

OLD TOWN OF CORFU

UNESCO WORLD HERITAGE SITE

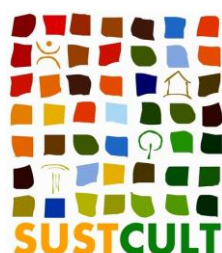
PROPOSALS FOR THE UPDATE
OF
THE MANAGEMENT PLAN -
ACTION PLAN 2013-2018



OLD TOWN OF CORFU

UNESCO WORLD HERITAGE SITE

PROPOSALS FOR THE UPDATE OF
THE MANAGEMENT PLAN
ACTION PLAN 2013-2018





OLD TOWN OF CORFU
UNESCO WORLD HERITAGE SITE
PROPOSALS FOR THE UPDATE OF THE MANAGEMENT PLAN/ ACTION PLAN 2013-2018

CulturePolis

Founder & President CulturePolis: Dr. Vasileios Laopodis

SUSTCULT Project Team

Project Manager: Photini Papahatzi

Team Members:

Communication-awareness:

- Georgia Gkini, Anna Gratsani

Content-management:

- Marina Drymalitou, Katiana Chouli

ICT systems -WebGIS:

- Dr. John Karydis, Panagiotis Gratsanis, Costas Boletsis

External experts

- Dr. Stelios Birbilis
- Dr. Philip Drakontaeidis

Translators

(Greek- English)

Volunteers: Tzeni Georgiou, Maria Gasteratou, Alexandra Grammenou

Photos: Vlassis Tsonos

This document entitled "Proposals for updating Management Plan / Action 2013-2018 Monument of UNESCO - Old Town of Corfu " is a deliverable of the project "Achieving SUSTainability through an integrated approach to the management of CULTural heritage", funded the Transnational Cooperation Programme Southeast Europe (South East Europe - SEE 85%) and the Greek State (15%)

CULTUREPOLIS

Non-Profit Organisation

Alepohori Kamaras, 49084 Corfu , Greece

Tel./Fax :Corfu : +30 26610 54592 /Athens: +30 210 65111885

@secretariat@culturepolis.org / Web: culturepolis.org

March 2014

Executive summary

Background

The Old Town of Corfu was inscribed in the Unesco World Heritage Site List in 2007. The inscription was justified on the ground that the urban and port ensemble of Corfu, dominated by its fortresses of Venetian origin, constitutes an architectural example of outstanding universal value in both its authenticity and its integrity.

The Old Town of Corfu is a complex site internationally renowned, as a unique cultural entity of a high aesthetic value and at the same time a modern living city. The plan addresses this constant strive for balance between conservation and development, tourism and inhabitants' needs.

The document "Proposals for the update of the Management Plan/ Action Plan 2013-2018" is the result of the first management plan's revision for the Site submitted in 2006 and referred to the period 2006-2012.

It was developed in the framework of the project SUSTCULT "Achieving SUSTainability through an integrated approach to the management of CULTural heritage", co-funded by the South-East Europe Transnational Cooperation Programme – priority 4 and the Greek state.

The SUSTCULT project's main objective is to improve the effectiveness of heritage Sites' management through the development of a common methodology, capable of valorising the complexity of the SEE cultural heritage. To meet this objective, SUSTCULT partners have developed a new methodology for the sustainable management of sites and have been implementing it to produce and/or update the Management Plans and Action Plans of sites involved. In addition, the project results include a WebGis platform to facilitate planning and implementation, and will be completed by the development of a Business Plan as well as proposals for new jobs related to the exploitation of the Site for cultural and tourism purposes.

From the old Management Plan for Corfu to the "Proposals for the update of the Management Plan/ Action Plan 2013-2018"

The original Management Plan (MP) 2006-2012 is unanimously considered as a complete and comprehensive document that served successfully its mission for the inscription of Corfu Old Town in the List of World Heritage Monuments.

However, all MPs of UNESCO monuments as well as other cultural heritage sites have to go through a continuous revision exercise taking into account that they are "live" documents that should reflect the evolution, both regarding the status of the site itself but also the repercussions / impact from a series of actions and evolutions at political, economic, environmental, cultural and social level.

Therefore, even if the original MP of Corfu Old Town has not been implemented as described in the 2006-2012 version, the numerous developments and changes of different nature impose a complete update with the view to make it a useful tool for planning, monitoring and managing the implementation of foreseen actions.

It is worth noting that the kick off meeting in December 2012 of the Steering Committee of the new Management Authority for Old Town of Corfu constitutes a major step towards more concerted action for the management of the Site and better results may be expected.

Despite the inevitable impact of the last years' economic and social crisis in Greece, the implementation of the MP makes clear that there have been significant projects and improvements in the Old Town of Corfu at different levels. The implementation level may be considered as a positive sign demonstrating the dedication and work accomplished by main stakeholders in particular public authorities for the protection and conservation of the Site. The following are indicative initiatives: the restoration of significant parts of the Old Fortress, the introduction (even not used) of bike lanes in the Old Town, the creation of new peripheral parking spaces, the reopening of the Public Market (Laiki Agora), the new marina at the old harbour etc.

However, particular attention is required as to the delimitations and provision of clarifications of the different actions proposed for implementation to be included in the updated MP with the view to accept revisited priorities and delete actions where no guaranteed funds may be identified.

As a conclusion, although in times of crisis, stakeholders involved but also citizens share this commitment and the vision of the Old Town as Corfu- Inspiration Town. Hopefully it may inspire them all!

Major updates proposed for the Management Plan 2013-2018

The “**Proposals for the update of the Management Plan/ Action Plan 2013-2018**” describe and document the Site’s significance, values, management pressure and issues for consideration and suggests a revised Action Plan (AP) for the period 2013-2018. The following may be considered as the **major changes** in the updated MP:

1. The introduction of a statement regarding the “Long Term Vision for the Site”

This statement was mainly derived after an awareness raising campaign and extensive public consultation in late 2012 that allowed the expression of a common vision for the Old Town of Corfu, UNESCO Site.

2. The introduction of the concept of “Consultative Committee of Corfu/Old Town” as a permanent consultation scheme for stakeholders (statutory bodies to professionals, representatives of scientific institutions, management professionals and local communities).

3. Update of actions – priorities of the Action Plan

It concerns the introduction of a number of key priorities which will orientate towards the final action/funding.

These key priorities will be finalised after the prioritisation of actions in the action plan with the introduction of a timetable and monitoring indicators.

4. The creation of a Owners Registry and their participation in the management of the Monument

The aim is to create a structured file of owners for their verification and registration and a following invitation to the public consultation meetings in order to inform them about their rights and obligations regarding the management and maintenance of monuments, which they own.

5. New forms of financing

It is of paramount importance to recognize that the flow of EU/national funds to be dedicated to the Old Town of Corfu Site will unfortunately not follow the trend of previous programming periods. The reason is that the emergence of other high priorities at national/regional/local level imposed by restrictions of public funding in general, due to the provisions of successive Memoranda with Greece’s debtors e.g. unemployment, social policy revisions etc., have imposed and will continue to require drastic cuts in available funding in the new period 2013-2018.

Therefore a systematic study and submission of proposals is required for the use of innovative financing schemes in relation to the action plan. They should be able to be self-financing and / or secure additional resources and contribute to income generation eg. through Public Private Partnerships (PPPs). Such a comprehensive financial plan will include: a. national and Community resources , b. sponsorships c. donations , eg campaign to attract international donors, e. private investment. Furthermore, we propose to examine the feasibility of financing from visitors services and local taxes.

Conclusion

The SUSTCULT project achieved its aims and fulfilled its mission. It made a substantial contribution to the sustainable management of the different heritage sites involved, and in particular in Corfu Old Town, UNESCO Monument managed to gather around it all parties involved in an open and sincere dialogue.

The different SUSTCULT deliverables and the proposals for updating the Management and Action Plan for the period 2013-2018 found many adepts and supporters. We must confess that we were expecting of a warmer involvement and reception from the authorities officially in charge of the Site Management. Despite our tremendous efforts and for different reasons it didn't happen but we are confident that SUSTCULT and CulturePolis opened a new era and the novelties introduced will be gradually taken on board for a brighter future of Corfu Old Town.

Dr.Vasileios Laopodis

Founder & President CulturePolis

Foreword

Stakeholders comment on SUSTCULT impact on Corfu Old Town

Lina Roussou, Citizen of Corfu, Winner of ORAMA (Vision) campaign

I believe that such projects are extremely important, for both the protection and promotion of cultural heritage but also for the active involvement of local communities in their management through raising the awareness of all the issues that arise from different stakeholders. The sustainable management of the monuments makes them a point of reference, of identity and economic development for the city in which they are located. At the same time, the participation in SustCult project of cities and monuments from different countries with the common connecting element linking to the UNESCO list provides the opportunity to exchange experiences and know-how, best practices, dissemination of results and acquaintance with important monuments, practices and methodologies of other partners for the benefit of World Heritage.

The Old Town of Corfu has been inscribed in the UNESCO World Heritage List since 2007 following the submission and adoption of the Management Plan of the monument. The fact that this Plan has not been activated in substance leads to the degradation of the monument, the indifference of the inhabitants and improper utilization. The update of the management plan in the framework of the SUSTCULT project is based on new data, new conditions and needs. The final update of the Plan is the result of a long consultation that took place through seminars, workshops, questionnaires, etc., and triggered a significant number of local stakeholders; citizen groups and individual citizens, resulting in raising the awareness of the local on the issue. It has also created useful tools for use and development from the bodies responsible for the management of the monument, as well as for the sustainable economic development of the Site with the drafting of a marketing plan.

The nonprofit "Culturepolis" which is active in the field of cultural activities, with its participation as a partner in the project SUSTCULT gave an extremely important opportunity for the Old Town of Corfu and its bodies and stakeholders of to utilize, manage, and protect their most important cultural resource which is the Old-Town Monument UNESCO.

Culturepolis escaping from rigidity, expediency and bureaucratic perceptions, gave the whole project the dimension of the Vision. Contributed to raise awareness of the local community in terms of value, the need for protection and the potential for economic exploitation of the monument, which until recently was lacking since all the procedures for the formation of the Monument Management Plan had excluded society and citizens. This exclusion meant that there were reactions to various measures envisaged in the management plan. The new updated plan has the greatest consensus as it has emerged from consultation and reflection.

The old town of Corfu is a huge living monument, extremely rich in landmarks and individual monumental sites and charming beauty. The formation of Cultural Routes has been attempted in the past by the EU program but never utilized. However the feature of touristic valorisation of cultural routes that were mapped remains and it should proceed as it adds important tourist resources and with variations depending on the preferences or interests of tourists. It also gives the opportunity for development of entrepreneurship around these trails and places whilst placing the Old Town high in the rank of Cultural Tourism destinations and establishing a strong brand name. Today, these actions are easier to develop with the use of new digital technologies that offer new tools in the hands of the managers of the monument. I believe that these proposals should be top priority towards promotion and tourist development of the Old Town.

The value that the UNESCO nomination attributes to the Old Town of Corfu is very important but it hasn't been widely understood by the residents of the town. As inhabitants of the Old Town face unresolved everyday life problems, they often attribute them to the monumental character of the Town. This is either due to the extensive paperwork involved in services or indifference in problem-solving on the part of the municipality as well as the mentality of the convenience of residents. But in reality, the implementation of measures and actions to protect and enhance the value of the monument will lead to better management of all stakeholders in the Old Town, to collaboration, to the creation of

economic activity , to the improvement and facilitation of access by not conventional means and ultimately to increase the economic value of the city and property of people, and will mainly make the city sustainable , beautiful in everyday life and attractive not only to tourists but also to the residents.

Spiros Kasimis, President of the Association of inhabitants "Porta Remounda"

The SUSTCULT project was the only initiative, but also a worthy proposal, for the update of the Management Plan, for the Old Town of Corfu. The sustcult project came to fill the gap left by the indifference and inefficiency by the elected staff of the Municipality of Corfu. It is obvious, that they (the elected), have not understood the meaning of a Monument, nor have they understood the meaning of sustainability and management. I consider the effort to be a well done one, based of course, on the extend of the participation by the stakeholders. For us, the residents of the Old Town, it was the only chance to have our voice heard and a unique opportunity for our proposals to be tested through the process of a public dialogue. We consider the whole process, a positive experience for us.

We have a positive evaluation for the Sustcult project. To start with because, it provides us with immediate and practical solutions that can change the rather bad appearance of the town today. Secondly, because it identifies the stakeholders and categorizes them, with realistic and acceptable criteria. For example, it very accurately identifies the importance of the permanent resident's participation in the decision making process. While this may seem obvious, let us not forget the fact that, the permanent residents were NOT AT ALL consulted during the drafting of the Management Plan, nor was their participation in the management Authority foreseen. Finally we believe that the Sustcult project can be the framework for a creative dialogue that involves the New Town of Corfu and the entire island.

I consider as maximum contribution from the part of CulturePolis their persistence and systematic approach. They managed to bring to the table, the total number of the stake holder's legal entities, as well as individual citizens. They were therefore able to plant the seed of viable development to a number of, seemingly opposed, groups of people.

The proposal for Culture Routs could be considered to be a good one. But if we wanted to make it possible today it would be very difficult. The situation as far as traffic congestion, unauthorized parking, noise levels and the ever presence of bureaucracy do not, in my opinion, permit it.

I believe that the value attributed by Unesco to the Monument has no effect on the citizens of Corfu (at least the vast majority). During the first period, after the accession, the business community thought of it as a way to increase their profits. On the other hand the residents viewed this as yet another burden on them. In the back of their heads though, both groups, saw this as the last opportunity, to get things in order. Never were the citizens given the information and knowledge necessary for them in order to understand the importance and value of a Unesco site.

Every day, residents, business owners and local Authority, with their actions, mistreat and damage the Monument. We are in a desperate need, of an updated management Plan that will be implemented NOW.

Adrianna Stavrou, Secretary of "Kerkyraion Protovoulia-Corfiots initiative" NGO

Our opinion on the SUSTCULT project is extremely positive! From our participation in this program we gained the experience that enabled us to expand our knowledge on the subject of culture and to redouble our efforts for the promotion and protection of monuments of Corfu .We think that it was a very good effort for the Update of the Management Plan for the Old Town of Corfu with important recommendations for the future of the monument. CulturePolis has made significant effort to promote the monument through SUSTCULT and we believe that the benefits will be benefactors to Corfu. The proposals for the cultural walks are something that should have been done a long time ago. We hope that implementation is not going to be further delayed because we consider them essential in order to enhance our tourism product. We certainly believe that the value attributed to the Old Town of Corfu due to its inscription as an UNESCO monument, should be integrated and affect the daily lives of citizens, who ought to respect, protect and keep in harmony with the monument. The sustainability and the future of the city is directly related to it.

Spiridon Vasileiadis, Economist, European Project Management Consultant

Former General Manager “Corfu Municipality Development Company (MAEDHK)”

The opinion I formed through my rather limited involvement in the project SUSTCULT can be characterized as highly positive. Because I think that there was a very correct approach of the issue called “Old Town of Corfu as a UNESCO World Heritage UNESCO”, and furthermore some very useful conclusions were derived which, if exploited by local authorities (A and B level) but also by government agencies, a marked improvement to the current function of the Old City could be noted, that will make it more friendly both to the residents as well as its visitors. As mentioned the entire project SUSTCULT had a positive effect on the case of the Old Town of Corfu management . Especially all the suggestions made to update the Management Plan are considered to be moving to the right direction and significantly contribute to substantial improvement.

The contribution of the non -profit organization CulturePolis to Corfu through the SUSTCULT project is considered as very important because it approached and brought to the surface a major issue for the local community such as the management of the Old Town of Corfu while making comprehensive recommendations for updating the Action Plan. Through this project it was best promoted that through optimal utilization of European programs various organisations such as the nonprofit organisation CulturePolis can contribute greatly to the local communities in which they operate.

The set of proposals developed under the project SUSTCULT concerning the use of Cultural Routes in Old Town positively contribute to the emergence of an alternative form of tourism such as cultural tourism, in which Corfu because of its rich cultural heritage has a huge comparative advantage in comparison to other tourist destinations in the country and even Europe. Unfortunately to date there has been no substantial effort to develop this form of tourism and therefore any recommendations, let alone if it is properly documented, as the project SUSTCULT, are always helpful.

Being a historic downtown area of the center of the Old Town of Corfu designated as World Heritage by UNESCO, is deemed a tremendously important element that can contribute to improving in a catalytic manner daily lives but also the sustainability of the city; the single designation of Corfu as a world Heritage Monument can be an attraction pole to many tourists and the creation of necessary conditions could attract significant private investment. In particular to improve the daily lives of citizens is that all works are carried out for the maintenance of the monument contribute positively towards it.

Nicholas- Foivos Kaloudis, Secretary-Communications manager of Tourism Scientific Society of Corfu

SustCult is a positive project which due to the active participation of many actors, scientific, social, local government etc. brought together many different groups and resulted in a wealth of opinions and ideas for the correct exploitation, valuation and sustainability of the Monument of Old Town of Corfu.

I would like to express on behalf of the organization I represent that we are in accordance with the findings of this extensive in time research, and I think that there should be set a strict timetable for the adoption of various proposals from stakeholders, particularly those the local government and the public sector.

The contribution of the non -profit organization CulturePolis to Corfu through the SUSTCULT project was quite positive, as the completion of this project, resulted in serious and documented conclusions, but also realistic and feasible proposals in the majority were presented to us. These proposals if initiated, will have a positive impact on both the monument and in the island generally.

Most of the proposals are feasible and in the right direction in the use of the proposed Cultural Walks in the old town . It is an element which will enrich the offered touristic product, and it has been already successfully implemented in other cases (Florence, Milan, The Hague, Amsterdam, etc.). In addition it will strengthen the visitors traffic in other undiscovered areas of the Town and as a result it will avoid saturation in specific points - monuments .

At present , because there has not been the slightest exploitation of the brand name of the UNESCO Monument, the influence is small or negligible. But, if the action plan and a large part of the proposals will be implemented, then a high value added service, will be added, that will improve the daily lives of the permanent inhabitants and visitors.

Regarding the viability and future of the city it also depends on the local community and the government, but also long-term planning and vision which should have existed but it is unfortunately absent. The action plan can contribute to the sustainability and smoother functioning of the Town, at least in the context of the Old Town.

Sozos Vasileios, President of the Board of the Association of Restaurants & Related Trades in Corfu

Indeed SUSTCULT project is very important for the monument. I realized that there are several people with the same concerns. The results of the project SUSTCULT for the Old Town of Corfu ie update Management Plan / Action Plan 2013-2018 are important, applicable and doable. I think that SUSTCULT involvement besides necessary was to some extent a catalyst for the awakening of the people of Corfu. Cultural Walks is a model action that has always had to exist i.e. "Culture and Old Town" since it would be a major tourist attraction. The importance of the value attached by the UNESCO Monument affects everyday life, sustainability and the future of the city with difficulties at the beginning as we must face the old habits but with the passage of time it will create the ideal environment for residents of the Old Town.

