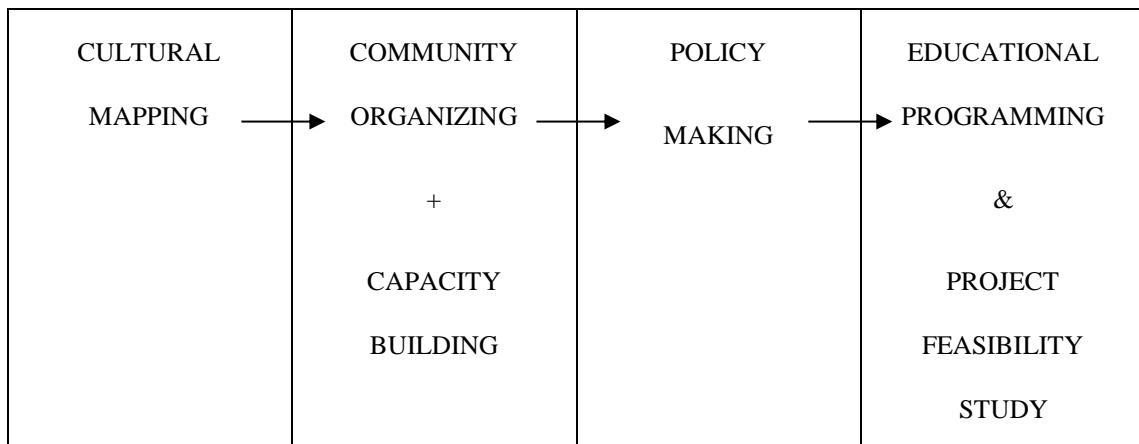
In his assumption to the Tilden’s model, Uzzell argued that One of the principal theories in interpretation is imbedded within Tilden’s dictum: “through interpretation, understanding: through understanding, appreciation; through appreciation, protection”. This has considerable intuitive appeal because it seems to suggest that interpretation will have the desired effect and will be successful.



**Figure 5: The Tilden’s dictum showing how through heritage interpretation, the protection of these heritage contexts takes place (Uzell, 1998)**

In a more advanced model for economic development and conservation management planning, this process can be integrated to evolve a new model wherein heritage serves as the core of development process. The process moves through four phases – awareness, appreciation, protection and utilization. As shown in the following diagram (Figure 5) the awareness phase can be established through a cultural mapping activity of the community. The appreciation phase can be implemented through community organizing which engenders community solidarity and through capacity building which instills technical empowerment. The protection phase can be realized with a heritage charter, bill, legislation or guidelines. And the utilization phase can be conducted through educational programming to produce education value or project feasibility study to produce economic value.

AWARENESS	APPRECIATION	PROTECTION	UTILIZATION
↓	↓	↓	↓

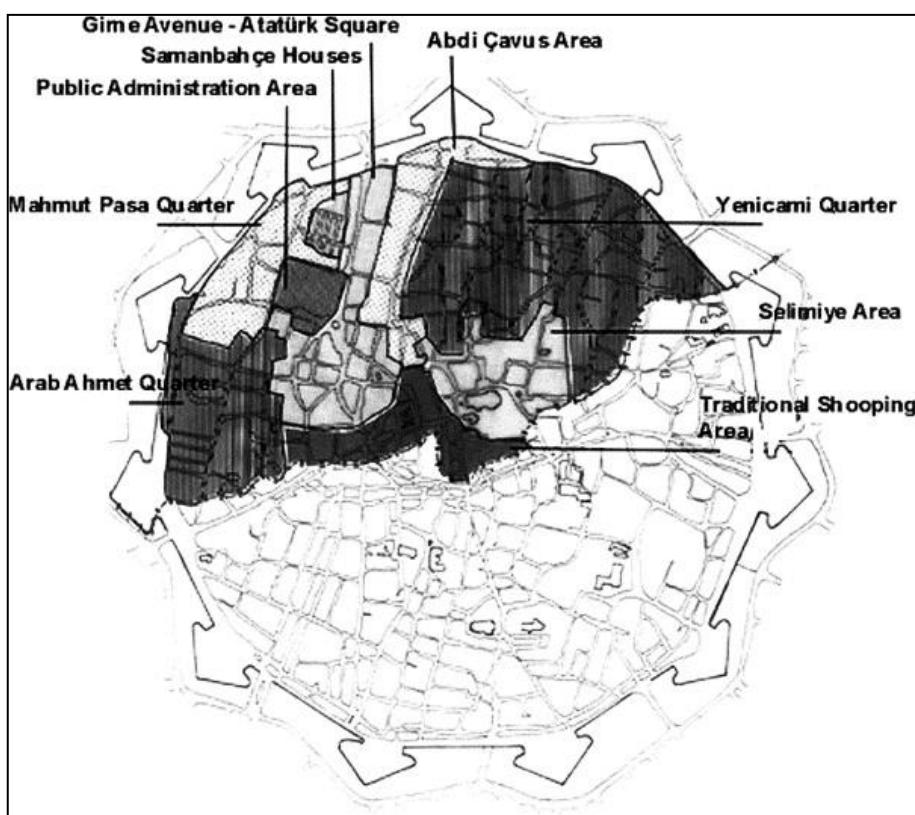


**Figure 6. Conceptual framework of heritage and development, advanced model, (Uzell, 1998)**

In the area of heritage management, it has been proposed “that the visitor experience should be placed at the center of any heritage management process” and that traditional management that has focused on the heritage resource is “deficient because it generally takes inadequate account of the human element in heritage management and especially the significance of visitors” (Hall and McArthur, 1993; Moscardo, 1996).