Contents

Executive summary	5
Contents	11
Glossary	12
INTRODUCTION	13
LONG TERMS VISION AND AIMS OF THE MANAGEMENT PLAN	16
1. THE OLD TOWN OF CORFU, UNESCO WORLD HERITAGE SITE	17
2. DESCRIPTION	23
3. Management Issues and Objectives	38
3.1.1 Identifying the Issues	39
3.2 Implementation and Impact of the Plan	40
3.2.1 Management and Administration	40
3.2.2. Funding	41
3.2.3 Risk Management	42
3.2.4 Information Management	42
3.2.5 Monitoring	43
3.2.6 Boundary	44
3.2.7 Local Community	44
3.2.8 Statutory Protection	45
3.2.9. Assessing Change	45
3.2.10 Development Control	45
3.2.11 Contemporary Development	46
3.3 Protection and Conservation of the Site	48
3.3.12 Ownership	49
3.3.13 Funding	49
3.3.14 Historic Environment	50
3.3.15 Buildings	51
3.3.16 Open Spaces, Natural Environment	51
3.3.17 Fortresses and Fortifications	52
3.3.18 Public Realm	53
3.4 Interpretation, Documentation, Education and Research	55
3.4.19 Documentation	56
3.4.20 Education	56
3.4.21 Research	57
3.5 Physical Access and Transport	58
3.5.22 Traffic	58

3.5.23 Parking	59
3.5.24 Entry Points	60
3.5.25 Coaches	61
3.5.26 Public Transport	61
3.5.27 Pedestrians and Cycling	62
3.5.28 Access for All	63
3.6 Visitor Management	64
3.6.29 Visitor Facilities	64
3.6.30 Visitor Dispersal and Travel	65
3.6.31 Marketing and Local Markets	66
3.6.32 Local Community	67
4. Action Plan	70
4.1: Implementation and Impact of the Action Plan	70
4.2: Protection and Conservation of the Site Actions	74
4.3 : Documentation, Education and Research Actions	81
4.4: Physical Access and Transport	83
4.5: Visitor Management	85
5. Appendix	89
5.1 BEST PRACTICES REPORT	89
6. References	100

Glossary

Outstanding Universal Value= OUV

Management Plan = MP

Action Plan = AP

World Heritage Site= WHS

Interinstitutional - Interdisciplinary Management Authority = Management Authority

INTRODUCTION

The development of the Management Plan for World Heritage properties is required according to Article 5 of the Convention Concerning the Protection of the World Cultural and Natural Heritage (1972), with the aim “to adopt a general policy which aims to give the cultural and natural heritage a function in the life of the community, and to integrate the protection of that heritage into comprehensive planning programs”.

The “**Proposals for the update of the Management Plan/ Action Plan 2013-2018**”; and its Buffer Zone is a revision of the existing Management Plan prepared during the preparation of the nomination proposal for its inclusion in the UNESCO’s World Heritage List (prepared in 2005).

The revision of the Plan was made with the aim to better involve the stakeholders in respond to the developments and threats that the Old Town of Corfu and Buffer zone face and to give ways of day to day management issues related to the protection and revitalization of the Site, after six years from the inscription to World Heritage List.

The revision of the Plan is made in the framework of the SUSTCULT Project (“Achieving SUSTainability through an integrated approach to the management of CULTural heritage”) funded by the European Union.

The SUSTCULT project's main objective is to improve the effectiveness of heritage sites management through the development of an integrated approach capable of preserving valorising the complexity of the SEE cultural heritage, by encouraging a more active consultation and agreement coordination among the responsible authorities, the stakeholders and local communities.

Main project activities include the setting-up of 7 local networks and a transnational SEE network in the field of cultural heritage management, the development and running of a Web GIS platform, the definition and testing of a common transnational methodology for integrated planning and management of cultural heritage, the development/revision of management plans, the definition of a sustainable marketing strategy framework for site-specific cultural resources based on local market analyses and business plans.

To accomplish the goal of improving management and preservation of the SEE heritage, another important effort has been undertaken: capacity building and training for managers and stakeholders actively involved in management issues through the accomplishment of an e-learning course of 100 hours followed by 6 seminars held at the SUSTCULT sites with the support of international experts and based on a “learning by doing” approach.

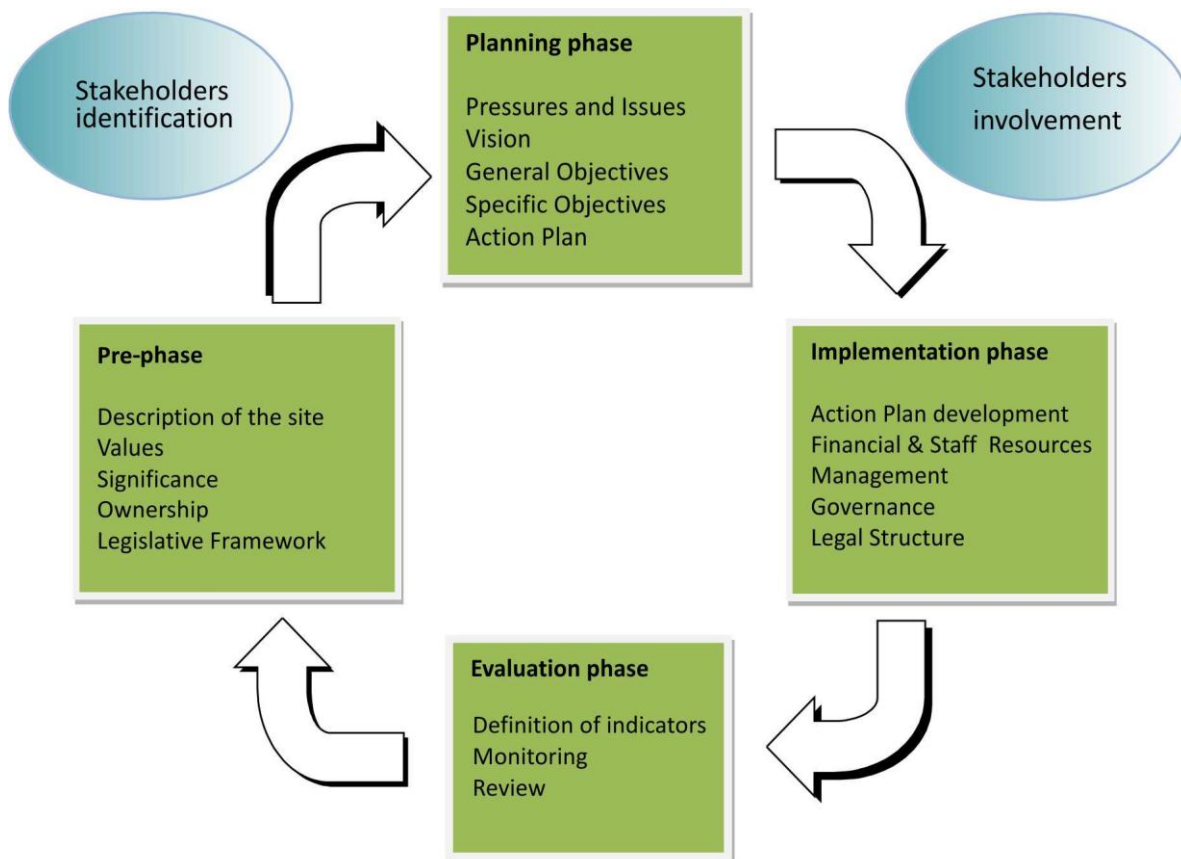
CulturePolis is the local partner participating in SUSTCULT’s implementation in coordination with 12 institutions from 7 different countries of the South-East Europe (SEE).

The process of the preparation of the Plan was preceded and linked with the other SUSTUCULT activities:

- Development and running of a Web GIS platform for heritage knowledge management and promotion.
- Definition of a common transnational methodology for integrated management of cultural heritage sites.
- Design and realization of a transnational training package (on-line and onsite training courses) to increase management capacity;
- Definition of a sustainable marketing strategy framework for site-specific cultural resources based on local market analyses and business plans.

SUSTCULT Methodology

The SUSTCULT Methodology was used for the preparation of the MP with the aim to improve the preservation and valorization of the cultural heritage in the Old Town of Corfu. The SUSTCULT Methodology, which was used for the preparation of management plans of the partners sites included four phases: the pre-phase, the planning phase, the implementation phase and the evaluation phase.



The added value of the SUSTCULT Methodology is that it provided some practical tools to support the preparation of relevant annexes of the Plan in order to support partners in involving and sharing responsible bodies, stakeholder and local communities since the very beginning of the project through the Consultative Committee periodic meetings. It was then possible to test the Methodology and collect, analyze and formalize the stakeholders' feedbacks and to consider their different points of view within decision-making process.

Local / Transnational network SUSTCULT

The SUSTCULT local network established in Old Town of Corfu and composed by the representatives of the public authorities, NGOs, business and civil society, was a supportive group for the implementation of SUSTCULT activities and especially for the preparation of the Plan. The transnational SEE network represented a fruitful cooperation tool for sharing experiences and best practices in the management of the cultural heritage.

The local network in Corfu took the form of a Consultative Committee, which was established during the preparation phase and consists of representatives of local partners who are involved directly or indirectly in the management of the Monument. During the design and implementation phases four meetings were organized with stakeholders, a citizens' awareness campaign, questionnaires surveys and a workshop where the participants' comments were gathered, along with their ideas and suggestions for the definition of the Vision, the general and specific objectives, the analysis of pressures and issues (analysis SWOT), the Action Plan and the record sheets of projects that are undertaken from the different institutional bodies.

Representatives of the local communities of the Old Town of Corfu, attended the online courses and eighteen participants attended the onsite training courses for the management of the cultural heritage. The trainings sessions assisted the specialists, who afterwards were part of the Consulting Committee for the preparation of the Plan and took part in every workshop and meeting organized for the finalization of the Plan.

WEBGIS Platform

The development of the WEBGIS Platform for mapping the buffer zone and the Old Town of Corfu served as a good data basis for the preparation of the Plan, which filled it with the updated information on cultural heritage, tourism, cultural and economic activities in the Site.

Marketing Strategy and Business Plan

The marketing strategy and the business plan for the selected areas in the Site will follow up the objectives prepared by the Plan, relevant to revitalization and stimulation of the jobs through tourism development.

The **“Proposals for the update of the Management Plan/ Action Plan 2013-2018”** were prepared by CulturePolis in close cooperation with the SUSTCULT partners.

For more information regarding SUSTCULT please visit : www.sustcult.eu & culturepolis.org.

LONG TERMS VISION AND AIMS OF THE MANAGEMENT PLAN

A Vision for the Old Town of Corfu:

The statement for the Vision resulted after a communication and involvement campaign and public consultation among citizens and inhabitants of the Old Town of Corfu in December 2012 in order to determine a vision for the period 2013-2018 (SUSTCULT Vision consultation). Interested parties submitted their proposed vision and slogans in several ways: online, by mail, SMS and in the specific leaflet which could be submitted at selected points, which were communicated to the media, in cooperation with civil society actors. The winning proposal, which will be used as a source of inspiration for updating the Management Plan 2006-2012 of Corfu Old Town, was the "Vision" submitted by Mrs Lina Roussou (Executive officer of the Managing Authority-Translator)

A City for Inspiration

A city that will safeguard the Universal Values of its World Heritage Site and promote its worldwide unique significance. A World Heritage Site that will base its management on the collaboration and mutual agreement of its actors. A sustainable city, firstly for its residents with full pedestrianization of the historic centre, parking spaces on the outskirts and alternative means of transport. Without any of the ugliness that comes from the use of plastic, the vulgar signs and the barriers on the roads. With beautiful flowerbeds with colourful flowers, always tidy. Without air conditioners and antennas placed on the buildings. With bike lanes that can be used and informative signs in several places indicating paths and monuments. Without garbage.

Objectives of the Management Plan

The Management Plan aims to provide systematic guidelines for the conservation of all the cultural heritage assets present in the Old Town of Corfu. This wide survey includes:

- protecting and enhancing the existing architectural wealth, the fortifications, the distinctive structure of the town and the natural environment,
- creating conditions for a better understanding of the Site's monumental character and its use as an educational resource,
- supporting the local community in its cultural, social and economic sustainability.

The Management Plan identifies the main issues that challenge the Site and the potential opportunities of UNESCO site status. Analysis and elaboration of those issues have resulted in the formulation of a series of objectives and actions intended to fulfil the main aims of the Plan.

Aims of the Management Plan

These are:

- a. to deliver a sustainable and feasible plan for the Site.
- b. to secure the ways that the Outstanding Universal Significance of the Site is understood by the residents, visitors and stakeholders, promoted to them and sustained in order to maintain the World Heritage Status.
- c. to protect and maintain the Old Town of Corfu as well as the modern town in the status they deserve to be as a World Heritage Site and explore the ways to benefit from this.
- d. to improve the functioning of the urban infrastructure and ameliorate physical access, so as to make it easier for residents and visitors alike to enjoy and understand the Site.
- e. to promote educational programs for all involved and ensure taking on board the results of research and documentation activities, in order to make more informed decisions.
- f. to reinforce public awareness and involvement of the general public in the implementation of the Old Town of Corfu's Management Plan.
- g. to promote public interest and involvement in the heritage of Corfu and coordinate concerted actions for raising awareness of the Site's management at local, national and international level.



1 THE OLD TOWN OF CORFU
UNESCO WORLD
HERITAGE SITE

1. THE OLD TOWN OF CORFU, UNESCO WORLD HERITAGE SITE

1.1. The World Heritage Site

- 1.1.1. The 'Old Town of Corfu', which was inscribed in the World Heritage list in 2007, is recognised as a place of Outstanding Universal Value for the urban and port ensemble of Corfu, dominated by its fortresses of Venetian origin, which constitute an architectural example of outstanding universal value in both its authenticity and its integrity.
- 1.1.2. The overall form of the fortifications has been retained and displays traces of Venetian occupation, including the Old Citadel and the New Fort, but primarily interventions from the British period. The present Nomination of properties to the World Heritage List WHC-07/31.COM/8B, p. 25 of the ensemble results from the works in the 19th and 20th centuries. The authenticity and integrity of the urban fabric are primarily those of a neo-classical town.
- 1.1.1. The Old Town of Corfu is located on the Island of Corfu (Kerkyra), off the western coasts of Albania and Greece. It is an ancient site, which is situated strategically at the entrance to the Adriatic Sea. The fortifications of Corfu were designed by renowned Venetian engineers, and they were used for four centuries to defend the maritime trading interests of the Republic of Venice against the Ottoman Empire. In the course of time, the fortifications had to be repaired and partly rebuilt several times, more recently under the British rule in the 19th century. The mainly neoclassical housing stock of the Old Town dates partly from the Venetian period, partly from later construction. Conquered by the Byzantines and expansionist campaigns by the Normans, those northlanders intent on establishing a foothold in the East, the efficient Venetian administration while leaving untouched the maze-like street plan, displaying all the characteristics of a medium-sized Mediterranean town. This foothold retained the Byzantine system of property ownership but respected the town's Jewish community, the French Enlightenment, which demolished centuries-old social structures, the British imperial administration, which overlaid the town's medieval character with the Neoclassical face that it presents today.

1.2 The significance of the Site

- 1.2.1 This section of the Management Plan sets out the cultural significance of the inscribed Site as it was evaluated through the assessment of the World Heritage values, according to the UNESCO World Heritage Committee's criteria. The importance of local, regional, national and international values was also taken in consideration.
- 1.2.2 The World Heritage Committee, having examined Documents WHC-07/31.COM/8B and WHC-07/31.COM/INF.8B.1, inscribed the Old Town of Corfu, Greece, on the World Heritage List on the basis of criterion (iv);

Criterion iv: to be an outstanding example of a type of building, architectural or technological ensemble or landscape which illustrates (a) significant stage(s) in human history;

and adopts the following Statement of Outstanding Universal Value:

"The ensemble of the fortifications and the Old Town of Corfu is located in a strategic location at the entrance to the Adriatic Sea. Historically, its roots go back to the 8th century BC and to the Byzantine period. It has thus been subject to various influences and a mix of different peoples. From the 15th century, Corfu was under Venetian rule for some four centuries, then passed to French, British and Greek governments. At various occasions, it had to defend the Venetian maritime empire against the Ottoman army. Corfu was a well thought example of fortification engineering, designed by the architects Sanmicheli, and it proved its worth through practical warfare. Corfu has its specific identity, which is reflected in the design of its system of fortification and in its neoclassical building stock. As such, it can be placed alongside other major Mediterranean fortified port cities."

The overall form of the fortifications has been retained and displays traces of Venetian occupation, including the Old Citadel and the New Fort, but primarily interventions from the British period. The present form of the ensemble results from the works in the 19th and 20th centuries. The authenticity and integrity of the urban fabric are primarily those of a neo-classical town.

1.2.3 Understanding the full significance and the cultural values of the Old Town of Corfu is the basis for making informed and effective management decisions, and therefore, this assessment is a fundamental part of the Management Plan. The evaluation ensures, firstly, that the outstanding universal values of the Site are protected so that they can be bequeathed intact to future generations and secondly, that the Site is managed properly, in the wider context of its existence as a city.

1.3 Authenticity and Integrity

1.3.1 The Old Town of Corfu was inscribed as a World Heritage Site on the basis of justifying the criterion iv. The authenticity and integrity of the fortified ensemble of Corfu enables the expression of its outstanding value. The following text is derived from the MP 2006-2012 and the evaluation of ICOMOS.

1.3.2 The Old Town of Corfu is a fortified Mediterranean harbour retaining traces of Venetian occupation, including the Old Citadel and the New Fort, but primarily of the British period.

1.3.3 The strict legal measures enacted after World War II, and the listing of the town for protection as a cultural monument in 1967 have provided the basis for the control of changes and the possibility to retain the integrity of the town. During the British period, three forts were preserved: the Old Fortress, the New Fortress and the small island of Vidos. The British plan provided for the demolition of all the western forts and so they demolished the fortification works on the south-west side (Porta Raimonda) in 1837 and they leveled the fort of Sotiros in 1938, where prisons were built. In the old and new fortresses, the British intervention related to internal restructuring and some new additions.

1.3.4 The overall form of the fortifications has been retained. Nevertheless, like most fortifications, Corfu has faced many severe military attacks, causing destruction, demolition and rebuilding. The interventions of the 19th century and the rebuilding after World War II have in fact reduced the historic fabric of the property. Only a relatively small part of the structures actually dates from the Venetian period.

1.3.5 Corfu developed from a small Byzantine town along the lines of a western urban model, which can be seen on all cultural levels and displayed in the town's structure and form. The Old Town of Corfu today occupies the same area as the ancient town whose overall design it still reflects, with the two fortifications, the open space of the Spianada, the compact urban core with its different quarters and the streets. This urban fabric has been shaped by centuries of demolition and reconstruction dictated by military needs. In the 19th century, the British were the first to begin dismantling the complex Venetian defence system, the scale of which is amply illustrated by the many maps still extant. The British example was followed by the Greek government after 1864.

1.3.6 About 70% of the pre-20th century buildings date from the British period. There were no large openings made in Corfu as was the case in many other fortifications. Some of the dwellings have undergone further modifications in the 20th century, such as the addition of an extra floor.

1.3.7 World War II bombing destroyed some houses and buildings in the Old Town, particularly in the western section, where whole blocks were destroyed. The ruined buildings were partly replaced by new constructions, in the 1960s and 1970s.

1.3.8 These interventions represent a particular juncture in history and express the aesthetic attitudes of their time, clearly distinguished from the previous buildings. The wealth of records on the old form of the town has ensured full documentation of the interventions having been made to the existing buildings.

1.3.9 The fortifications of Corfu and the historic urban areas have been subject to various armed conflicts and consequent destructions. The present form of the ensemble results from the works in the 19th and 20th centuries, even though based on the overall design of previous phases, particularly in the Venetian period.

- 1.3.10 ICOMOS considers that the fortified ensemble of Corfu is authentic, despite the many alterations resulting from its strategic importance as a military position. It has been involved in many conflicts, which took place between the West and the Mediterranean East from the 15th to the 20th centuries. It has been rebuilt several times, and modified to support the development in attack weapons and defence principles, successively by the Venetians and the British. The integrity of the fortified ensemble, in its current state of conservation, is satisfactory in terms of expressing its outstanding value.
- 1.3.11 ICOMOS considers that the urban site of Corfu is representative of an urban history which is closely associated with the structure of forts and ramparts. However, the International Council finds that the authenticity and integrity of the urban fabric are primarily those of a neoclassical town.
- 1.3.12. All in all, the Old Town of Corfu, which is internationally known, is now a unique cultural entity of great aesthetic value. Its unique character:
- is recognizable in the structure and form of the town and in its social and cultural life,
 - has evolved continuously through the ages, absorbing elements from the two worlds of the Mediterranean: the East and the West, and
 - has remained alive and largely unaltered to the present day.

1.4 The modern town

- 1.4.1 Corfu town has remained a living organism through the ages. The picture it presents nowadays could be described as a historical chart illustrating the various phases of its development and the creative coexistence of the cultures that have occupied it at various times. During all those phases, the past and the needs of contemporary life have been in continuous dialogue, transforming and enlarging the town and adapting it to current ways of thinking.
- 1.4.2 The Old Town of Corfu is nowadays the 'historic centre' of an urban district extending inland to the south and west of the Old Town, with a total population of 24,838 (Census 2011), which is the administrative, social and economic centre of the surrounding area and occupies an important place in the life of all the Ionian Islands as well as western Epirus on the mainland. At the same time it is an international tourist destination attracting about 1,100,000 visitors a year, mostly in summer. Situated exactly opposite the starting point of the Via Egnatia and Via Ionia highways, and with direct connections by ferry to Italy and by air to most of the capitals of Europe, it is today what it has always been in the past: a town at the crossroads between East and West, North and South. In the context of the modern world it is trying to decide on the best direction for its future balanced development.
- 1.4.3 With this in mind, the protection and enhancement of the cultural heritage is a factor of fundamental importance. Not only for reasons of historical sentimentality but also to ensure the prospects of real economic development, the existing culture needs to be preserved and enhanced. The local community, yet once more in its history, needs to build on its past in order to face the future, while adapting itself to the new conditions. What is more, culture and development are closely related and most definitely interact reciprocally. Just as development relies on culture, culture – if it is to be maintained meaningfully in the long term – depends too on the stability of the local social framework; and that stability can only be achieved against a background of economic development.

1.5 The Management Plan

Contents of the Management Plan

- 1.5.1 The Management Plan contains a description of the Site, sets forth the significance and the Universal Values of the Site, identifies the pressure and the issues and sets out an Action Plan. The Management Plan sets out a framework of protection and sustainable management of the cultural assets.
- 1.5.2 The issues and objectives set out in the Management Plan are reviewed by the stakeholders to reflect any changes in circumstances as foreseen in the Management Plan 2006-2012. The identification of the issues in the Action

Plan involved all the stakeholders, statutory or not, in order to achieve the consensus of the local community. Therefore their participation is expected in all phases of implementation.

Geographical scope of the Management Plan

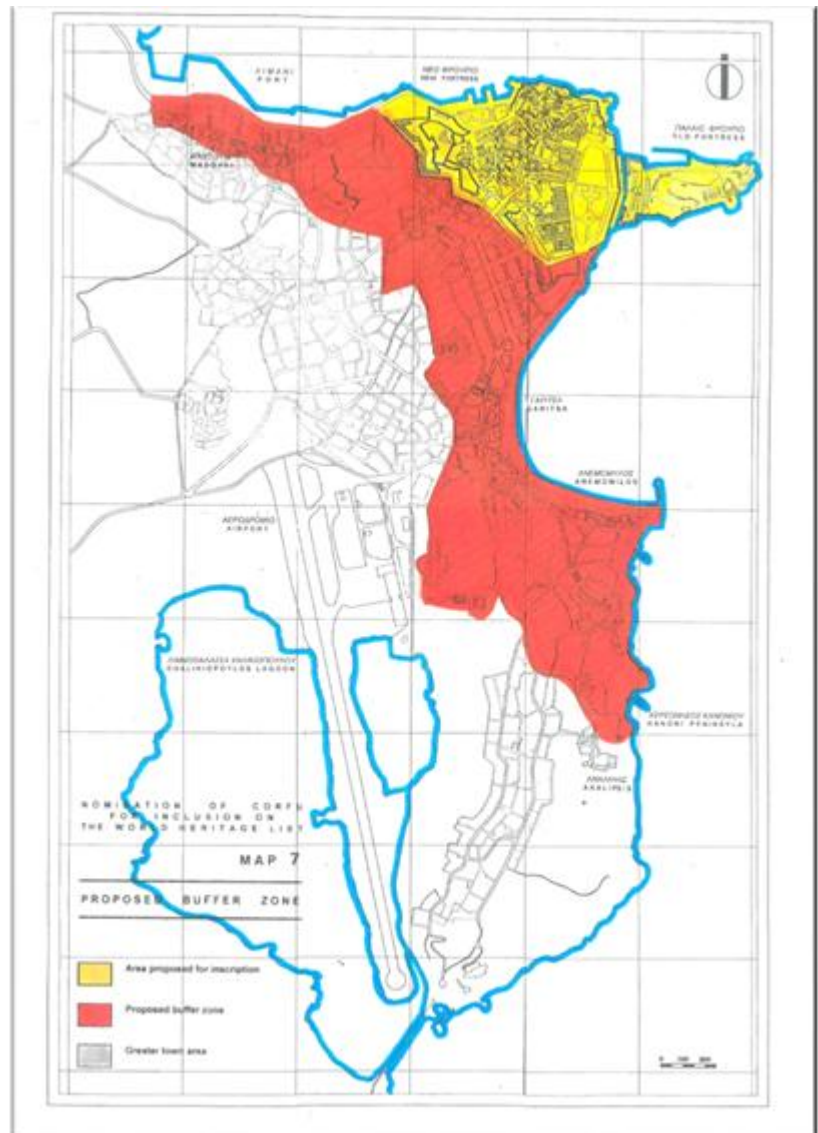
1.5.3 The boundary of the Site follows the former boundary of the Old Town of Corfu as it was set in 2006 after the intervention for the extension of the buffer zone of ICOMOS. The Plan recognises that the Buffer zone is an important tool for conservation of properties inscribed on the World Heritage List but the broader area beyond the boundary should be taken into consideration as it influences the Site.

Need for the Management Plan

1.5.4 Since 2005 when the “Operational Guidelines for the Implementation of the World Heritage Convention” came into effect, a management plan is compulsory for properties inscribed on the World Heritage List. The Old Town of Corfu is a complex site with management and ownership lying with too many different stakeholders, public and private, therefore the management plan is a comprehensive instrument that lays down an integrated plan and action for the protection, conservation, use and development of the World Heritage Site.

Revision of the 2006-2012 Plan

1.5.6 The “Proposals for the update of the Management Plan/ Action Plan 2013-2018” for the World Heritage Site Management Plan 2013-2018 is the first revision of the original 2006-2012 Management Plan. The Management Plan for the Old Town of Corfu 2006-2012 was drawn up on the initiative of the Corfu Branch of the Technical Chamber of Greece and the Municipality of Corfu, by the architects: Mary Mitropia, coordinator of the 1995-2005 Programme Contract for the Old Town of Corfu (between the Ministry of the National Economy, the Ministry of the Environment, Planning and Public Works, the Ministry of Culture, the Public Corporation for Urban Development and Housing / DEPOS SA and the Municipality of Corfu) and Leonidas Stanellos, co-ordinator of the 1989-2003 Programme Contract for the Fortifications (between the Ministry of Culture – the Archaeological Receipts Fund – the Development Enterprise of Corfu Municipality/ANEDK and the Municipality of Corfu). The preliminary preparation of the Plan was entrusted to these two architects, who drew up the first draft on the basis of the data concerning the Site and their own experience as coordinators of contracts between central and local government for Programme Contracts relating to the historic town centre and the fortifications. The Plan follows the guidelines laid down in Bernard M. Feilden & Jukka Jokilehto, *Management Guidelines for World Cultural Heritage Sites*, ICCROM, Rome, 1993 (CDROM of the best World



Heritage Site Management Plans) and the Plan's structure had been in accordance with this model. The structure of the plan is modeled on that of the best Management Plans included in the same CD-ROM. The Management Plan 2006-2012 had been prepared as an absolute local necessity and a prerequisite for submission of an application to UNESCO. It aimed to provide systematic guidelines for addressing all the complex problems involved in protecting and developing the Old Town of Corfu.

- 1.5.7 It is reported in the initial proposal to UNESCO that the first draft of the Management Plan was submitted in order to select committees of the two bodies responsible for its preparation (the Corfu Branch of the T.C.G. and the Municipality of Corfu) and was then revised and expanded. Once it had been accepted by the two bodies in question, it was presented to the local community (by electronic and printed mass media) professional associations and residents' associations and sent to the Ministry of Culture (Directorate of Byzantine and Post-byzantine Antiquities), as well as to other parties involved in the management of the Site and to the Regional Authority of the Ionian Islands and the Prefecture of Corfu for their approval. Finally, after widespread consultation and discussion, it was approved by the Municipal Council under permit No. 23-682/24-11- 2005.
- 1.5.8 The drafting of the "Proposals for the update of the Management Plan/ Action Plan 2013-2018" was a three-year process in the framework of the SustCult project, involving the participation of the Consultative Committee, the local network of residents, the statutory bodies, the business associations, the transport professionals, the Site's conservation bodies, the tourism associations and the education bodies. The revision of the 2006 Plan required four stakeholder meetings, a 3-day-workshop, a 3-month-public consultation, the Vision campaign and an online survey, in which stakeholders reviewed themes, issues and actions. A public consultation on the "Proposals for the update of the Management Plan/ Action Plan 2013-2018" was held in May 2013 and its results were presented in October 2013.



2

THE OLD TOWN OF
CORFU

2. DESCRIPTION

2.1 LOCATION FEATURES¹

Name: Old Town of Corfu

Country: Greece

Region: Ionian Islands

Prefecture: Corfu

Geographical coordinates

Longitude: 19° 55' 38'' N

Latitude: 39° 37' 15'' E

UTM / WGS 84: Zone 34 NORTH Easting : 409 064

Northing: 4 386 556

NB: Triangulation point, the Old Fortress (point number 158769)



2.2 BOUNDARY OF THE SITE

2.2.1 The actual boundary of the WHS Site runs along existing roads skirting the fortifications on the west and south sides, namely Lochagou Vlaikou, Stamatiou Desylla and Akadimias Streets. The Site covers an area of seventy hectares and may be described as the nucleus or 'historic centre' of the modern town, which covers a total area of 507 hectares.

2.2.2. The site inscribed consists of the two fortresses and the old town located in between them; it occupies a surface area of 70 hectares. The buffer zone in its new definition covers an urban area which is relatively large and homogeneous. It includes many elements of the neo-classical town, green zones and more recent urban extensions. It also includes ancient monuments, Byzantine monuments, many archaeological excavation areas and museums. Forming a homogeneous unit, the buffer zone occupies a surface area of 162 hectares. The coastal strip, to the north of the buffer zone, is not included in the protected area and is public property. This waterfront is under the jurisdiction of the Corfu Port Authority, which is controlled by the Greek Ministry of Merchantile Marine. It is a closed space which functions as a port. Any intervention modifying the built structure must be submitted for approval to the local and ministerial authorities, including the Ministry of Culture.

¹ Chapters 2.1, 2.2, 2.3 are from the Management Plan 2006-2012 as well as the maps to which they refer.

2.3 DESCRIPTION OF THE SITE

- 2.3.1 The full description of the World Heritage Site, the review of the major events in its history and the full outline of the type of cultural assets that make up the site, give its character and supported the case for its inclusion in the World Heritage List, may be found in the previous Management Plan.
- 2.3.2 Today, the town of Corfu is an integrated urban ensemble covering a total area of 507 hectares, with a population of 24.838 (census 2011) extending southwards and westwards from the Old Town and separated from it by a ring road which, for most of its length, runs along the line of the old fortification walls. The two sectors of the town (the old and the modern), differing noticeably from each other, represent spatial expressions of the conditions existing in the periods that formed them and the differences of outlook between those periods. Now they have to coexist in a symbiotic relationship and make the most of their opportunities to satisfy their needs; and this parallel advance of two entities differing in their origins, both wishing to march forward into the twenty-first century without loss, is the challenge of today that needs to be answered.
- 2.3.3 The Old Town of Corfu was inscribed in the UNESCO World Heritage List in 2007. Part of the latter town is designated as the buffer zone for the Site, since it contains valuable evidence of its origins. It is important to be able to distinguish, in the features of the Old Town as it is today, the elements that testify to its historical past, especially those elements that reflect its image during the Venetian period and the British Protectorate and have been handed down, with alterations of greater or lesser significance, to our own time. These elements carry a unique nexus of cultural values the significance of which extends beyond the local and national level.

Cultural Assets

- 2.3.4 The cultural assets of the proposed Site may be considered as the sum total of the following elements, which contribute to its unique character.

- i. The Old and New Fortresses**
- ii. Urban Plan and Roads**
- iii. Open Spaces, Squares and Parks**
- iv. Buildings**
- v. Cultural Characteristics**

The Old Town, as it is now, consists of an amphitheatrical sprawl of houses closely packed together between the two forts. This architectural mass is its most noticeable characteristic, with a variety of different features that are difficult, however, to single out. Later in this document, to fit in with the structural arrangement of our description, we shall attempt that very separation.

i. The Old and New Fortresses

- 2.3.5. A characteristic visual feature of the town is the twin-peaked rocky outcrop at its east end, that 'island within the island' which commands an all-round view of the channel. Still intact are the imposing Venetian fortifications enclosing the plain, massive, later buildings of the British period, which stand on three different levels. The Old Fortress now houses various offices of public services and departments of the Ionian University, while it serves as a sort of an open museum. Open-air concerts are held in summer. (See Maps 8-9 in the previous MP)
- 2.3.6. The impressive fortifications of the New Fortress dominate the north-west side of the Old Town, forming a backdrop to the view over the town to the west. Though smaller than the Old Fortress, it carries on a dialogue with it on equal terms. Pleasant walks are to be taken along arcades and alleyways throughout the fort (except for the underground galleries), and there are wonderful views of the town. (Maps 10-11 in the previous MP).

ii. Urban Plan and Roads

- 2.3.7. The urban structure of the Old Town is the one which evolved during the long period of the late Middle Ages and – with only minor changes, has come down to our own time. The built-up area is divided into three main sectors, which are subdivided into a total of ten neighborhoods each of which has a different urban plan. Each neighborhood, named after its parish church, has its own square, which is the centre of local life. The positions of the various neighborhoods of the Old Town are shown on Map 12 in the previous MP.
- 2.3.8. The street network remains to this day as it was shaped by the defensive planning of the old walled town. Following the terrain, many of the roads have steep gradients with flights of steps and ramps, and with arched

alleys leading off them; sometimes they are almost straight, with a succession of small piazzas. The street network is marked and presented on Map 13 in the previous MP.

iii. Open Spaces, Squares and Parks

2.3.9 One third of the area of the historic town centre is taken up by the Spianada (Esplanade), which lies between the Old Fortress and the built-up area and was enlarged to its present size for defensive reasons, in 1628. Used as the main bazaar in the medieval times, it took its final form in the nineteenth century. The main central squares are the Platia Dimarchou, and the Platia Iroön, which is adjacent to the piazza in front of the Church of Ayios Spyridon, the town's patron saint. The open spaces in the historic town centre are marked and presented in the accompanying issue 14 of the Management Plan 2006-2012.

2.3.10 Besides all those buildings of the Venetian period, there were also many erected in the few years from 1797 to 1814, numerous dating from the British Protectorate and some from the first few decades after the union with Greece (1864-1900). Morphologically, owing to the historical circumstances of each period, the prevalent architectural styles have been Mannerism, Baroque, Neoclassicism and, later, of Art Nouveau, or else elements of late Athenian Urban Classicism. The dates of the buildings in the historic town centre are shown on Map 14 in the previous MP.

i.v. Architecture of Public Buildings

2.3.11 All the public buildings of the Venetian period bear the hallmark of high-quality construction, because they were designed and built by architects and usually masons sent out from Venice. The most important buildings were those in what is now the Platia Dimarchiou: the Catholic Cathedral of St. James; the residence of the Catholic Archbishop (rebuilt in 1754) and the Loggia Nobilei (1663-1669). The latter was converted into the Teatro San Giacomo in the eighteenth century, and since the beginning of the twentieth century it has been used as the Town Hall.

2.3.12 Although, as already mentioned, the two periods of French occupation and the British Protectorate made very little difference to the town plan, they substantially altered its architectural character. The row of houses along the Spianada known as the Volta or the Liston, with its elegant arcade, provides the main evidence of the French presence. The British Protectorate left its mark much more noticeably as numerous private and official buildings were built, introducing the Classical trend.

2.3.13 From about 1830 onwards the contracts for official buildings were awarded to a succession of Greek architects and engineers. First and foremost among them was the Corfiot architect Ioannis Chronis, one of the first graduates of the technical sciences who had undertaken all the large buildings in the town intended for the service of the local community.

2.3.14 Since the island was cut off from the Byzantine tradition from the thirteenth century onwards and then had a hundred years of Angevin rule followed by four centuries of contact with Venice, outside influences played a dominant role in church architecture on Corfu. The type that eventually came to predominate on the Ionian Islands was the wooden-roofed single-nave basilica, with a few examples of the three-aisled basilica. The circumstances also resulted to the birth of the distinctive Heptanesian School of art.

2.3.15 Most of the surviving churches were built in the sixteenth and seventeenth centuries, generally in conformity with Renaissance and Mannerist styles. Among them are several single-nave basilicas with the unusual feature of an ambulatory (exonarthex) running along three sides. Another feature of Corfiot churches is that they always go together with the priest's residence, which is sometimes integrated with the church itself and sometimes a separate single-storey or two-storey house.

Urban Architecture

2.3.16 The urban dwelling-houses of Venetian Corfu were either apartment buildings, usually of three storeys or, less often, single-family houses of one or more storeys; the *archontika* (the grand houses of the aristocracy and the wealthy) usually had two storeys. The buildings formed a solid frontage on to the street, only occasionally broken by courtyards or gardens. Most of them were built on small plots, with nearly 100 per cent site coverage.