#### 4. Application on the Heritage Trail of the Walled City of Nicosia, Cyprus

In this Chapter, an example of cultural heritage trail: the application of the SWOT analytical methodology for revitalization strategies in the culture heritage fabric of the Walled City of Nicosia, situated in the north side of Cyprus. The following figures present the location of the walled City of Nicosia, and the functional distinctive areas within this heritage city.



**Figure 7. Walled City of Nicosia Areas (N. Dorartli et al., 2004)**

The Master Plan identified a range of improvements for North Nicosia, which included:

- Arab ahmet area: renovation of historic houses, redesign of traffic and pedestrian areas, and better community facilities.
- Selimeye Area: the restoration of historic buildings, and general improvements to the surrounding environment.
- UNDP Selimeye Square Poster.

- City Walls, Bastions and Moat: restoration of the walls, and improved landscaping of both bastion and moat areas;
- Kyrenia Gate Area: improvement to the traffic and road structures around the Gate, and the road leading to the square;
- Central Business District: development of a major business center outside of the city walls, funded as a commercial project.

Priority Projects:

- a. Chrysalinotissa Housing Revitalization project;
- b. Pedestrianisation of the Commercial Area of the Historic Center;
- c. Other projects.

Currently, in the context of the third phase of the Nicosia Master Plan, a series of integrated priority investment projects are initiated focusing on housing rehabilitation and pedestrianisation. These projects, represent the backbone of the policy for the walled city, and constitute the common tool for implementation of both sides of the city.  
[\(<http://www.nicosia.org.cy>\)](http://www.nicosia.org.cy)

The application of the SWOT analysis in the case study of the Walled City of Nicosia, to investigate the revitalization strategy of the culture heritage in the city, is summarized in the following table, according to the study done by N. Doratli (2000): (Appendix 1)

<b>STRENGTHS</b>	
<b>Built Environment</b>	<ul style="list-style-type: none"> <li>- Being the traditional core of the city</li> </ul>
Physical and aesthetic qualities	<ul style="list-style-type: none"> <li>- Existence of star-shape city walls</li> <li>- Existence of identical districts and monumental buildings (a cover bazaar, khans, baths, cinemas)</li> <li>- Mix-uses within district</li> <li>- Existence of various reference points in each district</li> <li>- Predominant human scale pattern</li> <li>- Continuous urban form with well-defined streets and cul-de sacs which create sense of place</li> <li>- Existence of well-defined public urban spaces/squares in various dimensions</li> </ul>

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	<ul style="list-style-type: none"> <li>- Existence of traditional housing dwellings belonging to previous cultures</li> </ul>
<b>Natural Environment</b>	<ul style="list-style-type: none"> <li>- Having Mediterranean climate which is attractive for tourism</li> <li>- Central location of the city on the island</li> <li>- Presence of greenery in almost every house garden</li> <li>- Existence of date palms in public spaces which have symbolic values to the city</li> <li>- Presence of water wells and streets fountains</li> <li>- Existence of an urban park attached to the border line</li> </ul>
Fauna, flora, air, water and pollution	<ul style="list-style-type: none"> <li>-</li> </ul>
<b>Socio-economic Environment</b>	<ul style="list-style-type: none"> <li>- Presence of a culture mosaic</li> <li>- Existence of a recently developed master plan</li> <li>- A shared culture</li> <li>- Being the capital of Cyprus</li> <li>- Existence of two universities within the borders of the city</li> <li>- Existence of businessman who are volunteer for improving the historical buildings</li> </ul>

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## WEAKNESSES

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<b>Built Environment</b>	<ul style="list-style-type: none"> <li>- Limited area for development</li> <li>- Existence of a buffer zone</li> <li>- Inappropriate additions to the building facades such as architectural elements and advertisement boards</li> <li>- Inadequate lighting Lack of unity among the definer buildings</li> <li>- Existence of unused urban space/squares</li> <li>- Existence of lost spaces</li> <li>- Inadequate and inappropriate street finishing elements</li> <li>- Scarce amount of places for sport</li> <li>- Car parking problem</li> </ul>
<b>Natural Environment</b>	<ul style="list-style-type: none"> <li>- Lack of maintenance in house gardens</li> <li>- Unworkable street fountains</li> <li>- Scarce amount of water</li> </ul>
<b>Socio-economic Environment</b>	<ul style="list-style-type: none"> <li>- Improper enterprises of monumental buildings</li> <li>- Existence of embargos</li> <li>- Lack of uses after working hours and during the week ends</li> <li>- Uses of houses over their capacities</li> <li>- Safety problem</li> <li>- Lack of consciousness to environment</li> <li>- Low education level of the new users</li> <li>- Temporary works of the immigrant and economic crisis</li> <li>- Decrease of the social activities in the walls</li> <li>- Not to be recognized by the world</li> <li>- Inadequate municipality services and mass transportation</li> </ul>
Including political and administrative conditions	