2.3.17 The basic materials used in Corfiot buildings are stone, bricks and wood. The quarries on the island produce a hard white or pinkish limestone. There are also quarries producing a yellowish sandstone and a pinkish porous

limestone. Besides these, the island has sand, clay and other materials in large quantities, which means that there is an abundance of the raw materials for bricks and tiles.

v. Cultural Characteristics

- 2.3.18 The enduring values inherited from antiquity have given the town such a prestigious aura that it could always and can still justifiably be regarded as a dominant centre of the surrounding region.
- 2.3.19 Capital of the Ionian state since the beginning of the nineteenth century, the seat of a Prefecture of Greece since 1864, capital of one of the administrative regions of Greece since the 1980s. In this town, the first Greek university was founded in 1825 and it is once again the home of the Ionian University. Here are the offices of the Archaeological Service, as well as several museums.
- 2.3.20 First and foremost, however, it is a living and enduring administrative centre of importance to the whole region of the Ionian Islands and Western Epiros. Situated, as it is, directly opposite the starting point of the Via Egnatia and Via Ionia highways, it is a town at crossroads. Nowadays, it is also a holiday destination for millions and a meeting-place for groups who choose it as the venue for their conferences.
- 2.3.21 The multi-faceted character of Corfu, the absence of any kind of racial or religious conflict and the non-existence of crime make the town a positive point of reference for a wide area roundabout. This is a phenomenon that goes back an extremely long way, for the island has attracted settlers from Greece, Illyria, Italy and elsewhere ever since the prehistoric era.
- 2.3.22 In the epic tale of Odyssey, Kerkyra was the only safe haven that Odysseus found. Whether its inhabitants were Illyrians and Liburnians, as Strabo says, or Kerkyres, as stated by Alcman, one thing is certain: that in the Homeric world the island was already equated with a mode of coexistence.
- 2.3.23 Corfu has always been a place of refuge during the centuries: for the Byzantines, Greeks, Albanians and Slavs, Souliots and Italian revolutionaries.
- 2.3.24 Thanks to its history and perhaps to a measure of good fortune, all the above have left their mark on Corfu, as a reminder that peaceful coexistence is possible. Corfu preserves memories not of persecutions but only of refuge.

2.5 OWNERSHIP AND MANAGEMENT OF THE SITE

Management and protection

- 2.4.1 The Old Town of Corfu is the only historic town of its size in Greece that has remained more or less unchanged to the present day, as an authentic testament to the historical circumstances that brought it into being. The cultural values of the World Heritage Site of Corfu are recognized by the Greek authorities and protected under the terms of Ministerial Decision B1/Φ33/29925/828/27.5.80 of the Ministry of Culture (*Government Gazette* 512/II/4.6.80), whereby the Old Town of Corfu was declared a 'historic monument scheduled for preservation' and mandatory regulations for its protection were laid down.
- 2.4.2 In 2006 the responsibility for protection is shared by several institutions and relevant decrees. These include the Hellenic Ministry of Culture (ministerial decision of 1980), the Ministry of the Environment, Spatial Planning and Public Works (Presidential decree of 1980) and the Municipality of Corfu (Presidential decree of 1981). Also relevant are: the Greek law on the shoreline of towns and of islands in general; the law on the protection of antiquities and cultural heritage in general (n° 3028/2002) and the establishment of a new independent Superintendence for Byzantine and post-Byzantine antiquities in 2006. A buffer zone has been established. The proactive policies of restoration and enhancement of the fortifications and of the citadel have resulted in a generally acceptable state of conservation. Many works however have still to be completed or launched. A management plan for the Site had been prepared for the period 2006-2012 and an urban action plan, in line with it, had been adopted in 2005, for the same period.
- 2.4.3 A Memorandum of Understanding (MoU) was signed in November 2011 setting up an Interinstitutional - Interdisciplinary Management Authority, responsible for the implementation of the Management Plan. The Management Authority is composed of:
- Ministry of Culture and Tourism (YPPOT), Culture and Sport today
 - Ministry of Environment, Energy and Climate Change (YPEKA)

- Region of Ionian Islands
- Municipality of Corfu,
- Archaeological Receipts Fund (CAP).

The executive Body of the Management Authority is the Scientific Steering Committee, so far as concerns the responsibilities of each contracting agency in management of cultural resources. Management relates to the following areas:

- A) Identification, evaluation and elimination of threats to the monument (development pressures, construction , waste management , traffic control , parking problems) .
- B) a clear and hierarchical planning with short, medium and long term actions to improve the city's image .
- C) Drafting of a specific and prioritised program of repair and restoration of Monuments .
- D Drafting of a specific and prioritised program for Cultural Tourism .
- E) Drafting clear and realistic planning, implementation, monitoring and evaluation of the proposed actions.

Participants of the Management Authority, finance and execute projects in the field of their competence based on a program , established and monitored by the Steering Committee.

In addition to the Steering Committee of the project, a Legal Council was established ,consisting of two representatives of the Ministry of Culture and one from the Municipality of Corfu , in order to support the work of the Steering Committee and the smooth implementation of the Management Plan under the MoU and to contribute decisively to solve any issue related with the interpretation or manner of implementation of the program Any difference will arise between the Parties. The MoU is expected to have a ten-year term with possibility of renewal depending on project needs .

The Steering Committee of this body is composed of 17 members:

1. The Mayor of Corfu as President. The Mayor of Corfu designates the Deputy Mayor responsible for culture as his replacement .
2. The head of 21 Byzantine Antiquities, refillable by legal substitute.
3. The Head of the 'Prehistoric and Classical Antiquities refillable by legal substitute.
4. Representative of H' Directorate of Byzantine and Post-Byzantine Antiquities (DVMA) of Ministry of Culture, defined together with the deputy of the Minister of Culture and Tourism.
5. Representative of 8th' Restoration Directorate of Byzantine and Post-Byzantine Monuments (DAVMM) of the Ministry of Culture, defined together with the deputy of the Minister Culture and Tourism.
6. Representative of the Directorate of Modern Monuments and Technical Works (DIMMTW) of the Ionian Islands, refillable by legal substitute or the Division of Modern and Contemporary Architectural Heritage (DINESAK) until operate DIMMTW, defined together with the deputy of the Minister Culture and Tourism.
7. Representative of ARF, defined together with his deputy by the Board TAP.
- 8-9. Two representatives of the Ministry of Culture of the General Secretariat of Tourism, defined together with their alternates by the Minister of Culture and Tourism.
10. Representative of the Directorate of Urban Planning ministry, defined with the Deputy of the Minister of Environment, Energy and Climate Change.
11. Representative of the Division of Special Projects Update area of ministry, defined together with the Deputy Minister of the Environment, Energy and Climate Change.
- 12-13. Two representatives of the City (appointed by the municipality).
- 14-15. Two representatives of the Region (defined by the Region).
- 16-17. Two representatives TEK (appointed by the Board of TEK).

With the present Memorandum of Co-operation:

- a) an agreement framework on the Implementation of the Management Plan is established, which includes studies, projects and activities within a ten-year plan relating to the protection and enhancement of the Old Town of Corfu and its fortifications, and

b) the ways and procedures for implementing the above are defined.

The Ministry's proposal regarding the management of the Monument from the management authority is associated with the following areas:

- Identification, evaluation and removal of threats to the monument (development pressures, construction, waste management, traffic regulation, parking problems).
- Clear and hierarchical planning with short, medium and long term actions to improve the city's image.
- Drafting of a specific, hierarchical Programme for the renovation and Promotion of Monuments.
- Drafting of a specific and prioritized program for Cultural Tourism.
- Clear and realistic planning, implementation, monitoring and evaluation of the proposed actions.

Participants in this Management Authority suggest, fund and execute projects in their respective area based on a program established and monitored by the Steering Committee. Moreover, a Legal Council, comprised of two representatives from the Ministry of Culture and one from the Municipality of Corfu, is formed in order to: support the work of the Steering Committee, contribute to the smooth implementation of the Management Plan under the Steering Committee, help decisively resolve any dispute related to the interpretation or way of implementation of the program which may arise between the Parties. The MoU is expected to run for more than ten years with the possibility of renewal depending on the needs of the project.

2.4.4 In March 2012, the Secretary General of the Ministry of Culture, Mrs L. Mendoni, the Culture Minister, Mr. P. Geroulanos, the Environment Minister. Mr. M. Papakonstantinou, along with the Archaeological Resources Fund, signed the text establishing the Interinstitutional - Interdisciplinary Management Authority.

2.4.5 In June 15, 2012 five representatives of the Ministry of Culture have been appointed in this form of management, known as the Steering Committee of the Old Town of Corfu. In March 2012 the Program Contract between the relevant bodies for the Interinstitutional - Interdisciplinary Management Authority was signed.

2.4.6 The first meeting of the Steering Committee of the Programme Manager of the Old Town of Corfu was held on Monday, February 18, 2013, in Faliraki (Gate of Saint Nicholas), at the invitation of the President of the Steering Committee and Mayor of Corfu, John Trepeklis. The following points were discussed:

- Constitution of a Legal Advisory Group.
- Composition of a Working Group for the Management of Economic Affairs and budget planning in 2013.
- Appointment of the responsible for the financial management of the program resources.
- Update on actions implemented to date by the contracting organizations in the framework of the implementation of the Management Plan.
- Discussion and evaluation of guidelines and actions to be included in the budget year 2013.

Only administrative decisions were made.

2.4.7. The responsibility for the conservation, protection and management of the Old Town of Corfu was until the nomination of 2006 shared by two bodies, the Ministry of Culture and the Municipality of Corfu. Both stakeholders utilized their departmental structures and their own funds in dealing with the affairs of the Old Town, each having a separate area of responsibility. The creation of the Management Authority and the Steering Committee has redistributed responsibilities and tasks.

2.4.8 The Responsibility for the conservation and protection of the Old Town of Corfu continues to rest with the Ministry of Culture, and specifically the Directorate of Byzantine and Post Byzantine Antiquities. The regional departments concerned are the 21st (Corfu) Ephorate of Byzantine Antiquities and the 6th Ephorate of Modern Monuments. In the matter of management, responsibility lies with the Municipality of Corfu. Under the supervision of the Municipal Council and the Mayor, the municipal departments concerned are: the Department of the Old Town, the Planning Office (for building construction), the Office of Shop Operating Permits (for monitoring commercial premises), the Technical Departments (for the execution of technical projects) and the Municipal Police (which monitors compliance with the relevant municipal regulations).

International Legislation	
Number/references	Title/name
2007 Decision 31COM 8B.40	Nomination of natural, mixed and cultural properties to the world heritage list - of the Old Town of Corfu, Greece
National Legislation	
Number/references	Title/name
Ministerial Decision F18/46592/2305/24-7-79 (GOVERNMENT GAZETTE ISSUE 52/ B/ 21-1-80)	Classification as a “historic monument scheduled for preservation and a site of outstanding natural beauty and interesting from an architectural or historical point of view. Responsible: The Ministry of Culture
Presidential Decree 22-04-80 /Government Gazette 274 / Δ / 05-05-1980	Classification of the nominated Property as a “traditional settlement». Responsible for protection: Ministry of the Environment, Spatial Planning and Public Works.
Presidential Decree 07-09-81 / Government Gazette 552 Δ / 02-10-81	Transfer of responsibilities regarding the construction of new buildings, additions to pre-existing ones, as well as repairs and alterations regulated by the afore mentioned Presidential Decree concerning the “coefficients of building surface”, in combination with Royal Decree 09-04-64 / Government Gazette 37 / 14-04-64 concerning “building terms and limitations of plots of land and on the height of buildings” from the Ministry of the Environment, Spatial Planning and Public Works to the Municipality of Corfu
Ministerial Decision 78140 / 3271 / /12-11-86 / Government Gazette 55D / 05-02-87	General Urban Planning Scheme. Regulates land use, determines the size of building plots and the building coefficient, and defines the mechanisms by which the plan will be applied. Responsible: Ministry of the Environment, Spatial Planning and Public Works
Royal Decree 09-04-64 /Government Gazette 37 D / 14-04-64	Fixes the requirements for building sites and determines the height to which buildings may legally be constructed.
N. 3028/28-6-2002 (FEK 153/A/28-6-2002) , NW 040658 / GG 88 A / 100658	On the protection of the Antiquities and in general of the Cultural Heritage
Regional and local legislation	
Number/references	Title/name
Presidential Decree 07-09-81 /	The Municipality of Corfu under these decrees ensures the

Government Gazette 552 D / 02-10-81 and Royal Decree 09-04-64 / Government Gazette 37 D / 14-04-64	protective designation of existing plots within the Historic Centre by discouraging the demolition of old, multi-storey buildings and ban, as a rule, sizeable additions to pre-existing buildings threaten to alter the town's appearance.
Royal Decree 04-06-58 / Government Gazette 88 A /10-06-58	Town Plan Ministry of Reconstruction. Under revision.
Municipality of Corfu ANEDK / 8 / 13-08-98	Programme for local development. Keeps detailed records (demography, production, urban planning, etc), elaborates development goals, and programmes and prioritizes the necessary development works.
Action Plan for the Old Town - Municipality of Corfu	Refines the development goals in the Historic Centre, determines the features of its protective designation, the development to follow, and suggests a series of means, methods and projects to meet these goals.
Action Plan for the Fortifications	Records the problems, defined the promotion and reuse of the facilities that need to be adjusted, prioritizes goals and selects a series of projects to be realized.
Programme for Multi-Cultural Tourism –ANEDK	Keeps a detailed record of the cultural and functional dimensions of the Old Town, establishes a network of guided tours to allow a fuller appreciation of the wealth of the Old Town, and puts into effect a series of measures and actions necessary for its implementation
Municipality of Corfu 29136/29.11.2007	Regulation Plan of Urban Operations by the City of Corfu

Major Suggestions in the “Proposals for the update of the Management Plan/ Action Plan 2013-2018”

Public consultation

2.4.9 Involving main stakeholders in decision making on issues affecting the Site is considered to be of paramount importance. Following an experimentation with several European partners (project SUSTCULT/SEE) during 2011-2013 a new model for public consultation was implemented in Corfu and is proposed for adoption as a response to the requirements set in the previous MP. This model proposes the establishment and continuous operation of a Consultative Committee for Old Town of Corfu, which will gather officially designated representatives of main stakeholders from 3 groups: a) Governmental services and local / regional authorities, b) Private sector enterprises and c) Civil Society. This Committee can be complementary of the official Interinstitutional – Interdisciplinary Management Authority and allow consultation among a wider spectrum of professional and societal groups. Below are pictures of the Meetings of the Consultative Committee 2011-2013 and the list of its members.

Establishment of a Consultative Committee

For an integrated approach to sustainable management of the WHS, there is a critical issue to be addressed: the establishment and activation of a Consultative Committee for the management of the Old Town of Corfu, which consults its members and submits proposals on matters, in which each participating organization specializes in the Interinstitutional – Interdisciplinary Management Authority.

The establishment of the Consultative Committee may be achieved through a call for partnership - participation from the interinstitutional - Interdisciplinary Management Authority to a wider section of society, comprised both of citizens and stakeholders.

This invitation should be targeted, having first recorded and analysed the views / aspirations of stakeholders, who will be categorized according to the degree of their influence (key players – side players - supporters - observers) and engagement (low - medium - high).

The Consultative Committee is a local network that will facilitate a wide range of decision makers, stakeholders, professionals, representatives of scientific institutions, management professionals and communities in all phases of the implementation of the objectives of the management plan: from the formulation of an idea to taking decisions and implementing them.

The members of the Consultative Committee will be able to assess and inform everyone involved about the problems, evaluate their priorities and suggest proposals / solutions, as they are not only the main actors for sustainable management of cultural heritage, but also those directly affected by the actions implemented under the Management Plan for the Old Town of Corfu.

To achieve this objective, the Management Authority (and the organizations involved in it) must prioritize raising a cultural awareness and promoting the understanding of the cultural, social, environmental and economic potential of the Monument by the local community. At the same time, the creation of the Consultative Committee, which will act as a new methodological tool, could be used by the Management Authority as a permanent pool of knowledge (think tank), whereas the involvement of qualified and experienced staff will provide the Management Authority with the means to acquire additional knowledge and experience, assessing difficulties and problems, views and suggestions.



Inaugural meeting of the Consultative Committee
"SustCult Corfu / Old Town", November 2011



5th Meeting of the Consultative Committee «SustCult Corfu / Old
Town », October 2013



2nd meeting the Consultative Committee
«SustCult Corfu / Old Town", March 2012



International Week of Sustainable Management of Cultural
Heritage, October 2012



3rd consultation meeting in Latin Chapel Old Fortress, September
2013



Conference on the management of cultural heritage and
entrepreneurship, October 2013

Photos from the Consultation meetings and events 2011-2013

N.	Name of the Institution / Organization Identified
	Local Authority Organizations– Public Institutions
1	Municipality of Corfu
2	Region of Ionian Islands
3	Municipality of Paxi
4	Municipality Development Company of Corfu (COSCO)
5	Cultural, Sports and Environmental Organization of the Corfu Municipality (DOPAP)
6	Ionian University
7	Regional Directorate of Primary & Secondary Education of Ionian Islands
8	Port of Corfu
9	Chamber of Corfu
	Cultural and Environmental Organizations - NGOs
10	Hellenic Society for the Protection of the Environment and the Cultural Heritage
11	Volunteer Network of Corfu (It includes 20 organisations)
12	Choir union of Corfu
13	Eco Corfu, NGO
14	Tourism Scientific Society in Corfu
15	Philharmonic Orchestra of “Spiros Samaras” Ano Korakiana
16	Centre for Sustainable Communities, NGO
17	Habitants of Porta Remounda – neighbourhood of Old Town
18	Rotary Club of Corfu
19	Corfu citizens’ initiative
	Professional – Scientific Organizations
20	Association of Silversmiths and Watchmakers of Corfu
21	Single Entity of Corfu Shopkeepers
22	Association of Architects of Corfu
23	Union of Tourist Guides of Ionian Islands & Western Greece
24	Trade Association of Corfu
25	Association of Shop Keepers of Corfu / Old Town
26	Hellenic Association of Travel and Tourist Agencies
27	Association of Restaurant Owners and Related Professionals

2.5 PROPERTY REGIME & OWNERSHIP

- 2.5.10. The system of property ownership and the management of the town of Corfu are still fairly complex problems, as they were in 2006. Since these problems have been formed due to parameters and conditions arising in earlier periods of history, they also provide us with important historical evidence concerning the nature and special characteristics of the area to be managed.
- 2.5.11. The great majority of the buildings and building lots are in private ownership. This fact, coupled with the system of multiple property ownership, means that the number of cases for the management of the Site is considerably greater than it would otherwise have been. There are also a few corporate bodies belonging in three main categories a. public government / regional and local authorities and semi-public entities b. B. religious institutions c. private owners) which co-own a substantial number of properties. The great majority of those property holdings are fragmented in the form of single apartments on different floors in buildings under multiple ownerships. The case of the Fortresses is different: they belong to the state, which has assigned the responsibility for their management and protection to the Ministry of Culture, while some of the buildings in the Fortresses are leased to public organizations and other bodies (Ministry of Education, Ionian University and Municipality of Corfu).