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## OPPORTUNITIES

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<b>Built Environment</b>	- Existence of many defined open spaces that have potential to be improved
Physical and aesthetic qualities	- Existence of housing stock - Existence of public building stock
<b>Socio-economic Environment</b>	- Aids from abroad for restoration of the traditional pattern - High tourism potential
Including political and administrative conditions	- Existence of the Cyprus Biological Research Associations, the Department of Antiquities and the City Planning Department - Sensitivity of the local and government authorities to the environmental policies - Existence of tourism agents - Increase of interest to the cultural tourism in world scale - Integration process with the EU

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## THREATS

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<b>Built Environment</b>	- Existence of the buffer zone
Physical and aesthetic qualities	- More deterioration on the monumental buildings - More deterioration in the traditional pattern - More visual misery - Multi-storey building additions to the traditional human scale pattern - Physical, functional, locational and image obsolescence - Lack of maintenance in private, semi-private and public spaces - Incompatible uses in the traditional building; such as worker pensions; small industry - Incompatible/inefficient uses in public open spaces and urban squares - Weakness in the Master Plan
<b>Natural Environment</b>	- Decay of the natural beauty
Fauna, flora, air, water and pollution	
<b>Socio-economic Environment</b>	- Loss of the historical heritage - Loss of the meaning in urban spaces
Including political and administrative conditions	- Increases of the bankrupt: shops day by day - Decrease of public activities - Being use by fewer people

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- More immigrations of the Turkish Cypriots (the actual owners) from the Walled City to the new developing areas
- Not to recognized by the world
- Continuation of the exiting embargos

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**Table 2. SWOT analyses applied on the walled city of Nicosia analysis (Researcher based on N. Doratli 2000)**

The strategy, which will be based on this final assessment, should be capable of matching the strengths and opportunities; to minimize and avoid weaknesses and threats; to convert weaknesses into strengths and threats into opportunities. The same strategy will be applied on the primary case study of the historical core of Tyre's city. In the next chapter of this thesis. The table 3.4 is a proposed matrix by the researchers N. Doratli et al. as final assessment to the revitalization trail of the Walled City of Nicosia.

## 5. Summary and Findings

Tourism can have positive attributes for conservation and development in heritage places. For planners, the principal goal is to create a strategy for minimizing the adverse impacts and maximizing gains from tourism. This would have to include the management of the cultural resource and the quality of new development, the uses and activities the built environment sustains, and the integration of both with the socio-cultural needs of the local community.

### 5.1 General Findings

In this final Chapter, many points can be addressed as general finding, from the theoretical part as well from the case study:

- a. Any cultural heritage project has to achieve benefits on three levels:
  - Social level: social equity, public involvement, community's cultural awareness improvement and introducing appropriate cultural activities.
  - Economical level: benefit revenues for improving the quality of life in the city in a sustainable way.
  - Environmental level: achieve the ecological limits in the development process of the city, adding ecological treatments in the level of planning and design.
- b. “When culture is shared, tourism and heritage coexist so that tourism revenues can be used to sustain and conserve environments of heritage value. For planners, the principal goal is to create a strategy for minimizing the adverse impacts and maximizing gains from tourism. This would have to include the management of the cultural resource and the quality of new development, the uses and activities the built environment sustains, and the integration of both these factors with the socio-cultural needs of the local community” (Nasser 2003).

The cultural tourism trial in the historical cities should be respecting the international standards by improving the quality of tourist services and accommodation facilities

including the heritage trails and tourist information centers, and meet the needs of local residents.

c. “There is a wide literature on the heritage industry and conservation of historic cities, but there is little which examines the political economy of these places and the extent to which this shapes the development agendas and strategies being produced. The emergence of sustainable development policy frameworks which seek to reconcile the potentially incompatible requirements of growth, conservation and environmental sustainability in historic cities are seen as key sites of political contestation” (Strange 1996).

The Cultural heritage Management (CHM) has to be established with respect for different stage introduced by international characters and committee as mentioned in ICOMOS II Burra Charter.

## **5.2 Executive Summary**

### **5.2.1 Background**

History is something most people are eager to learn about. Past history is to be acknowledged through conserved historic figures, buildings, monuments, gardens, and artistically designed buildings. The conserved craft of history in architecture, industry, and technology are elements that promote people’s deep interest in history.

“In the aim to assist a positive role for conservation of cultural heritage in the development of the old cities, there is a conflict between the *preservation* of the character of existing historic towns and *change* has formed the central argument for conservation. More recently, heritage has superseded conservation, where marketing of heritage as a product according to the demands of the consumer, mainly tourists, has resulted in the commercialization of heritage over conservation value. Today, the symbiosis of both tourism and heritage places has become a major objective in the management and planning of historic areas.” (Nasser 2003)

Built Heritage development is expected to improve the quality of life for all people without causing undesirable ecological and socio-cultural outcomes. As one development option in

the historical cities, cultural tourism may be incorporated as part of strategy to achieve the destination's development.

Anything *old* must be referred to as *heritage*. Heritage insinuates nostalgia in people's minds for it preside ones vast areas of their social life reflects and assures the mood of conservation.