Recommendation for an Owners' Registry

The ownership status of the buildings of the Old Town of Corfu is characterized as complex and the lack of a structured Owners' Registry is regarded as one of the main impediments to the implementation of an Integrated Management Plan for the Old Town of Corfu.

Over the years, ownership varies, so the use of the already existing register and simultaneously its enrichment with new data, which will relate to the owners, is an important development in the part of management of the Site. To accomplish this requires the identification and systematic reporting of stakeholders and interested parties of the Old Town (mapping). The goal is to create a structured file of owners with their identification / registration and invite them to the public consultation meetings, with a view to inform them of their rights and their obligations regarding the management and maintenance of monuments belonging to them. In this way, this file could be a useful tool in the hands of the establishment of Interinstitutional - Interdisciplinary Management Authority of the Old Town, as well as an awareness-raising tool for management of these protected buildings.

Upgrading and updating the Owners Registry should be the result of a collaborative practice among the owners and the Interinstitutional - Interdisciplinary Management Authority of Old Town, with a view to promote concerted efforts for the protection and management of the Site.

The challenge of this initiative is to actively involve the actual users of the Monument in its protection, but also to understand their needs. The existence of a bi-directional relationship (between the users and the Site Management Authority), which works with the philosophy of contributory benefits, will help improve the existing image of the monument but it will also contribute to the prioritization and routing of building renovation projects.

The cooperation of owners and other stakeholders focuses mainly on providing information to the owners about the Site and on-going management planning activities in order to attract them to participate in policy and decision making.

Corfu as a Modern Town

- 2.5.7 At the 2011 Census the town of Corfu had a population of 24,838. (In 2001 it was 28,185 and in 1991 it was 31,359). While the population statistics for the city of Corfu show a decrease, the population in the nearby locations increased. In some cases there was a sharp increase, as in Potamos (from 2,362 in 2001 to 3,840 in 2011), Alepou (from 1,606 in 2001 to 3,149 in 2011), Kanalion (from 3,556 in 2001 to 4,096 in 2011).
- 2.5.8. The main economical activity of the City of Corfu is tourism and the majority of the population is engaged in the hotel industry, restoration and commerce. The industrial and manufacturing activities are very limited and agriculture is confined to small suburban areas. The unemployed people in the region of Ionian Island in December 2012 were 12.554. In December 2011 they were 11.613 while in December 2010 they were 10.115. (OAED, Greek Manpower Employment Organization).

2.5.12. Although Corfu town is the main port of entry to the island by sea, and the only one by air, and although it is the administrative, economic, commercial and cultural capital, its capacity in hotel and guesthouse beds is very limited. About 20% of the tourists of the island don't visit the city of Corfu and the big majority of them visit it only once. The targets under consideration include improving the hotel and guesthouse capacity, in terms both of the number of beds available and the type and age of the accommodation, and, more importantly, focusing on a different pattern of tourism rather than the prevailing mass summer tourism on a bed-and-breakfast basis. The cruises are the new factor of the tourist sector: in the last years they bring a very big number of visitors to the island, part of which visits the Old Town of Corfu.

Legal framework, protection and development policy

2.5.13. The protection measures currently in force within the Site derive from a series of statutory tools enacted by the various agencies involved, each covering a different area of the problem:

Ministry of Culture

2.5.11. Under the terms of Ministerial Decision 4701 / 3.3.67 (Government Gazette 183 / II / 16.3.67) the Site was designated as 'a historic monument scheduled for preservation and an area of outstanding natural beauty and architectural and historical interest'. Since then, the boundary of the designated area has been amended three times: the latest amendment, which is in force now, is Ministerial Decision B1 / Φ33 / 29925 / 828 / 27.5.80 (Government Gazette 512/II/4.6.80). The protection afforded by the designation includes:

- a ban on demolition,
- controls on the nature of alterations to the exterior of buildings (protection of the shell), and
- controls on the nature of alterations in the public realm.

Any building activity within the designated 'historic centre' that falls into one of the above categories can only be carried out with written authorization from the 21st (Corfu) Ephorate of Byzantine Antiquities.

The same agency affords the strictest protection, under the terms of designations dating back to 1922 (Old Fortress), to thirty-five outstanding monuments in the 'historic centre' and twenty-one in the surrounding area, by means of controls that apply to the interior as well as the exterior. This degree of protection is given chiefly to the Fortresses, churches, major architectural features of certain buildings, and to individual buildings.

2.5.14. In addition, many important modern (post-1830) buildings within the historic town centre and outside its boundaries are protected en masse by the Ministry of Culture, this protection covering both the exterior and the interior.

- Scheduled modern buildings within the Site: 9
- Scheduled modern buildings
- outside the boundary of the Site: 302

All the scheduled buildings are marked on Map 19 in the Annex.

2.5.15. Lastly, nearly all of the buffer zone is controlled by the Ministry of Culture, because it contains several designated archaeological sites, twenty-one individual scheduled monuments and 302 modern (post-1830) scheduled buildings, which have a buffer zone ranging in width from 150 to 500 meters, depending on the property. The controls in force vary according to the circumstances:

- For sites adjacent to an archaeological site, excavation work is monitored to ascertain the presence of antiquities before construction of a new building can go ahead;
- The form and mass of any proposed new building are controlled to ensure that it will be compatible with the adjacent scheduled building.

Organization responsible: Ministry of the Environment

2.5.16. The part of the town within the boundary of the proposed Site was designated as a ‘traditional settlement’ by the Ministry of the Environment, Planning and Public Works under the Presidential Decree of 22nd April 1980 (Government Gazette 274/IV/5.5.80).

The protection and development of the area is controlled by the Ministerial services in Athens; this process is currently being revised and the Ministry’s regional offices vet the Environmental Impact Assessments (EIAs) and their approval is required for the sitting of any new structures and development projects. Also, under the terms of the aforesaid Presidential Decree, all alterations to the public realm have to be approved by the Prefectural Architectural Vetting Committee of the island.

Organization responsible: Municipality of Corfu

2.5.17. The construction of new buildings, additions to existing buildings and repairs and alterations are regulated by the Presidential Decree of 7th September 1981 (Government Gazette 552/IV/2.10.81) ‘Re: Building Restrictions’ and the Royal Decree of 9th April 1964 (Government Gazette 37/IV/14.4.64).

The statutory instruments that apply building restrictions by limiting the possibility of exploiting existing plots within the ‘historic centre’ are deemed to reinforce the protection policy by:

- discouraging the practice of abandoning old multi-storey buildings and leaving them derelict, and
- generally banning the addition of new architectural masses to existing buildings and averting the risk of alteration to their form.

2.5.18. The Municipality of Corfu, recognizing the complexity of the problems facing the Old Town and working in collaboration with the Corfu Branch of the Technical Chamber of Greece, prepared a ‘Management Plan for the Old Town of Corfu, 2006-2012’, setting out plans for the co-ordinated long-term management of the Site to promote its protection and development. In drafting the Plan, good use has been made of the Municipality’s long (fifteen-year) experience of co-operating with the other organizations involved in protection and conservation (Ministry of Culture, Ministry of the Environment, Planning and Public Works) and an action plan has been drawn up for all the relevant organisations and agencies at the local and national level.

2.5.19. Another of the Municipality’s responsibilities, whereby it can prevent alterations to the town’s functional structure, is the issuance of shop operating permits. By means of this process, it can forbid land uses likely to cause a nuisance or to be otherwise incompatible in the ‘historic centre’, and it can control the conditions and impact of other uses. The formation of the Municipal Police in 1990 has contributed to more effective control over the enforcement of the law and the special measures in force, which either promote the official protection policy or are connected more generally with the management of the town.

2.5.20 In 2007 the Municipality of Corfu issued a Regulation Plan of Urban Operations for the Old Town of Corfu.

Taking into consideration the regulatory framework of public spaces which follows exclusively from the processing of the current legislation and the inscription of the Old Town of Corfu in the World Heritage Monuments List of UNESCO, it is imperative to enforce the law strictly, regarding management issues, as well as to establish serious inspections from all the involved government departments and agencies (as GS Civil Protection, Health Services, Ministry for the implementation of the General Building Regulation, Ministry of Culture services to meet the protection measures, etc.). The current legislation is specialized in the particularity of Corfu and lays the conditions for effective implementation, as long as the residents are concerned and are clearly aware of the principles and rules of the management policy.

The planned measures and settings regulations differ in three levels of the Corfu Town (Old Town, Protection Zone, Greater City accordance with the accompanying Map 1). Due to this, there is a constraint, of greater or lesser degree, on each issue, depending on the nature of zone. In all cases, compliance with the rules and restrictions must be absolute.



3 | MANAGEMENT ISSUES AND OBJECTIVES



3. Management Issues and Objectives

3.1.1 Identifying the Issues

The different issues in this chapter have been identified by the study team using various approaches and material, in particular:

- An in-depth review of the 2006 – 2012 Plan
- Analysis of data and documents regarding the advancements of project and public works in the Old Town of Corfu by different authorities
- Consultations with local, regional and national stakeholders both in the framework of the Consultative Committee SUSTCULT Corfu/Old Town.
- Answers to an electronic questionnaire' based survey {hereafter SUSTCULT Survey 2013}
- personal meetings with key stakeholders, but also influential as eg ecclesiastical bodies, deputy mayor etc.

The SUSTCULT Survey 2013 used in this work has the following characteristics:

CATEGORIES	NUMBER OF RESPONDENTS
Implementation and Impact of the Plan	14
Protection and Conservation of the Site	9
Documentation, Education and Research	11
Physical Access and Transport	14
Visitor Management	14

The members of the Management Body, the members of the Monitoring Committee, the Advisory Committee members and the following stakeholders were invited to reply in the SUSTCULT 2013 Survey:

No.	Survey 2013 list of participating bodies and organisations
1	Public Power Corporation (PPC S.A)
2	Hellenic Telecommunications Organization (OTE S.A.)
3	Greek National Tourism Organisation (EOT)
4	Hellenic Public Real Estate Corporation
5	Police Department
6	Fire brigade service
7	Central Port Authority in Corfu
8	Hellenic Civil Aviation Authority
9	Urban Transport Organisation in Corfu (KTEL)
10	Intercity Buses Organisation in Corfu
11	The Holy Diocese of Corfu, Diapontian Islands and Paxi
12	Roman Catholic Archdiocese of Corfu, Zakynthos and Cefalonia
13	The Jewish Community in Corfu
14	Corfu Taxi Owners' Organisation
15	Tourism Development Company of the Ionian Islands
16	Corfu Tourist Busses Owners' Organisation
17	Federation of Owners of Tourist Accommodation of Corfu
18	Association of Corfu Travel Agents
19	Corfu Hotels Association
20	Corfu Hotel Managers Association
21	Civil Engineers Association of Corfu
22	Volunteer Network Corfu (24 NGO members)
23	Participants in the Vision contest

For simplifying the readability of the updates and findings of the SUSTCULT Survey 2013 that helped in the formulation of the different issues and objectives, the following presentation is adopted for the chapters below. For each chapter, the indications / comments and findings are grouped in two categories:

- A. Comments and
- B. Findings of the SUSTCULT Survey 2013

3.1.2 Groups of issues

The issues raised have been classified in five main categories under the following headings:

- 1: Implementation and Impact of the Plan
- 2: Protection and Conservation of the Site
- 3: Documentation, Education and Research
- 4: Physical Access and Transport
- 5: Visitor Management

3.2 Implementation and Impact of the Plan

The main issues in this category are the following:

- 3.2.1. Management and Administration
- 3.2.2 Funding
- 3.2.3. Risk Management
- 3.2.4 Information Management
- 3.2.5. Monitoring
- 3.2.6. Boundary
- 3.2.7. Local Community
- 3.2.8. Statutory Protection
- 3.2.9. Assessing Change
- 3.2.10. Development Control
- 3.2.11. Contemporary Development

3.2.1 Management and Administration

Update

A. Comments

The major remarks concerning the activities taken during the period 2006-2012 are the following:

- Further to the provisions of the Management Plan 2006, negotiations between mainly the Ministry of Culture and the Municipality of Corfu (regrouping after 2010 all the 12 municipalities into one as a result of the Kallikratis administrative reform), resulted in signing, in November 2011, a MoU, and the setting up of an Interinstitutional - Interdisciplinary Management Authority (M.A) for Corfu Old Town.
- According to the Deputy Minister of Culture (declaration on 20.02.2013) since June 15, 2012 five representatives of the Ministry of Culture have been appointed in the Scientific Steering Committee and a representative will also be appointed in the Legal Council. He added that the participation of the Ministry and the Archaeological Resources Fund to finance the M.A. was submitted for approval as action on a proposed budget with the estimated minimum annual amount of 100 thousand euros.
- The Steering Committee of this body is composed of representatives from: the Ministry of Education and Religious Affairs, Culture and Sport (Ministry of Culture), the Ministry of Environment, Energy and Climate Change (Ministry of Environment), the Region of Ionian Islands, the Corfu Municipality, the Corfu Municipality Development Company (MAEDIK) and the Archaeological Resources Fund (TAP). The Steering Committee of this body had its first meeting just on 18.02.2012 and dealt only with administrative / organizational issues.
- Until now there has not been a clear distribution of responsibilities among the members of the Committee or a program contract between the competent ministries, the Municipality of Corfu and other institutions involved.

- The experience within the last 6 years with the management bodies proved that there is a range of administrative bodies / levels involved in management but there is little or no coordination between them for managing different aspects of the Site.
- The Office of the Old Town mentioned in the MP 2006-2012 as the coordinator of the Program Contract for the Old Town of Corfu, has been inactive for different reasons without any coordination, information and control activities. Since February 2013 and within the new organizational structure of Corfu Municipality, the Old Town Office was upgraded to Department level under Vice Mayor for Environment and Planning, and a manager was appointed.

Issues

Issue 1: The Management Plan can be successfully implemented only through efficient partnerships by all the organizations and stakeholders involved.

Issue 2: There is a need to establish sustainable, clearer and more consistent leadership and functional services for the Site. It seems appropriate to designate a dedicated World Heritage Site Manager and assign to this function a team of knowledgeable officers.

Issue 3: There is a need for formal involvement in the management of the Site of the residents' associations and civil society, as well as a greater engagement of the local stakeholders such as Technical Chamber of Greece/Corfu Branch (TEE/C), the Corfu Chamber of Commerce and the local business community.

Issue 4: The implementation of the Management Plan needs to run independently of any political and/or administrative changes, so that the continuity and consistency of its actions will not be jeopardized.

Issue 5: There is a need of training of the staff involved in the implementation of the Management Plan and also of other officers in case the Managing Body won't be able to hire specialized personnel.

Objective

Ensure that an active flexible management and administrative mechanism is set up for the effective management of the monument and the implementation of the Management Plan. This mechanism will be based on the cooperation between the central government (Ministry of Culture), the local government (Municipality/ Region) and all the pertinent local stakeholders, and will ensure the active participation of the local community.

3.2.2. Funding

Update

A. Comments

1. The Site is huge and complex in its management without clear distinction of tasks and funding schemes. It is therefore extremely difficult to draw up an exact funding budget and scheme.
2. The Municipality of Corfu does not receive any extra funding / subsidy for managing the World Heritage Site of the Old Town of Corfu, which has added more responsibilities in order to implement the Management Plan.
3. The current situation of public funding in Greece and financial situation of municipalities indicates that local authorities cannot be the only funders.
4. It is even more imperative because of the financial crisis to seek European funds and other private sector funding programs.

B. Findings of the 2013 SUSTCULT Survey

5. There is an argument that private sector initiative in the historic center may constitute a major cause of deterioration in the living conditions of its inhabitants.
6. It is difficult to support the perception of "priority", given the enormous needs the nation has.

Issues

Issue 1: There is a need for additional funding either from European funds or other private funding partners for small scale and large scale projects. Prioritisation is of paramount importance taking into account that it's completely unlikely that national funds will be made available in the forthcoming future.

Issue 2: There is a need for private funding and generally more active participation by the private sector that will be however, bound to respect and take account of the values of the Site.

Issue 3: There is a need to ensure that decisions regarding the private sector development are based on an in-depth understanding of the Site's Outstanding Universal Values.

Issue 3: There is a need for prioritization of the funding requirements through a long and short term range funding Plan, coordinated with the respective plans of the various stakeholders.

Objective

Coordinate a systematic search for funding opportunities that will match the funding requirements of the Site. The data should be registered and prioritised in a short-term and long-term timeframe. Study and propose effective use of innovative schemes and systems – including funding ones, that may contribute to produce income, as well as those that could be auto-financed using the Public-Private- Partnership (PPP) scheme.

3.2.3 Risk Management

Update

A. Comments

- There is no specific Emergency Response Plan for the Old Town in addition to the General Plan applied to all Greek regions. Thematic workshops have been carried from the Technical Chamber of Greece/Corfu Department in last years about buildings recovering techniques and regarding buildings seismic behaviour.

B. Findings of the 2013 SUSTCULT Survey

- **The following action started but was cancelled**
Action 3.1 Review and update the existing contingency plans for natural disasters (earthquakes, fires, floods) in collaboration with the government.

Issues

Issue 1 : As the Site's management is complex, there is a need to update the existing risk management plans in order to identify all possible risks, the assessments and the monitoring procedures, and to ensure that mechanisms for prevention and/or mitigation of all risks are in place and tested periodically when applicable.

Issue 2: Risk Management plans must be made to assess all potential hazards of changes in land use, shifts in the social structure, stresses caused by visitors and housing construction and, more generally, all the risks from the changes in the condition of the Site that may arise from the implementation of the Management Plan.

Issue 3: UNESCO can provide advice and expertise to the Site related to Risk Management (as did in Berat).

Objective

Develop a Master Risk Management Plan from the compilation of the different and specific risk assessments in order to identify the possible deficiencies taking into account the complexity of the Site and invite UNESCO to provide advise and expertise in these matters.

3.2.4 Information Management

Update

A. Comments

- The Ministry of Culture is responsible by law regarding documentation and official use of cultural archives. The Technical Chamber of Corfu/Corfu Department has conducted a study in 2012 where the monuments for the entire Corfu have been registered using GIS but does not have the necessary approvals from the Ministry of Culture in order to be publicized.

B. Findings of the 2013 SUSTCULT Survey

Regarding the first, second and third premise, as mentioned in the MP 2006-2012, 100% of the respondents agree that these premises are still valid and should be taken forward to the next Management Plan 2013-2018.

Premise 1 A large quantity of archival material relating to the Site is presently available from various sources (government departments, agencies, organizations and private individuals) and there are probably more such records in existence which have not been located as yet.

Premise 2 The available archival records are not all equally accessible to would-be researchers, they are not necessarily mutually compatible and in a number of cases they are not kept in the right storage conditions, since the use of modern technological methods is relatively limited.

Premise 3 Since the comprehensive gathering and efficient dissemination of all information relating to the Site is a fundamental prerequisite for the successful management of the Site as a whole and its individual elements, the co-ordination of archives and the acquisition of an easily accessible, comprehensive information system should be high priorities.