“... We define a place as a site, area or region of land that represents a particular focus of past human activity, or that represents a concentration of in situ cultural material” (Michael Pearson 1995)

By determining the positive aspects in cultural tourism to reach a sustained built environment; cultural heritage is sustained.

The main objective of the study is to maintain some sort of balance between cultural heritage tourism “built environment” and safeguarding social cultural values:

- How to link heritage with built environment? This review reflects how to consider heritage as a commodity to use it in economic activity through tourism.
- How to apply cultural tourism charter principals in planning for cultural tourism projects?
- How to analyze the urban environment to introduce the adequate Urban Heritage Management?

This thesis is based on a survey of literature and theories about the role of cultural heritage on the built environment of cities. For this, definitions are introduced to clarify many significant terms:

- Cultural Heritage (Tangible & Intangible)
- Cultural Tourism
- Economical and cultural values of heritage sites
- Conservation and rehabilitation of built heritage

### **5.2.2 Findings**

The findings and analysis from the study can be summarized as follows:

- a. Any cultural heritage project has to achieve benefits on three levels:
  - Social level: Social equity, public involvement, community's cultural awareness improvement and introducing appropriate cultural activities.
  - Economical level: benefit revenues for improving the quality of life in the city in sustainable way.
  - Environmental level: achieve the ecological limits in the development process of the city, adding ecological treatments in the level of planning and design.
- b. The culture tourism trial in the historical cities should be respecting the international standards by improving the quality of tourist services and accommodation facilities including the heritage trails and tourist information centers, and meet the needs of the local residents.
- c. The management of Cultural heritage areas has to be established with respected of different points:
  - Enhancing monuments and archaeological sites, and give priority to the public participation in the conservation process.
  - Conduct impact studies of major urban projects in the different potential parts of the master plan on the cultural heritage strategies and search for funding resources to accomplish its recommendations in form of projects.

Hold awareness workshops for different actors in historical cities on the theme of the participation of children and youth in the improvement of the urban environment in the sustainable framework of the city.

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## Appendix 1

*Revitalization strategies in historic urban quarters: N Doratlı et al.*

DISTRICTS →		GİRNE AV. & VICINITY		MAHMUT PAŞA & ABDÜ ÇAVUŞ		ARAB AHMET		YENİCAMİ		TRADITIONAL SHOPPING AREA		SELİMİYE	
PLACE ASSETS, OBSOLESCENCE & INTENSITIES OF DEVELOPMENT PRESSURES ↓		Cultural Identity Scarcity		PLACE ASSETS		MODERATE		HIGH (S)		MODERATE TO HIGH (S)		HIGH (S)	
Resource		None		HIGH (S)		HIGH (S)		HIGH (S)		HIGH (S)		HIGH (S)	
PHYSICAL OBSOLESCENCE (Structural Condition)		67.2% of the buildings in excellent condition (S)		Above 60% in poor condition (T)		73.9% in poor condition (T)		70.2% in poor condition (T)		62.4% of the buildings in poor condition (T)			
FUNCTIONAL OBSOLESCENCE (Mismatch between fabric and use)		Comparably newly built buildings - not apparent (O)								HIGH (W)			
Ownership pattern		Decrease in owner occupied dwellings from 47.1% in 1985 to 27.7% in 1999 (T)											
LOCATIONAL OBSOLESCENCE													
Changes in social composition		The new comers are from lower classes (T); they are emigrant families or workers from Turkey (32% original Turkish Cypriots against 68% from Turkey)								MIDDLE TO LOWEST (O)			
Land & Property Values		HIGHEST in the Walled City (T)		MIDDLE TO LOWEST (O)		LOWEST (W)		LOWEST (O)		(O)			LOWEST (O)
Rate of Rents		HIGHEST in the Walled City (S)		LOW (W)		LOWEST (W)		LOW TO MIDDLE (W)		MIDDLE TO LOW (W)			LOWEST (W)
Vacancy Rates		LOWEST In the Walled City		MIDDLE (T) (O)		HIGH (T) (O)		HIGH TO MIDDLE (T) (O)		MIDDLE TO HIGH (T) (O)			HIGH TO HIGH (T) (O)
Incompatible Uses		Not exist		NOTICABLE (W)		HIGH (T)		HIGH (T)		MIDDLE (T)			HIGH (T)
New Development		HIGHEST in the Walled City (O)		Almost NONE (T)		Aside from restoration by public sector		LOW		LOW			Almost NONE (T)
INTENSITIES OF DEVELOPMENT PRESSURES		HIGH DEVELOPMENT PRESSURE (O)		STATIC (W)		DECLINING (T)		DECLINING (T)		STATIC (T)			DECLINING (T)

(S): Strengths; (W): Weaknesses; (O): Opportunities; (T): Threats

Figure 8 SWOT analysis of the Walled City through authors' approach

in the other districts, which may provide an opportunity for conservation efforts.

**Type and amount of new development:** The rate of new developments in historic areas would be considered as an indicator of their ability to induce private investment. If the areas suffer from locational as well as image obsolescence, it cannot be expected that private investment will occur in these areas, nor will the owners take action to enhance their buildings. Considering the Walled City from this perspective, the new developments can only be seen in the most dynamic part, Girne Avenue, where they create opportunity for attracting further investment. In the other districts, non-existence of new developments is a threat since it indicates the flight of private investment.

**Intensities of development pressures:** As emphasized above, there is a mutually exclusive relationship between obsolescence and intensity of development pressures that a place faces. Depending on the characteristics and other qualities of the area, development dynamics may sometimes act as threat or weakness, and sometimes as opportunity. This has been observed in the Walled City as well. In reality, most of the indicators of obsolescence reflect whether there is high, static or declining development dynamic in an area. Since different intensities of development pressures prevail in different parts of the old city, it is preferred to examine the morphology of intensities of development pressures in terms of distinctive areas:

- Girne Avenue and its near vicinity, to a certain degree, still preserve its attractiveness. It is the only area within the walls that can compete with newly developing areas outside the walls. The area owes this characteristic to its "renewed" character. Most of the buildings were built in the last three decades. The area can be identified with *high pressure for development*, which provide favorable situations in the environment, as an opportunity. However, the vacant office building next to the Courts, which was built during mid-1980s, might be a sign of decreasing attraction of the area.
- Mahmut Paşa and Abdi Çavuş, the neighboring areas of Girne Avenue, which has been under pressure of the expanding commercial activities during the 1970s and 1980s has undergone unfavorable functional changes. The spatial pattern of originally residential areas is somewhat distorted and in addition to physical obsolescence, the areas started to suffer under both functional and locational obsolescence. As a result of this transformation, the area is currently in *static state of development pressure*, which can be considered as a weakness.

- Arab Ahmet and Yenicami (housing depots of the Walled City), which occupy the largest area within the walls, with their vacancy rates, high proportion of poor buildings, lowest property values and rents, high proportion of incompatible uses, absence of development, instable population, low ownership rates, became somewhat of a slum. With these characteristics, the areas are in *declining state of development pressure*, which is an unfavorable situation in the area that is damaging any potential revitalization strategy—a threat.
- Traditional Core and Selimiye Area, where the main type of activity is commercial, show all signs of physical, functional as well as locational obsolescence, leading to *static state of development pressure* in the traditional Core and *declining state of development pressure* in Selimiye Area, both representing a threat.

Based on all these, it can clearly be stated that the Walled City of Nicosia is a historic urban core, possessing a mix of assets that embrace *cultural identity value*; *scarcity value* and *resource value*, which set up the *strength* of the area. Any strategy should be built on these strengths for sustainable conservation. The findings also indicate that, apart from Girne Avenue, all other districts within the walls suffer from physical, functional and locational obsolescence to a larger extent and the largest parts of it are in *declining state of development pressure*.

**The SWOT analysis for the external appraisal**  
Assessment of only the characteristics, problems and potential of this historic area would only partly pave the way to formulate the most appropriate strategy for ensuring the success of revitalization efforts. Therefore, in addition to what has been discussed above, the political and socio-economic conditions of the country (Northern Cyprus) as the external appraisal (as existing in the original SWOT method) is discussed in the following section and summarized in Figure 9.

The initial step in terms of external appraisal will be about the most vital issues, conditions for conservation and revitalization in Northern Cyprus from a SWOT analysis perspective. When considering the essence of the new trends and practices at the global level, the current local framework for conservation and revitalization of historic urban quarters in Northern Cyprus seems to be in conflict or at least inefficient with respect to international understanding and practices. The *attitude of the responsible authorities*; *appreciation and consciousness at community level*; *public participation and involvement*; *planning approach*; *legislative basis*; and *financial and administrative issues* all need to be

argued since they correspond to the *overall weakness* of the prevailing conditions for revitalization.

*Attitude of responsible authorities:* The dominating conservation understanding of the authorities that are committed to planning studies with respect to conservation is preservation of the cultural, architectural, artistic identity of a historic urban quarter. Nevertheless, all these values should be protected. However, without taking into account the social and economic values of these places, long-term attainment of the objective of conservation would be difficult.

Making the protection of cultural heritage more preservation-oriented than conservation-oriented results in a *defensive, reactive, and reluctant to change* attitudes towards the process. This creates an obstacle for the revitalization and it is against increasing competitiveness of these areas. When considering the framework of the *Amsterdam Declaration*, which underlines an *interactive, democratic, and communal consensus* as indispensable features regarding conservation, this kind of attitude can be referred to as being "old fashion" or "expired".

*Appreciation and consciousness at the community level:* "Historic areas" and "conservation" are neither appreciated nor well understood by the vast majority of the public. At a community level, protection of historic areas is considered as if it is the problem and duty of solely the responsible authorities. Protection of historic areas seems to be a "top-down" order, dictated by the responsible authorities to the community.

At the community level, understanding of protection of historic buildings is restricted to the protection of only monumental buildings and sites. A

large section of the population shows resistance to the protection of buildings of architectural value, or more mundane buildings. To summarize, at community level, an understanding from the late 1960s, or early 1970s in European countries about protection of historic buildings prevails.