Issues

Issue 1: There is a need to manage the archives of the Site, coming from different sources and list them in collaboration with special national services, such as the General Archives of Greece/Corfu Department.

Issue 2: There is a need to make full use of communication technologies, especially GIS and the Internet, to ensure appropriate information Management of the WHS and dissemination of the Management Plan.

Issue 3: There is a need of a more flexible cooperation between national and local agents.

Objective

Co-ordinate the development and operation of a central archives' index in order to make Corfu related archives more easily accessible to any researcher. To make full use of Information and Communication Technologies (ICT) / GIS and the Internet to ensure the gathering, storage and analysis of comprehensive data concerning the Site, accessible to all who may be interested.

3.2.5 Monitoring

Update

A. Comments

- The only statutory heritage monitoring scheme is the national framework for the heritage antiquities from the Ministry of Culture. It specifies as competent Ministry services the 21st Ephorate of Byzantine antiquities and the Ephorate of Contemporary and Modern Monuments of the Ionian Islands.
- Monitoring of heritage and its indicators are under the direct responsibility of the Municipal Department of the Old Town, and for archaeological matters the Ministerial Antiquities Department. These indicators are also examined by the Ministries of Culture and Environment, which intervene through financing in particular (ref. Icomos Advisory Body).
- In the existing national monitoring framework there are no key monitoring indicators for monitoring the World Heritage Site as such. However relevant provisions were included in the Management Plan of 2006-2012 and the UNESCO Periodic Reports procedures that have to be reviewed, in order to be approved.
- Although the monitoring related issues were reported in the MP 2006-2012, the objective was not fulfilled. The competent 21st Ephorate of Byzantine Antiquities maintains some relevant records but not covering the whole Site.

Issues

Issue 1: There is a need of continuous monitoring the condition and the complexity of the World Heritage Site by establishing key monitoring indicators that will fulfill the requirements of the Management Plan and UNESCO's Periodic Reports.

Issue 2: There is a need of regular monitoring in order to assess the implementation of the Management Plan and incorporate any changes.

Objective

To ensure the development of a monitoring plan with indicators according to the 6year UNESCO Periodic Reporting requirements and a yearly monitoring plan according the Management Plan.

3.2.6 Boundary

Update

A. Comments

- The extended buffer zone as it was suggested by World Heritage Unit – ICOMOS in 2007 was incorporated in the proposed buffer zone of the Nomination text 2007. The declaration of 2012 of the Ministry of Culture defines as a single archaeological site the Old Town with protection zone both the Paleopolis and the Kanoni Peninsula.

B. Findings of the SUSTCULT Survey 2013

- The boundary may need to be reconsidered and the zone protection expanded.

Issues

Issue 1: There is a need to revise the Boundary of the buffer zone.

Objective

Revisit of the Boundary of the buffer zone and implementation of an on-going programme of monitoring and assessing the impact of the Management Plan on the area surrounding the Site.

3.2.7 Local Community

Update

A. Comments

- The 90% of the ownership of the Old Town of Corfu is private. Therefore, it is imperative that the local community is aware that each private property has an impact on the WHS.
- Inhabitants are very actively involved in local activities including voluntary movements with very high participation in musical/dance ensembles and nonprofit organizations of the civil society.

B. Findings of the 2013 SUSTCULT Survey

- There is a sense of pride living in a UNESCO Site, however, there is no consensus for all decisions made mainly due to lack of adequate consultation; consequently trust to authorities managing the Site may lack from the local community.

Issues

Issue 1: There is a need to raise the local community's awareness of the values of the WHS in the whole buffer zone and the responsibilities that the inscription in the WHS entails and link it to existing initiatives that promote the values of the Site.

Issue 2: There is a need to include the local community in decision making and the implementation of the Management Plan, in particular become a part of the bodies represented in the Site Management Authority

Issue 3: There is a need to communicate the economic and social benefits and opportunities to the local community and to property owners in order to achieve consensus in the implementation of the Management Plan.

Objective

Engage the local community in the Site's management as the vast majority of the Site's cultural assets is in private individual ownership.

3.2.8 Statutory Protection

Update

A. Comments

- There are no statutory requirements and limitations especially for the Old Town.
- There is a city cadastral in GIS form developed by a contractor of the Municipality of Corfu (Land SA). It is available on the website of the Municipality as a WEBGIS platform (www.corfu.gr).
- Restrictions and terms, in general, are provided by the 2002 archaeological law. The city plan has not been revised and the one of 1958 remains valid. There are not designated land uses in the Old Town (same applies for the whole island).
- The revision effort of the general urban plan of Corfu in 2008 has been withdrawn because it hasn't been approved by the Ministry of Culture.

B. Findings of the 2013 SUSTCULT Survey

- The Department of Planning and Development of the Municipality of Corfu has undertaken to gather the data of the Old Town of Corfu and display on different platforms.

Issues

Issue 1: There is a need to assess the concrete character of the area of the World Heritage Site and then to apply it in all statutory and non-statutory development plans.

Objective

The World Heritage Site should be taken into account in the revision of town planning of the Old Town of Corfu and in all planning, regulatory and policy documents (statutory and non-statutory) which might affect it.

3.2.9. Assessing Change

Update

B. Findings of the 2013 SUSTCULT Survey

- The Action 9, as foreseen in the MP 2006-2012, was not implemented and therefore conducting a feasibility study for its effects is not deemed appropriate.

Action 9: Prepare a feasibility study assessing the impact of the Plan on the various aspects of life in the town, and assess how much change can be sustained without altering the character and values of the Site.

Issues

Issue 1: There is a need of deepening the understanding of the outstanding Universal Values and character of the Site. This understanding should be made known to all partners in order to appraise any proposal that concerns the World Heritage Site and substantiate it accordingly.

Issue 2: There is a need to develop a mechanism for assessing and managing change and foresee the impact in order to undertake necessary action in due time.

Objective

Define the current condition and vulnerability of the various elements of the World Heritage Site and develop a system to continually monitor the condition of the Site in order to assess change and propose adequate measures.

3.2.10 Development Control

Update

A. Comments

- Competence of control is assigned by law to the Ministry of Culture, - local services of the 21st Ephorate of Byzantine antiquities, and the Ephorate of Contemporary and Modern Monuments of the Ionian Islands, as well as the Central Archaeological Council and the Central Council of Modern monuments.
- According to the existent statutory framework, the Municipality of Corfu with its Building Services and the Technical Chamber Greece/ Corfu Department cannot participate in substance to control the nature of interventions.
- According to the “Old Town of Corfu Vision” campaign performed by Culturepolis in the framework of SUSTCULT project in December 2012, there is poor workmanship on new constructions in the Old Town.

B. Findings of the 2013 SUSTCULT Survey

- According to the 2013 SUSTCULT stakeholders’ survey, the Corfu Association of Civil Engineers underlined that special knowledge staff is required for assessing development plans concerning the Old Town, and suggested to assign to engineers the tasks of monitoring the implementation of development studies.

Issues

Issue 1: There is a need for a reinforced coordination between the Municipality of Corfu competent services (Department of the Old Town) and the Ministry of Culture services.

Issue 2: There is a need for a new framework that will link the Universal Values of the Site to the potential developments that the Site is able to afford. This framework needs to be accepted and implemented without exceptions by all key stakeholders.

Issue 3: The appearance of the World Heritage Site is threatened by permitted development activities but also by clandestine interventions from owners/shop keepers. For example, the use of air condition equipment and poor workmanship on new constructions.

Objective

Coordinate the establishment of a new framework for the control of developments which are underway, but also for the eventual changes and potential developments that the Site is able to afford and seek consensus of key stakeholders. This will provide a pattern for sustainable development with respect to Universal Values of the Site.

3.2.11 Contemporary Development

Update

B. Findings of the 2013 SUSTCULT Survey

Regarding the first 3 premises, as mentioned in the MP 2006-2012, 100% of respondents agreed that these premises are still valid and should be taken aboard for the Management Plan 2013-2018.

Premise 1: Although modern architecture, at least as it manifested itself between the two World Wars, is unquestionably capable of fitting in well with the historic environment as a natural continuation in the life and development of the town, the buildings erected in Corfu in the first few decades after the Second World War include relatively few significant examples of such architecture.

Premise 2: This afore-mentioned reality, which has taken root in the local collective consciousness, often leads architects to fall back on ‘easy architecture’, in which morphological elements of historic buildings are unthinkingly repeated in contemporary buildings.

Premise 3: In recent years the monitoring agencies at the local and national level (Municipal Planning Office, Ministry of Culture, Ministry of the Environment, Architectural Monitoring Committee, Local and Central Archaeological Boards) have been coming round more and more to the view that it is quite possible for high-quality contemporary architecture to blend with a historic environment, side by side with historic buildings of great architectural value.

- Regarding the fourth premise, there is a process of approval by the Architectural Committee, whose operation however, is considered by some respondents as unsatisfactory.

Premise 4 It would be helpful if Environmental Impact Assessments (EIAs), already a statutory requirement for the issue of a building permit, included architectural style among the specifications submitted for inspection.

- According to the same survey, as above, Actions 11, 11.1 and 11.2 were not implemented.

Action 11.1: Form a Working Group to compile a register of all building work done since 1960 in the Old Town of Corfu, to assess the condition of the buildings affected and to present proposals for improvement and enhancement.

Action 11.2: Institute prizes for the best designs and best practice in integrating contemporary architecture into the historic environment, to encourage contemporary modes of expression.

Issues

Issue 1: There is a need for the implementation by local / regional and national authorities of all restrictions and regulations for the proper maintenance of the city.

Objective

Develop awareness raising mechanisms to further promote understanding of how WHS relate to the outstanding universal values of the World Heritage Site and of the impact on the Site by the development related to management and the planning decisions.



3.3 Protection and Conservation of the Site

The main issues in this category are the following:

3.3.12 Ownership

3.3.13 Funding

3.3.14 Historic Environment

3.3.15 Buildings

3.3.16 Open Spaces, Natural Environment

3.3.17 Fortresses and Fortifications

3.3.18 Public Realm

3.3.12 Ownership

Update

A. Comments

- The Old Town properties were already registered in Venetian times and were recently officially registered in priority in the national cadastral archives that was created (via Ktimatologio SA.)
- In general, there is no condominium (horizontal property), constitution and regulation for old buildings.
- There is no state care for ownership issues. Even the Ionian Code (1841) is in legal force. The Municipality provides no other service regarding ownership.

B. Findings of the SUSTCULT Survey 2013

- Action 12 and its sub- actions, as mentioned in the MP 2006-2012, have not been implemented. In addition some property owners stated that *“the objective is unrealistic and the lengthy procedures of the archaeological services operate as disincentives for owners who wish to maintain their properties”*.

Action 12.1: Form a Working Group to draft a legislative framework to offer incentives for owners to adopt the system of horizontal ownership and standing regulations for buildings in multiple ownership.

Action 12.2: An advisory service to be offered by the Office of the Old Town to co-owners of historic buildings who have already adopted standing regulations for the running of their buildings and are intending to repair, restore and/or improve their properties, to help them with the co-ordination of activities, the preparation of technical studies (designs) and the procedure for issuing permits.

Action 12.3: Organize public presentations of projects for the restoration and improvement of historic buildings and offer annual prizes for the best such projects.

Issues

Issue 1: The responsibility of the conservation of the private ownership buildings lies in the hands of the many individual owners involved, who act accordingly to their own will and, of course, resources. They often find impediments to maintain their properties due to lengthy procedures.

Issue 2: There is a need to raise awareness of the Universal Values of the Site and the benefits and the opportunities of maintaining the status of the private property buildings. The civil society and the residents association may play an important role to that.

Objective 12

Launch a promotional campaign in collaboration with the civil society and the residents' association to raise awareness of the overall benefits of restoring buildings and keeping them in good condition. Provide incentives, possibly in cooperation with the private sector (reference SUSTCULT Good Practices Guide), to the co-owners of historic buildings in order to encourage them to adopt the system of horizontal ownership, making every building to fall under standing regulations.

3.3.13 Funding

Update

A. Comments

- Individual actions were taken by different bodies to participate in relevant projects and funding programs, such as the National Strategic Reference Framework (NSRF), which could be considered part of the Implementation of the Site's Management Plan.

B. Findings of the SUSTCULT Survey 2013

- According to property owners, the premise of the MP 2006-2012 that "... projects, such as the 'Restoration of Street Frontages' -- 14-09-1995 Program Contract financed out of public funds and covered 250 selected historic buildings..." did not result to enhance public-private partnerships in restoring historic buildings.
- Action13, as mentioned in the MP 2006-2012, was never implemented:

Action 13.1: Investigate possibilities for sourcing and securing funding programs for the restoration and improvement of the Site and its individual elements, and prepare studies with this end in view, following the priorities set out under Action 1.4.) Started, but it was discontinued.

Action 13.2: Form a Working Group to investigate the possibility of offering grants to the owners of historic buildings to enable them to restore and improve their properties, and formulate the appropriate terms, conditions and restrictions.

Issues

Issue 1: There is a need to take advantage of all the funding opportunities for the restoration of historic buildings.

Issue 2: It is imperative to create a framework for restoration incentives for the property owners --in cooperation with the private sector that will apply high-quality specifications in restoration projects, (reference to SUSTCULT Good Practices Guide, Appendix 8).

Objective

Investigate all possibilities, either nationally or internationally, to ensure that adequate funding is available and appropriately used for the highest standard conservation work (enhancement, maintenance, repair or restoration) carried out within the World Heritage Site, taking into consideration the need to protect the Site's outstanding universal values.

3.3.14 Historic Environment

Update

B. Findings of the SUSTCULT Survey 2013

- Separate actions were taken to assess the condition of the Site's constituent elements by the 21st Ephorate of Byzantine Antiquities-Archives, the Old Town Office and the Technical Chamber of Greece/Corfu Chapter.
- Regarding Action 14, as mentioned in the MP 2006-2012, the following sub-actions were never implemented.

Action 14.1: Form a Working Group to locate and compile records of disused buildings and run-down areas, and investigate the possibilities for dealing with them}.

Action 14.2: Formulate up-to-date, detailed specifications (materials, techniques, design) for the restoration work being done in the Site, and circulate them to engineers and technical operatives at all levels, the business community and the local community generally.

- There is no detailed guide for interventions concerning historical buildings and until now there has not been set up a working team by the Technical Chamber of Greece/Corfu Chapter with the mandate to formulate detailed specifications (materials, techniques, design) for the restoration specifications that have to be followed.

Issues

Issue 1: There is a need to ensure awareness of the Universal Values of the Site on a steady basis, taking into account that the Site is connected with the protection and conservation of the historic environment of the Old Town of Corfu, which is composed by a number of individual elements (Old Fortress, New Fortress, perimeter fortifications, roads, buildings, urban infrastructure, the appearance of the town, traditional customs, etc.).

Issue 2: There is a need for a synoptic guide (pamphlet) to inform and assist property owners of the Site in their decisions regarding materials, techniques, design, etc., as well as craftsmen that may undertake these works.

Issue 3: As restoration interventions are costly, there is a need to provide incentives, including tax reductions on materials or/and the works by craftsmen in the Old Town.

Objective 14

Ensure that a methodical assessment of the condition of all constituent elements of the Site is implemented and that all stakeholders are continuously and properly informed and have access to appropriate guidance.

3.3.15 Buildings

Update

B. Findings of the SUSTCULT Survey 2013

- Regarding the Premise 1, as mentioned in the MP 2006-2012, the Association of Civil Engineers noted that there is not enough attention paid to the safety of the buildings and conservation should not be focused only on the outside appearance, but also to the structural and anti-seismic capacity of the buildings.

Premise 1: Historic buildings' requirements of scientifically correct and technically expert maintenance and repair work.

- Regarding to the Premise 3, as mentioned in the MP 2006-2012, a couple of respondents noted that this is not applicable and each case should be evaluated individually.

Premise 3: The interior of a historic building is an equally important element that should be treated no less seriously than the frontage.

- There is no organized collection of data on buildings available on a central database. The archive services of the 21st Ephorate of Byzantine Antiquities, the Old Town Office and the Technical Chamber of Greece/Corfu Chapter have implemented separate actions for recording and studying the different buildings.

Issues

Issue 1: There is a need for an Anti-Seismic Capacity Analysis and Structural Appraisal of the buildings.

Issue 2: There is no reference database covering both the historic buildings and detailed specifications for expert maintenance and repair work.

Objective

Develop an electronic inventory / database in order to establish common standards & specifications for techniques and materials to be used in the restoration of historic buildings. Property owners must be informed about the approved standards and a procedure to be established in order to limit alterations at buildings' facades that have resulted from the use of modern materials.

3.3.16 Open Spaces, Natural Environment

Update

B. Findings of the SUSTCULT Survey 2013

- In relation to the Premise 1, as mentioned in the MP 2006-2012, 83% of the respondents agreed that it remains still valid; yet 16% of them suggest that this is not a top priority as it depends on the configuration and spacing of other parking lots.

Premise 1: The Spianada, the largest open space within the Site, which is planted with fine trees and nineteenth-century ornamental gardens and is closely associated with the town's history, is at present encumbered with traffic and parked cars. Special measures urgently need to be taken to deal with this issue holistically, taking into consideration the needs and problems of the modern town.

- The sub-actions of Action 16 that are mentioned in the MP 2006-2012, were never implemented in the framework of the MP.

Action 16.1: Draw up a plan for the restoration and enhancement of the traditional character of the Spianada in combination with action to resolve the traffic and parking problems (Actions 22 and 23).

Action 16.2: Draw up a plan for the protection of the Site's shoreline, the improvement of the main localities and harbors and their functional unification.

Action 16.3: Implement a plan for the improvement of the town's green open spaces (specifying what kinds of trees and flowerbeds are to be planted in parks and gardens and at other points in the Old Town).

- In relation to the Premise 4, its implementation does require simply some ad hoc intervention and provision of care.

Premise 4: The trees, woodlands, olive groves and other vegetation of the Site's landscape setting, which are a part of its history, need to be given appropriate protection.

Issues

Issue 1: The studies that have been conducted by the Municipality of Corfu and results/measures approved (Permanent Resident Card, functioning of bicycle lanes, parking spaces) have never been fully implemented. The problem of car parking and traffic remains unresolved though several new parking spaces opened in 2012-13.

Objective

Re-assess the feasibility of study results and related decisions that has led to the non-implementation of Action 16 of Management Plan 2006-2012.

3.3.17 Fortresses and Fortifications

Update

B. Findings of the SUSTCULT Survey 2013

- The Premise 2 that is mentioned in the MP 2006-2012, is still valid but much remains to be done to highlight the tunnels and chambers of bastions arriving at sea level.

Premise 2: The Program Contract for the protection and improvement of the Old Fortress of the MP 2006-2012.

- The Premise 3 that is mentioned in the MP 2006-2012, is not valid anymore as the situation has changed: interventions are fragmented and the use of New Fortress limited.

Premise 3: The New Fortress is in a fairly good state of preservation. Its good appearance and state of preservation are largely due to the work done on it by the Municipality of Corfu in partnership with the Ministry of Culture since 1994 and the continuous presence of a team working on cleaning and maintenance.