*Public participation and involvement:* The new Town Planning Law (55/89) has provisions for public participation at the preparation and approval stage of plans including those for conservation areas. However, when considering the new approaches, especially those dictated by Amsterdam Declaration, it has a limited scope. Provisions on public participation do not call for:

- Participation of local people in every stage of conservation studies, after they are given the facts necessary to understand the situation;
- Setting up special non-commercial agencies to provide direct links between potential users of buildings and their owners;
- Consideration of complementary proposals or alternatives put forward by groups or individuals, as stated in the Declaration.

Although there is no provision in the new Town Planning Law and Law of Antiquities about these, there is nothing against their realization either.

*Planning approach:* In Northern Cyprus, planning studies for the conservation areas are carried out in many respects differently from the rest of the town. In addition to this, a uniform model with a uniform logic is applied to every conservation area. Since every historic urban quarter is unique and has its own identity, even the best plan would fail

Strengths	Opportunities
<ul style="list-style-type: none"> <li>• Universities</li> </ul>	<ul style="list-style-type: none"> <li>• Student population</li> <li>• Social and economic contribution of universities to North Cyprus</li> </ul>
Weaknesses	Threats
<ul style="list-style-type: none"> <li>• attitude of the responsible authorities;</li> <li>• appreciation and consciousness at community level;</li> <li>• public participation and involvement;</li> <li>• planning approach;</li> <li>• legislative basis;</li> <li>• financial and administrative issues.</li> </ul>	<ul style="list-style-type: none"> <li>• International Embargos</li> </ul>

Figure 9 SWOT analysis of the Walled City for external appraisal

with such an approach. It is not enough to take only the analysis of the physical, architectural characteristics and qualities and socio-economic features as a basis for determination of a conservation policy. Analysis should be carried out one step further and for every place the type and level of obsolescence as well as the dynamics of the place should be identified. This would convey the understanding of the position of the conservation area with respect to the rest of the city. Consequently, the conservation policies for the historic areas would have a long-term perspective.

It can be argued that, in Northern Cyprus, conservation-area planning practice does not have a long-term perspective—although it may pretend to have—because, following the analytical stage, the conservation policy is developed to include only different modes of renewal: refurbishment, conversion, demolition and redevelopment, aiming at the physical revitalization of the area.

However, as discussed earlier, although resulting in an attractive physical public realm, physical revitalization is a short-term strategy. To sustain revitalization in long-term, economic revitalization strategies should also be pursued. Since this kind of thinking fails, it can easily be said that the planning approaches for conservation do not have a long-term perspective.

*Legislative basis:* The legislative framework for conservation in Northern Cyprus, provides the basis for identification of the historical, architectural, cultural heritage or conservation areas; preparation of conservation plans; listing of buildings and sites; giving technical or limited financial assistance to the owners of listed buildings; control of development in the conservation areas. However, as a whole, it does not provide the basis for effective implementation of the conservation plans.

Legislation that is directly related to conservation, Antiquities Law and Town Planning Law, provides the basis to draw the picture of conservation of buildings and/or areas. They do not have any provision to transform the conservation plans into action plans. When considering the provisions of the Amsterdam Declaration about the organizational framework for implementation and public participation, beginning with the launching of the conservation plan and continuing throughout implementation, it comes out that the legislation has missing provisions.

Legislation, which, through the development that it permits has an indirect influence on the conservation areas, has no respect to conservation issues. As a result, it is possible that the conservation area would be negatively affected by development which is permitted under 'ordinary' planning legislation.

*Financial and administrative issues:* The financial means and tools are insufficient for attainment of the objective of revitalization of historic urban quarters. It is not possible to enhance and enliven

the area through only providing technical and limited financial assistance to the owners of listed buildings. Ways and means to shift the resources of the country to conservation should be searched for, in order to increase the financial resources that would be available for conservation. In addition to this, it should be kept in mind that sometimes a cultural treasure will be better preserved and appreciation of it better served by affording it a place in the open market where it can provide an economic return.

Ways and means should be identified to provide the basis through which the public sector does not just give grants and loans but acts as a catalyst and stimulator. This would be possible through the amendment of some laws and regulations. When considering administrative and organizational issues, although the responsible authorities act in collaboration, occasionally certain level of deficiencies arises due to a lack of coordination.

The most striking weakness of the administrative and organizational framework of conservation has two dimensions:

- (i) In Northern Cyprus, there is no sound and stable basis for the allocation of different departments under the authority of the same Ministry. Depending on decisions of every new government, allocation of departments may change. The Town Planning Department is one of the most affected departments from this perspective. Beside unstable placement, departments, which are highly involved in planning and conservation activities, are under the authority of different Ministries. Coordinating activities of the departments under different Ministries and expecting them to orient their efforts towards a shared objective with respect to cultural heritage is difficult.
- (ii) The internal organizational framework of the departments (Town Planning; Ancient Monument and Museums, Environment; Tourism) is insufficient for performing the tasks assigned to them. When considering the requirements of integrated conservation, this becomes more apparent.

Furthermore, since revitalization of a historic urban quarter calls for action and involvement of many different parties and actors, the existing framework is insufficient. The current legislation provides nothing against the development of an organizational framework, which would involve many other agencies in the conservation efforts. Practices in European countries, especially those of UK, might give a certain level of clues. Of course, it should be kept in mind that in the UK, the conservation and its evolution have a long tradition

and it takes its roots much more from the public than the government. However, there are still some hints to be taken and to adapt to the local conditions. For example, the appointment of national agencies, financed by the government, but operating independently, might act much more rapidly than the central authorities to respond to conservation demands. Besides, voluntary groups like those in the UK, which have an important role in conservation, are non-existent in Northern Cyprus. Government would apply ways and means to encourage the establishment of similar voluntary groups, which would bring impulse to conservation and revitalization practices.

To summarize the above discussion, the current situation in Northern Cyprus with regard to conservation practices is far below contemporary standards and represents a fundamental weakness for conservation and revitalization efforts. Beside the above stated national weaknesses, the opportunities that are provided within the country-wide economic activities should also be scanned for two reasons:

- (i) Revitalization of historic urban quarters has become an integral part of the urban and economic development process of a country;
- (ii) Based on the argument of Tiesdell *et al.* (1996: pp 43–44), if (for positive revitalization measures) the creation of growth from “within” (endogenous) a historic urban quarter does not seem possible, growth from “without” (exogenous) (i.e. attracting investment from outside of the area) should be induced. Based on the internal assessment of the Walled City through SWOT analysis, growth from within, which involves development of the area’s existing economic base and retention of existing socio-economic conditions, seems to be insufficient to sustain revitalization. Thus, opportunities for attracting investment from outside of the area should be searched for and identified.

The northern part of the island is under the control of the Turkish Cypriots since 1974. In 1983, the Turkish Republic of Northern Cyprus was unilaterally proclaimed by the Turkish Cypriots, which is still not recognized by the international community. Since then, bolstered by much Turkish aid, the Turkish Cypriots have formed their own governing institutions, fashioned a functioning democracy with a free press, put in place an education system that extended from pre-school to the university level, and laid the groundwork of an economy that, despite a Greek economic blockade—as well as the tight embargo by the international community—has registered respectable growth rates (see also Doratli, 2002: p 59). The existence of five universities, two of which are loca-

ted in Nicosia, plays an important role as a flagship sector of the Turkish sector’s economy in the generation of this respectable growth. The overall student population is around 20,000, which is approximately 10% of the inhabitants of Northern Cyprus. The universities have made a significant contribution to the economy as well as to the social and cultural life of the cities in which they are located. Since attracting investment from outside of the Walled City seems to be vital for positive revitalization measures, the robust financial and social potential of the universities can be considered as an opportunity to be utilized and a university can become the flagship of the revitalization efforts in the Walled City, as long as a good fit between the requirements of the university and physical characteristics of the area is created.

#### *An overall interpretation of the results of SWOT analysis—a synthesis*

Literature surveys reveal that SWOT analysis has the ability to synthesize diverse sources of information (Lucas, 2003). The analysis, which has been applied to the Walled City through three SWOT matrixes, has highlighted a number of significant issues that should be addressed in the strategy through a synthesis. It has been kept in mind that, in essence, opportunities represent possibilities and threats represent potential constraints (Allen Parks and Recreation Department, 1999), and each of the factors highlighted within the SWOT analysis has to be considered in the formulation of objectives and actions within the strategy (A Tourism Strategy for St. Albans City and District, 2003: <http://www.stalbas.gov.uk/local-democracy/policies/tourism-strat-2003-5/pdf>).

After completing the SWOT analysis, based on the argument of Austrainer (2003) (<http://www.austrainer.com/archives/1397.htm>) the following questions have been asked:

- How can the strengths be utilized in order to take advantage of the opportunities that have been identified?
- How can these strengths be utilized to overcome the threats identified?
- What is needed to overcome the identified weaknesses in order to take advantage of the opportunities?
- How can the weaknesses be minimized to overcome the identified threats?

It is believed that, in order to find answers to these questions, perceiving the results of SWOT analysis in a more compact form would be a great help. Accordingly, strengths and opportunities as positive drivers for revitalization and weaknesses and threats as negatives, which the strategy will aim to neutralize, are re-organized and a summary matrix