- Action 17-17.1 that is mentioned in the MP 2006-2012, is very well advanced and the Ministry of Culture contributes to this goal by implementing conservation projects under the funding 3rd' KPS and the NSRF for the restoration of the Old Fortress, the New Fortress and the Western Perimeter Fortifications. However it is estimated that many more interventions are required.

Action 17.1: Refers to a program of restoration projects that is implemented

NB: Action 17, 17.2, that is mentioned in the MP 2006-2012, a draft plan existed for the management of the Old Fortress as a monument in its own right, under the previous programming contract. However, today it may be implemented under the Managing Body's Monitoring Committee.

Action 17.2: Draw up a plan for the management of the Old Fortress as a monument in its own right with a substantial number of visitors and a number of facilities suitable for use by various groups of users (the University, government offices, local community for sports and leisure activities).

NB: Action 17.4 that is mentioned in the MP 2006-2012: some minor interventions are made by the Municipality's repair crews. The Technical Services of the Municipality have prepared studies for the promotion and use of underground galleries and the building of the barracks in the citadel of the New Fortress .and there are already undergoing approvals.

Action 17.4: Carry on the activities of the team already working in the New Fortress on clearance, cleaning and small-scale conservation projects.

- Action 17.5, as mentioned in the MP 2006-2012: needs clarification
All other actions foreseen in item 17 have never started.

Action 17.5: Initiate a programme of excavations in the Old Fortress to discover evidence of the Byzantine city of the sixth century AD.

Issues

Issue 1: There is a need to secure future funding in order to complete the conservation plans that will safeguard the Corfu Site's defensive works (fortresses and perimeter fortifications), in order to ensure they remain in general good condition, and to protect them from inappropriate and/or inadequate maintenance.

Objective

Implementation of Action 17 of the MP 2006-2012.

3.3.18 Public Realm

Update

B. Findings of the SUSTCULT Survey 2013

Respondents of the survey noted that:

- The Urban Operations Regulation Plan is not applied and the existing signage is insufficient. The Ministry of Culture in co-operation with the Organisation for the Promotion Greek Culture (OPEP) implemented a pilot setup program for an info box at the entrance of the Old Fortress, which functions occasionally.
- There is no comprehensive study of the monument's lighting. The Old Town Office was a partner in the European project FOS which included in 2011 a pilot lighting action covering the area over the square and the monument Maitland.
- There has been a pilot program of underground garbage bins but does not function fully or at all.
- The city's street cleaning program and garbage collection does not provide a healthy, safe, and attractive environment for the citizens of the Old Town. By far, the expectation that appeared most frequently in the Vision Campaign's proposals (organised by Culturepolis in the framework of the SUSTCULT project) contains reference to a city without garbage.
- In relation to the Premise 1, as mentioned in the MP 2006, certain projects were carried out, but in recent years they have been abandoned leaving a non-satisfactory image of the public realm.

Premise 1: Projects that have been carried out (ref. between 1996-2006) in the Old Town of Corfu to enhance the public realm, with regard both to urban infrastructure and to road surfaces, with the result that the overall condition of the public realm can now be described as fairly satisfactory.

- In relation to the Premise 2, as mentioned in the MP 2006-2012, there were projects that were implemented but with bad quality results.

Premise 2: A total of eight projects for the enhancement of the public spaces have been carried out in the most problematic areas of the Old Town, either by the parties to the Programme Contract or by the Municipality of Corfu. About 10,550,000 euros of Greek state and European Union funding have been spent on these projects.

- In relation to the Premise 3, as mentioned in the MP 2006-2012, 80% of respondents do not think that it is still valid, as there is need for further upgrading, although almost all the necessary improvements to the public realm in the Old Town of Corfu have been carried out, except for about three kilometers of road.

Premise 3: When the projects currently under way are completed, in addition to those already finished, it is estimated that almost all the necessary improvements to the public realm in the Old Town of Corfu will have been carried out, with only a fraction of the total (about three kilometers of road) still in need of further upgrading.

- In relation to the Premise 4, 100% of respondents agree that this is a valid premise that needs to be carried forward to the Management Plan 2013-2018.

Premise 4: that the Management Plan needs to tackle key issues such as the residents' parking, the provision of open-air tables, chairs and street furniture, and manage the general appearance of the public realm.

- Action 18.1, mentioned in the MP 2006-2012, was never implemented

Action 18.1: Carry on the activities of the Office of the Old Town on projects concerned with backbone networks (electricity, telecommunications, water supply, sewerage) and road surfaces in the Old Town, on the basis of existing plans, until the identified needs are met in full.

- Action 18.2, mentioned in the MP 2006-2012, started and stopped

Action 18.2: Form a Working Group to prepare measures and regulations for the functional restoration of the public realm in areas with conflicting uses (e.g. car parking and provision of tables and chairs in streets, squares and piazzas; motor traffic and pedestrians, etc.).

- Actions 18.3 and 18.4, mentioned in the MP 2006-2012, never started

Action 18.3: Draw up an integrated plan for the installation of lighting to enhance the Site (lamp posts in streets, squares and car parks, illumination of the forts and important buildings, etc.).

Action 18.4: Install signage and on-street information panels in the historic area, providing directions to and information about the elements that give it its historic character (historic walks, important buildings, architectural features, historical events).

- Action 18.5, mentioned in the MP 2006-2012, began and stopped

Action 18.5: Improve the existing plan for the cleanliness of the public realm, with reference both to rubbish collection and to the cleaning of streets, squares and so on, in support of the municipal Cleaning Department's own programme.

Issues

Issue 1: There is a need of clear signage for the WHS.

Issue 2: There is a need for a study regarding the appropriate lighting of most important monuments of the Site.

Issue 3: There is a need to apply the Urban Operations Regulation Plan and tackle in a definitive manner critical issues such as residents' parking and the use of open-air tables, chairs and street furniture by shops owners.

Objective

Raise the quality of the spaces of the public realm in order to meet the standards of the WHS's historic identity, and make it accessible and enjoyable for its inhabitants and its visitors, either pedestrians, cyclists or persons with special mobility requirements; to complete unfinished works which deteriorate the image of the Site.



3.4 Interpretation, Documentation, Education and Research

The main issues in this category are the following:

3.4.19 Documentation

3.4.20 Education

3.4.21 Research

3.4.19 Documentation

Update

A. Comments

- The sites of the Municipality of Corfu (www.corfu.gr) and the Technical Chamber of Greece / Branch of Corfu (www.tekerk.gr) are considered key sources. There is also material that is not available, as the Ministry of Culture did not approve its publication (cultural material that was used on a paper that was realised in 2012 by TEE and it was documenting the heritage sites).
- An information-point of the Municipality is located at the entrance of the Old Fortress but is not always in operation.

B. Findings of the SUSTCULT Survey 2013

- In relation to the Premises 1, 2 and 3, mentioned in the MP 2006-2012, 100% of respondents agree that they are still valid and should be taken forward to the Management Plan 2013-2018.

Premise 1: Although Corfu has a number of official agencies, organizations and institutions possessing large archives of documentary material relating to various parts of the Site, not enough is done to make non-specialists aware of their existence.

Premise 2: The activities (lectures, exhibitions, conferences, publications) of the Archives of the Prefecture of Corfu, which has what is now one of the fullest and oldest collections of archival material in Greece, puts the Site in a privileged position as regards access to documentation.

Premise 3: For the last fifteen years (1990-2005) the Ionian University has been running a Department of Archival Studies and Librarianship at Corfu. This offers great potential for scientific study of the available archives, which has not yet been used to full advantage by local institutions.

- In relation to Action 19, sub actions 19.1 and 19.2 that are mentioned in the MP 2006-2012, were never implemented. However, the majority of respondents believe that it is still possible to do so. On the contrary, according to the Municipality's services response, the website for the WHS is hosted in the Municipality's website. In particular 19.2 has been partially implemented, with no long-term perspective.

Action 19.1: Create a website with documentation and information relating to the Site, on which all available information from the various agencies and departments is to be coordinated, as a follow-up to Actions 4.1 and 4.2.

Action 19.2: Install additional information kiosks and expand the range of information provided.

Issues

Issue 1: There is a need for collecting and sharing documented and approved material on cultural heritage of Old Town.

Issue 2: The use of Information and Communications Technology (ICT) / modern digital technology and other promotion means is also imperative.

Issue 3: There is a need to exploit documentation in order to enhance visitors' and local people's enjoyment and understanding of the World Heritage Site.

Objective

Develop a coordinated plan of action with the view to collect, publish and promote documented and approved cultural material and make extensive use of all means that ICT / digital technology provides.

3.4.20 Education

Update

B. Findings of the SUSTCULT Survey 2013

- Regarding the Premise 1, as mentioned in the MP 2006-2012, the majority agrees that this premise is not valid anymore. Only the Museum of Asian Art and the Galleries (National and Municipal) offer educational programs, but there is no coordinated approach to use the Site as a whole as an educational resource on its own.

Premise 1: The existing museums run a number of educational programs for primary and secondary school pupils, with satisfactory results. Such programs could certainly be further expanded and reinforced.

In relation to Action 20, sub actions 20.1, 20.2 and 20.3, mentioned in the MP 2006-2012, were never implemented, yet the majority of respondents believe that it is still possible to do so.

Action 20.1: Form a Working Group to submit a proposal for the expansion of the educational programs provided in schools at all levels on the history of the Site and the cultural heritage in general.

Action 20.2: Promote training programs for the support and development of traditional local arts and crafts relevant to the Site and its individual elements.

Action 20.3: Form a Working Group to formulate a proposal for the foundation of a 'Corfu Town Museum' displaying a substantial number of exhibits relating to the history of the town: artifacts, archival papers, books, photographs, collections, etc.

Issues

Issue 1: There is a need for awareness raising for both teachers and pupils in local schools, to lifelong learning learners, and local communities on the values of the World Heritage Site and the implications of the status on different aspects of the Site.

Issue 2: There is a need to develop educational programs and activities in the local Museums in order to promote the Universal Values of the Site. In the current financial situation there is a shortage of staff working in public museums.

Issue 3: There is a need to find alternative ways and co-operations for joint actions of organizations, particularly from the civil society, as well as the educator community and the institutional bodies, in order to avoid lack of educational programs.

Objective

Use of the World Heritage Site as an educational resource and systematically project the cultural assets of the Old Town of Corfu at all levels of education, so as to make the younger generation more aware of issues relating to the protection of their cultural heritage in general and the Site in particular.

3.4.21 Research

Update

A. Comments

- There have been individual actions from the Ministry of Education and Religious Affairs, Culture and Sport, the Municipality of Corfu and the Technical Chamber of Greece/Corfu Branch, but no coordinated actions.

B. Findings of the SUSTCULT Survey 2013

- Regarding the Premise 1 that is mentioned in the MP 2006-2012, the majority agrees that it is valid.

Premise 1: The wide fame of Corfu serves as a constant stimulus for research projects by individual researchers and educational institutions, such as the Architecture Schools of Greek universities, technical colleges in all parts of Greece, the History Departments of Greek universities, and so on.

- Regarding the Premise 2 that is mentioned in the MP 2006-2012, the majority agrees that it is valid, yet it could have much more positive practical results. The recent education reform ("Athena" Plan) has created tensions in education and especially in the Department of History.

Premise 2: The History Department of the Ionian University has been in operation for the last fifteen years (1990-2005) and has organized various activities such as conferences, lectures and other scholarly gatherings. This creates conditions likely to stimulate research on elements of the Site.

- Regarding the Premise 3 that is mentioned in the MP 2006-2012, the majority agrees that this premise is still valid and it should be taken forward to Management Plan 2013-2018. The SUSTCULT Survey showed that the public does not have access to the researches, because they are not promoted via the media.

Premise 3: Refers to large numbers of research projects that have been carried out but the results are not always accessible to interested parties and the general public.

Issues

Issue 1: Research should be encouraged and the results of studies should be widely promoted to those who are involved in the management of the Site, but also to the wider society.

Objective

Encourage coordinated actions on research projects and programmes dealing with issues relevant to the Site. The objective is to further promote knowledge of its history, architecture, general character and present condition, in order to contribute to effective management decisions.

3.5 Physical Access and Transport

The main issues in this category are the following:

3.5.22 Traffic

3.5.23 Parking

3.5.24 Entry Points

3.5.25 Coaches

3.5.26 Public Transport

3.5.27 Pedestrians and Cycling

3.5.28 Access for All

3.5.22 Traffic

Update

A. Comments

- There hasn't been a traffic study to include and address all the parameters. There were some approved studies, implemented partially and then abandoned. There is a study in progress regarding peripheral parking areas that will possibly relieve the traffic problem of the city.

B. Findings of the SUSTCULT Survey 2013

- Central planning with specific objectives and vision is missing. As there have been some traffic studies that were not implemented, respondents assume that there is no desire for something comprehensive to be implemented.
- In relation to the Premise 1 that is mentioned in the MP 2006-2012, the respondents agree that it is still an open issue. There are no detour streets for the main monuments that are located in the Old Town.

Premise 1: The absence of bypass roads, resulting to the traffic passing very close to the boundary of the Site and causing unnecessary interference with its smooth functioning.

- In relation to the Premise 2 that is mentioned in the MP 2006-2012, respondents believe that it is still valid. However the hospital and the Courts services moved to new locations outside the Old Town, while it has been decided that the Police Station and the Fire Department will move to the old hospital's facilities.

Premise 2: The presence of government offices in the site, or very close to it, accounting for a considerable increase in traffic, especially at peak hours.

- Regarding the Premise 4 that is mentioned in the MP 2006-2012, there is an entirely inexcusable traffic of all types of vehicles in the realm of the Monument that continues with the tolerance of the authorities. The use of motorcycles is permitted in the Site's area, but unfortunately there is not enough policing and the adequate self-restraint of its citizens and visitors.

Premise 4: Motorcycles are allowed on most of the roads in the Site. Motorcycle traffic, which continues round the clock, poses a great danger to pedestrians and causes annoyance and noise pollution.

- Some people consider that the objective about the decentralization of public services that was suggested in the Management Plan 2006-2012, is not necessarily efficient. However, their recent relocations will have a significant impact.
- Regarding Action 22 that is mentioned in the MP 2006-2012, a City Traffic Committee has been established with the appropriate responsibilities, but it has been said that there was no improvement as the works on the city's bypass were never completed.

Action 22.1: Form a team to oversee the traffic study now in preparation, to ensure that all the factors involved in easing the traffic problems are addressed in the most appropriate manner. Such factors include: the construction of bypass roads; the removal of government offices and public transport from the town centre; access for emergency service vehicles; deliveries to homes, shops and offices; car parks; coaches. When completed, the traffic study has to be approved by the Municipal Council.

Issues

Issue 1: On the one hand, there is a need to reduce the traffic congestion in the World Heritage Site but on the other hand, alternative solutions are not affordable and easy to achieve, and do not arrive in a consensus by all stakeholders.

Issue 2: There is a need to establish and promote clear and greener transport alternatives and to inform visitors and residents. Moreover, there must resolution of the tensions caused of the conservation requirements and the use of motorized vehicles in the area of the Site.

Objective

Implement the existing legislation and prioritise a central planning (master plan) with specific goals and vision, and specific action plan with deadlines for the implementation.

3.5.23 Parking

Update

A. Comments

- According to representatives of various residents associations, a census has been conducted in which certain deficiencies and the needs of the residents of the Old City were specified. On the basis of these proposals, a consultation with the Municipality of Corfu took place which led to an agreement; however, the resulting decisions have yet to be implemented by the Municipality.
- The decisions that were taken occasionally, have not been implemented, making some people consider it as lack of political initiative.

B. Findings of the SUSTCULT Survey 2013

- The Premises 1 and 2 that are mentioned in the MP 2006-2012, are 100% valid and should be put forward to the Management Plan 2013-2018.

Premise 1: In general, more car parks are badly needed within and outside the town, as those in existence are inadequate are operating at full stretch, especially during peak hours.

Premise 2: The four car parks in the 'historic centre' (at Kato Platia, Spilia, the town market and the country bus station). Although these car parks do relieve the Old Town's acute parking problem to some extent, they are unsuitably located in sensitive parts of the town (the Spianada, the old port, the moat of the New Fortress, the town walls). Since they degrade parts of the town that are very important to its overall appearance, the question of their operation needs to be re-examined and stricter terms and conditions need to be imposed on them.

- The Premise 3 that is mentioned in the MP 2006-2012, is still valid and there is still clamorous demand for parking from all the societal and professional groups of the local community living or working or transiting within the Site boundaries.

Premise 3: As the situation stands today, there is a clamorous demand for parking from all sections of the local community who have any connection with the Site: from residents, who demand to be allowed to park outside or very close to their homes; from businessmen and traders, who likewise demand to be allowed to park outside or very close to their offices or shops; from shoppers, who want to park near the main shopping streets and the streets with restaurants, cafés and places of entertainment; from visitors, who travel in groups by coach and want their coaches to park at the entrance to the place

they are visiting (at the entrance to the Old Fortress, in the Spianada). Obviously, the Old Town cannot satisfy all these demands: it can only assess the priorities.

- Action 23 that is mentioned in the MP 2006-2012, started but was abandoned.

Action 23.1: In implementation of the provisions of Action 22 with regard to parking, prepare preliminary studies for the construction of the car parks envisaged therein, and investigate the possibilities for a funding scheme.

Action 23.2: Form an interdepartmental municipal committee to work out the practical details of implementing the parking policy measures and regulations recommended in the traffic study (Action 22).

Issues

Issue 1: There is a need to inform all stakeholders that uncontrolled and long duration parking in the Site area affects negatively the appearance of the Site, its accessibility and functionality and also threatens the Site's Universal Values.

Issue 2: There is a need to encourage walking and cycling in the Old Town and limit motor vehicle use to emergencies; and provide support to citizens' initiatives/movements to this direction.

Objective

Introduce a comprehensive parking plan in order to reduce vehicular traffic through the Site and develop, via broad public consultation, alternative schemes for parking with special regulations for permanent residents, shop keepers, businessmen and visitors. For this purpose to achieve consensus on prior initiatives in order to implement more easily the proposed parking plan as a result of broad consensus from the various stakeholders.

3.5.24 Entry Points

Update

A. Comments

- There are 2 electronic information points and printed material that could be enriched, in the passengers' areas at the airport terminal.
- Studies for signage are being conducted, but they have not been implemented because they are at the stage of approval.

B. Findings of the SUSTCULT Survey 2013

- The Premises 1, 2 and 3 that are mentioned in the MP 2006-2012, are valid 100% and should be taken forward to the revised Management Plan 2013-2018.

Premise 1: The three main access roads to the town from the surrounding countryside are sensitive areas, since they give visitors their first and last impressions of the Site. Their condition is considered unsatisfactory at present, but the necessary improvements are chiefly a matter of modifying the regulations imposed under existing legislation.

Premise 2: Most of the problems with the access roads to the town are located either in the open plots of land (covering the area in front of buildings) or in the expropriated road verges. They are problems connected with cleanliness, permissible land uses, parking, pavements, advertising hoardings, makeshift structures and goods stored in the open air.

Premise 3: Regarding the condition of the points of entry (port, airport, town bus station, country bus station) not only must they be aesthetically pleasing and functionally efficient, but they must provide all the facilities, information and other services that visitors will need before going to the Site.