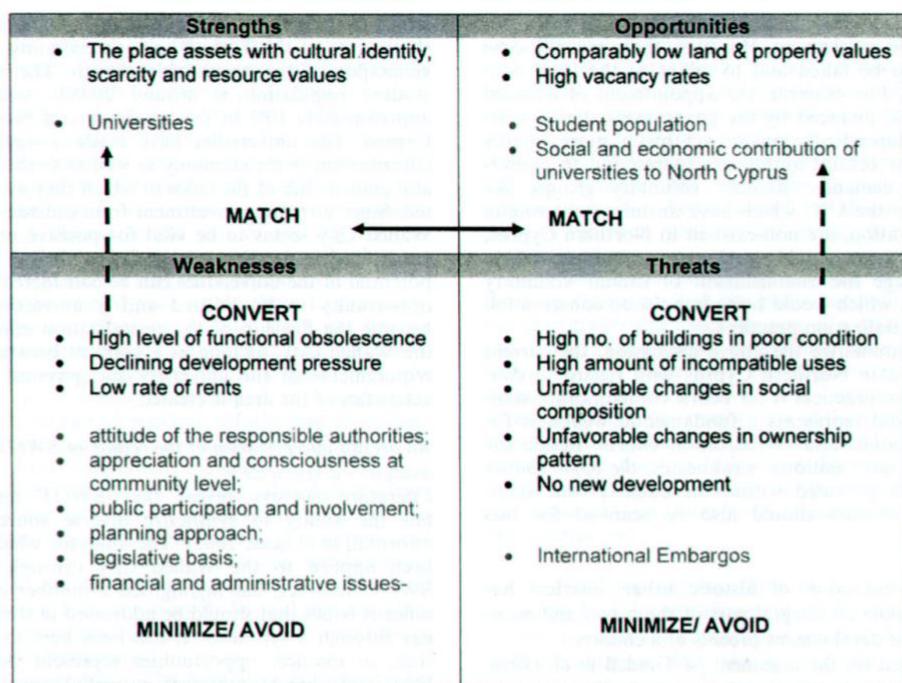


Figure 10 Summary SWOT matrix for the Walled City

has been developed similar to the one proposed by Lucas for marketing strategies (Figure 10). The strategy, which will be based on this final assessment, should be capable of matching the strengths and opportunities; to minimize and avoid weaknesses and threats; to convert weaknesses into strengths and threats into opportunities.

Examination of many examples of revitalization projects for historic urban areas shows that if a historic area heavily suffers under severe locational obsolescence, the economic base of the area should be restructured in order to ensure revitalization in a long-term perspective, which means that changes in occupation with new uses or activities replacing the former ones should dominate the major objectives and decisions about the area.

Evaluations of the area's potential and of its negative factors, together with the internal and external appraisal through the interpretation of the final matrix (Figure 7), suggest that, it would not be possible to revitalize the area through either an indigenous regeneration of the area's traditional activities, or through a functional diversification, since the area heavily suffers from locational obsolescence. Only through restructuring of the area's economic base will it be possible to generate econ-

omic development. This would provide the finance necessary to conserve, maintain and improve the area, and consequently enhance the demographic structure of the area, since the current residents are only temporary "guests" attracted by low rents because of the degraded environmental conditions.

### Conclusion

The main motive behind the proposal of the new interpretation of SWOT analysis method has been the idea that it would be a reliable support to the decision process on the appropriate strategic approach for revitalizing historic urban quarters. This new proposal together with its illustration can of course be criticized on their own, and with reference to the pros and cons to the original SWOT method, in terms of its merits and pitfalls.

Taking the discussions on the challenges of revitalizing historic urban quarters, the new interpretation of SWOT can be considered as an optimally designed tool that specifically elaborates the core issues on which revitalization strategies should be based. Focusing on the three contextual attributes of revitalization with regard to strengths, weaknesses, opportunities and threats makes it possible

both to be more conscious about the key constraints and possible opportunities, and also to have firm control on the area concerned in terms of the parameters on which the analysis is focused.

The new interpretation of SWOT can work efficiently and serves for the strategic formation only if the data on various matters are accurate. Unless the re-modeled SWOT is utilized properly, it may create unreliable inputs into the process of determining the most appropriate strategic approach for revitalization.

The general argument on SWOT analysis about it resulting in a certain value-added for strategic planning is also valid for the interpreted and illustrated version in this paper. Although on a superficial level SWOT seems to be primarily a descriptive exercise, its role as part of the process of strategic decision-making cannot be overlooked. If SWOT is looked upon as a basic analytical structure only, it would possibly not be linked to any subsequent strategic planning application (Koch, 2000: pp 2-3). Evaluation of the new interpretation of SWOT and its application to the Walled City of Nicosia from this perspective reveals that the re-modeled SWOT and its application do not only convey to a contextual understanding of the historic environment, but it safely assists the determination of the most appropriate strategic approach as well simply because the new interpretation of SWOT is comprehensive, well defined, properly verified and thus reliable.

From the viewpoint of SWOT as the core of the analytical texture, its descriptive dimension represents a backward linkage, whereas the strategies that are based on it represent a forward linkage. However, as a part of strategic conservation planning, this criticism might not be valid since any intervention in a historic environment requires accurate data about its past in addition to a futuristic viewpoint. Thus, it can be claimed that there is a consistency between the new interpretation of SWOT and the spirit of strategic approach for revitalization.

Literature surveys show that there are no simple rules of thumb saying exactly how focused or how general a SWOT should be in its approach (Karppi et al., 2001: p 36). Accordingly, the framework introduced in this paper presents both a general and focused approach—general in terms of the external appraisals, focused in terms of the internal appraisals. It can also be argued that the issues included in the analysis through the re-modeled SWOT matrix seldom lend themselves to strictly objective or simply quantifiable indicators. Although this may be considered as a weakness of the new proposal, a literature survey shows that it is an overall criticism of the original SWOT method.

A highly relevant question might be whether the best possible version of SWOT as interpreted in

this paper with its in-built components is technically good at all for historic urban quarters. Since almost all critical issues are covered within the framework of the proposed method, we may say that the answer to this question is positive. Last but not the least, the context question in the strategy formulation stage, of which the SWOT analysis is an intrinsic part, is sometimes seen as secondary to the contextual nature of strategy implementation. This means that one should formulate strategies objectively, but the degree to which their implementation can be objective is dependent on the person/organization implementing the strategy.

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