- As mentioned in the MP 2006-2012, for Action 24, sub actions 24.1, 24.3 and 24.4. have never started, while 24.2 is implemented at various degrees.

Action 24.1: Form an interdepartmental team to co-ordinate the measures intended to improve the appearance of the verges of the access roads to the town.

Action 24.2: Plant trees and other vegetation along the verges of the main roads.

Action 24.3: Carry out additional work on the reconstruction of pavements along the access roads to the town.

Action 24.4: Improve the appearance and expand the stock of the information kiosks at the points of entry (port, airport, town bus station, country bus station), in combination with Action 19.2.

Issues

Issue 1: There is a lack of signage to inform visitors and to remind residents that are entering and circulating in a WHS.

Issue 2: There is a lack of maps with signage at the city's entrances and at key points of the Old Town.

Objective

Install signages at entry points, at public transport arrival points, and at major walking and cycling routes. Signs should welcome visitors to the Site, to fulfil interpretation actions and to inform of the UNESCO World Heritage status of the Site and its outstanding Universal Value.

3.5.25 Coaches

Update

A. Comments

- A traffic committee of the Municipality of Corfu was set up on 17th of February 2011.

B. Findings of the SUSTCULT Survey 2013

- There are many conflicting interests and different views among the main, statutory, stakeholders and other institutions, such as, the Corfu Tourist Busses Owners' Organisation, the Urban Transport Organisation in Corfu, the Port Authority of Corfu and the Civil Engineers Association of Corfu. The latter report that the four premises of the MP 2006-2012, regarding coaches are not valid anymore:

Premise 1: The large number of tourist coaches, especially in the high season, causes considerable traffic congestion and detracts from the historic natural and built environment. - 89% of the respondents

Premise 2: The coach park in the Spianada is unsuitable, because in the high season it creates a serious traffic problem, wastes a large area of roadside parking and is a visual blot on the frontage of the Old Fortress, since the bodywork of the coaches hides much of the fort from pedestrians walking towards it. - 67% of the respondents

Premise 3: Guided tours for visitors arriving by coach are a controversial feature of the city's tourist industry. On the one hand they make a major contribution to the local economy, but on the other they impact upon the quality of life for residents and the quality of the environment. - 56% of the respondents

Premise 4: The balance that needs to be struck between these conflicting factors calls for the introduction of measures based on definitions of the limits of the Site's endurance and of the purposes for which it is to be used, and on strict observance of those limits. - 89% of the respondents

- Action 25 that is mentioned in the MP 2006-2012, was not implemented; it started, but it was abandoned.

Action 25.1: Form a joint committee for co-operation between the Municipality and coach operators, with the object of looking for alternative solutions for the removal of coach parks on the roads bordering the Site. This Action is combined with Action 22.1.

Issues

Issue 1: There is a need of coordination of actions for immediate results.

Objective

Cooperate with coach and tour operators in order to reduce unfavourable and unwanted effects on the WHS, the environment and the locals, while improving the visitors' experience at the Site.

3.5.26 Public Transport

Update

A. Comments

- An urban bus line to and from the city port and airport has been recently launched.

B. Findings of the SUSTCULT Survey 2013

- There are many conflicting interests and a variance of opinions of key stakeholders and the opinions of the Corfu Tourist Busses Owners' Organisation and the Urban Transport Organisation in Corfu, that support that the two premises of the MP 2006-2012, regarding public transport are not valid anymore.

Premise 1: The present state of the public transport services is considered unsatisfactory, although improving the public transport system is the only way of reducing the mass use of private cars and relieving road congestion in the town.

Premise 2: Bus services are not sufficiently frequent; very often the timetable is not adhered to, owing to congestion in the streets; the buses used on some routes are old; and there is no co-operation between the different modes of public transport.

- Action 26 that is mentioned in the MP 2006-2012, was not implemented.

Action 26.1: Form a joint committee to improve the services provided by all modes of public transport (town and country buses, taxis and ferries) and co-ordinate their activities, with regard both to the routes served and the timetables.

Action 26.2: Form a committee to explore the possibilities of modernizing all public transport and perhaps modifying the existing infrastructure by introducing up-to-date, high-technology modes of transport.

Issues

Issue 1: There is a need to properly maintain and also expand the route network and bus schedule, to coordinate schedules of different operators, both in terms of routes and timetables. There is a need to provide bus lines from the airport to the Old Town with special buses.

Issue 2: There is a need of holistic management of the public transport and traffic in terms of regulating it, avoiding traffic congestion and encouraging the use of public transport by citizens.

Objective 26

Cooperate with public transport providers and businessmen in this field, in order to develop a Local Transport Plan, which will improve the services to citizens and visitors, both within and around the Site, as well as raise awareness about the use of public transport.

3.5.27 Pedestrians and Cycling

Update

A. Comments

- The citizens have accepted very well the pedestrians, but many institutions objected for the development of routes.
- Bicycle lanes project though practically completed in 2010, was officially received in 2011, has never been in use by decision of the new Mayor installed in 2010. The responsible vice-mayor has announced that a redesign of paths or their reduction will allow for putting it into operation.

B. Findings of the SUSTCULT Survey 2013

- The Premise 1 that is mentioned in the MP 2006-2012, is 100% valid and should be taken forward to the revised Management Plan 2013-2018.

Premise 1: Ease of pedestrian circulation can be affected by traffic, road works, signage, street furniture and the quality of the environment. The general condition of the town as regards the free movement of pedestrians and cyclists is not satisfactory.

- The Premise 2 that is mentioned in the MP 2006-2012, is not valid. The bicycle lanes may be located in the historical centre, but they are pedestrianized without any special configuration.

Premise 2: The creation of cycle routes within the Site may be difficult, owing to limited space and the special conditions prevailing in the 'historic centre', but the existing network of cycle routes needs to be extended.

NB: The Objective 27, by the MP 2006-2012, may not be valid anymore as major parts of Old Town are pedestrianized except for perimeter roads.

Objective

Enlarge the system of pedestrian zones in the Old Town and improve the facilities in existing pedestrian zones so as to provide safe and attractive routes for touring the Site, and encourage cycling.

- Action 27 that was mentioned in the MP 2006-2012, was never implemented yet the majority of respondents believe that it is still possible to do so.

Action 27: Form an interdepartmental team of the Municipality of Corfu, with the participation of the Steering Group, to prepare and apply measures and regulations to promote the unimpeded and efficient functioning of the pedestrian zones (cleaning up the entry and exit points, clearing obstacles to parking, specifying the permitted hours for deliveries to shops, offices and private houses, circulation and parking of motorcycles).

Issues

Issue 1: The cycle paths project is in practice cancelled and deprived by the citizens, who use the lanes as parking places.

Issue 2: There is an urgent need of central planning for the combined use of pedestrian streets, cycle paths and parking places.

Objective

Exploit existing infrastructures implement the existing legislation and develop a master plan with specific goals, vision and time frame for the application and implementation of projects.

3.5.28 Access for All

Update

B. Findings of the SUSTCULT Survey 2013

- The Premise 1, as mentioned in the MP 2006-2012, is 100% valid. However, there is also the argument that situations as such, are quite common in most historic centres and traditional settlements.

Premise 1: Moving about the town is not always easy for persons with differing mobility requirements. The narrow, steep roads in the Site and the heavy traffic on the through roads impede the safe movement of people with special needs.

- The Premise 2, as mentioned in the MP 2006-2012, is 100% valid, yet there is also the argument that there is access from some points and it is not considered necessary for the Site to be accessible throughout the whole area.

Premise 2: The planning of the urban environment, as it has evolved gradually over the centuries, has generally made no provision for solutions geared to the movement of persons with differing mobility requirements. Projects carried out in recent years have addressed this problem to some extent, for example by the construction of special ramps from the street to the pavement, but more of these improvements are needed since they do not cover the whole of the town.

- Objective 28, as mentioned in the MP 2006-2012, is implemented in the majority of the public areas of the Monument and in major public buildings.

NB: Objective 28: To provide access for persons with differing mobility requirements to all public spaces in the Site and all public buildings.

- Action 28, as mentioned in the MP 2006-2012, was never implemented yet the majority of respondents believe that it is still possible to do so.

Action 28.1: Carry on and complete the projects for adapting pavements to allow free movement for persons with differing mobility requirements.

Action 28.2: Form a Working Group to compile a register of public buildings that do not provide access for persons with differing mobility requirements, and submit proposals for remedying this discriminatory treatment, taking each building one by one.

Action 28.3: Form a Working Group to devise incentives for owners of historic buildings to effect the alterations necessary to make their buildings accessible to persons with differing mobility requirements.

Issues

Issue 1: There is legislation on accessibility for persons with disabilities but it's not yet implemented in public buildings in the city.

Objective

Take all necessary measures to provide access to persons with diverse mobility requirements to all the public spaces and public buildings in the Site.

3.6 Visitor Management

The main issues in this category are the following:

3.6.29 Visitor Facilities

3.6.30 Visitor Dispersal and Travel

3.6.31 Marketing

3.6.32 Local Community

3.6.29 Visitor Facilities

Update

A. Comments

- Although the tourism industry is very active in the Site, there is little or no contact between tourism operators and those responsible for the World Heritage asset.
- Due to the lack of a Visitor Use Strategy there is tension between promoters of facilities to tourists aiming at short-term interest, coming mostly from professionals involved in the tourism businesses and the overall aim of upgrading the quality of tourism to a cultural tourism level.

B. Findings of the SUSTCULT Survey 2013

- Regarding the Premise 1 by the MP 2006-2012, there hasn't been to date (March 2013), any operational plan or measure for facing functional problems, for both residents and professionals, and the Monument itself.

Premise 1: All measures that help the local residents by resolving the town's functional problems, and all measures that promote the protection and enhancement of the Site, are at the same time helpful to visitors, as they enable them to enjoy an undisturbed tour of the town yielding cultural benefits. In this sense, all the measures proposed in the Management Plan turn out in the final analysis to be of benefit to visitors.

- Regarding the Premise 2 by the MP 2006-2012, until now provisions/facilities to guests are very limited. Adequate measures are considered necessary and the activity should be considered directly feasible. If the available funds were used in a more efficient way, there would have been better results.

Premise 2: Those of the town's facilities that are directed chiefly at visitors (transport, tours, the provision of information, signage) are at present not up to the standard of which the town is capable. Measures to facilitate movement about the Site, the provision of appropriate signage and reliable information, all of which will enable the visitor to appreciate the Site's distinctive features, are actions that can be taken forthwith at an affordable cost.

- Regarding the Premise 3 by the MP 2006-2012, the majority agrees that it is still valid: the absence of a Visitor Use Strategy leaves space for contradicting approaches with disastrous results to all forms of tourism. According to the Union of Tourist Guides of Ionian Islands & Western Greece Cultural Tourism in no case should mean inaccessibility of the visitor to the Old Town and therefore, access & parking adjacent thereto.

Premise 3: Persons involved in business activities connected with tourism (hoteliers, travel agents, proprietors of small businesses in various parts of the town) are demanding action to provide 'tourist facilities' of short-term interest. Allowing coaches to park in central locations, allowing shopkeepers to display their wares on pavement stalls outside their shops and similar demands cannot be deemed to improve the quality of tourism, and none of them would do anything to promote the kind of tourism the town has chosen to aim at, namely cultural tourism.

- Stakeholders and citizens seem divided as to whether the Management Plan 2006-2012 can or cannot bring any positive outcome for the entire monument. Only a management plan that will receive the local stakeholders' consensus after public consultation reassures benefits to the visitors of the Site.
- Stakeholders believe that issues of transport within the World Heritage Monument, information and signaling are not only necessary, but have also been an obligation for many years.
- An equally important issue is the management of Cruise Tourism as it constitutes an important part of the tourism product of Corfu.
- It is essential also that the Municipal Police, the Traffic Police and the Port Police have appropriate training and contribute significantly to the management of visitors and residents with efficiency and courtesy.

Issues

Issue 1: There is a need for a concerted Visitor Strategy and a management plan of the World Heritage property that will ensure that the Site's Outstanding Universal Value is maintained and not violated by low standard visitor facilities and that it will receive consensus from the local stakeholders.

Issue 2: There is a need of appropriate "Welcome" signage in the World Heritage Site and information points.

Issue 3: There is a need to raise the quality of services provided to visitors and the local community.

Objectives

Develop a visitor management strategy for the World Heritage Site that will receive the consensus of the local stakeholders taking into account that it plays an essential role in protecting the Outstanding Universal Value of the site, it provides improved visitor facilities - access, signage, information, training and development of human resources, toilets - and it enables visitors to obtain worthwhile experiences from their visit.

3.6.30 Visitor Dispersal and Travel

Update

A. Comments

- There is a need to emphasize digital technology services as they are nowadays at the centre of the tourism experience: mobile phones with Internet access (via WIFI, GPRS, and 3G etc.) so that the user receives information everywhere.

B. Findings of the SUSTCULT Survey 2013

- Regarding the Premise 1 by the MP 2006-2012, the major flaws to the touristic product of Corfu are: traffic - signage - Parking in general - Parking spaces and Stops for touristic coaches - visitor information centers - designated tourist routes (religious, museums, attractions, etc.) - infrastructure for all mobility needs - cycle paths. There are no adequate information facilities to encourage visitors to explore the Site further.

Premise 1: The available information facilities, combined with the type of tourism that the town currently attracts (mainly guided tours of short duration), do not encourage visitors to explore the wider areas or aspects of the Site, either physically or intellectually.

- Regarding the Premise 2 by the MP 2006-2012, and as a result of the above (Premise 1), there is a negative impression of by visitors for the Site's services since it is not easily accessible. The most important issue is that visitors chose the option to go shopping or to use other services that are away from the Old Town and outside the city limits. The situation has slightly improved since there are many individual tourists and cruise ship passengers exploring the Old Town, but without having any other help (signage, information material). There is also a problem with malodorous wells, drains and trash alleyways of the Old Town.

Premise 2: The majority of visitors only see and learn about a small part of the Site on a brief and superficial tour of the most publicized attractions. The essential 'inner' town, the town of history, with its many special characteristics, its maze of streets, its smells and its traditional customs, remains remote and unknown.

- Regarding the Premise 3 by the MP 2006-2012, according to the survey, the character of the town is not safeguarded by a statutory and management framework and in addition signs of no respect by inhabitants - users of the living Site is reflected also to visitors.

Premise 3: The goal of dispersing visitors more widely about the town, which would give them more incentive to stay longer and visit the town more often, coincides with the need to give visitors more in-depth knowledge about the proposed Site and to promote its values. Visitor dispersal is not expected to make the town even more tourism-oriented, and in any case the town is safeguarded by statutory and management framework.

- Regarding the Premise 4 by the MP 2006-2012, the exploitation of programs such as the European Union's pilot Multicultural Tourism Programme, implemented by the ANEDK (1997-1999), is much needed as it contributes significantly to the enhancement of the historical profile the Old Town and it brings, within the Site, new travel motivation to the visitors.

Premise 4: The European Union's pilot Multicultural Tourism Programme drawn up (1997-2000) by the Municipality of Corfu finally arrived at the proposal of seven routes designed to familiarize visitors with the town's distinctive character and proposals for familiarization routes for visitors staying in the town for one day, two days or three days. The utilization and promotion of the printed and electronic publicity material resulting from that programme helps to disperse visitors more widely and to enhance the historic character of the town.

- This kind of printed material (leaflets) promoting alternative routes in the Old Town was useful and they should be reproduced in the framework of a marketing plan within a wider Strategic Plan that should exist.
- Action 30, sub actions 30.1 and 30.2 by the MP 2006-2012 were never implemented, however, the majority of respondents believe that it is still possible to do so.

Action 30.1: Supplement the work of the Working Group specified in Action 29.2 by seeking funding for the promotion of printed and electronic material, compiled under the European Union's Multicultural Tourism Programme (ANEDK, 1997-1999), suggesting routes designed to familiarize visitors with the town.

Action 30.2: Supplement the work of the joint committee specified in Action 29.1 by preparing and applying measures for the dispersal of visitors in the 'inner' town on the routes promoted under Action 30.1.

Issues

Issue 1: There is a need to redesign the leaflets promoting the seven routes designed to familiarize visitors with the town's distinctive character. There must be proposals to familiarize visitors with town routes for some hours, one day, two days or three days.

Issue 2: There is a need to exploit the cultural wealth of the Site in particular cultural routes designed to familiarize visitors with the town's distinctive character. To include them in the Visitor Use Strategy and devise a plan for the areas that is being promoted through these routes so as to improve their infrastructure and facilities.

Issue 3: There is a need to improve existing and develop new alternative thematic routes that explore the cultural elements of the Site such as the Religious Routes, the Historical Routes, and the Architecture Routes.

Issue 4: Digital technology services should be promoted throughout the Old Town.

Objective

Exploit the work that has been done regarding the cultural routes designed to familiarize visitors with the town's distinctive character. Include them in the Visitor Use Strategy and introduce new alternative thematic routes (historical, religious architectural etc.); develop a plan for improving all digital technology services throughout the Old Town.

3.6.31 Marketing and Local Markets

Update

A. Comments

- There is a lack of branding that uses the status of the World Heritage Site comprehensively, in promoting and marketing the City.
- The tourism promotion by the Municipality and Region in tourism fairs, while active, may not be the most appropriate action and there are no quantitative data proving value for money.
- Domain experts believe that the promotion of tourism is mainly the scope for the professionals rather than the public services.

B. Findings of the SUSTCULT Survey 2013

- Regarding the Premise 1 by the MP 2006-2012, the arrival of cruise tourism might have slightly increased the visitors' numbers, even for a few hours, however it does not constitute a quality improvement. However, even this quantitative contribution to the local economy is considered unique, for the tourism development nowadays.

Premise 1: Only a very small percentage of visitors (6 per cent) stay overnight in the town, while 46 per cent visit the town only once and 16 per cent do not visit it at all.

- Regarding the Premises 2, 3 and 4 by the MP 2006-2012, all respondents agree that these premises are still valid and should be taken forward to the Management Plan 2013-2018.

Premise 2: Partnership between the state and local organizations and agencies to promote Corfu as a tourist destination is vitally necessary in order to shift the pattern of tourism away from the prevailing model, which does not make the most of the Site's cultural values.

Premise 3: Improving the standard of the available tourist accommodation and increasing the capacity of other types of accommodation besides hotels (such as small guesthouses in historic buildings, family-run pensions, etc.) will help to reorient tourism towards a different model.

Premise 4: The problem with the tourist market of Corfu town at present is not so much a problem of quantity as of quality. Accordingly, if the local market is to aim at a better class of visitors, measures need to be put in hand for the improvement of standards in all businesses engaged in the tourist trade: not only the premises in which they operate but also the services they provide and above all the goods they sell.

- Regarding the Premise 5 by the MP 2006-2012, 90% of the respondents agrees that this premise is still valid and should be taken forward to the Management Plan 2013-2018. Due to the lack of education and inadequate supervision the young school visitors might cause damage to the Monument.

Premise 5: Corfu is a popular destination for annual school excursions. Although schoolboys and schoolgirls do make a contribution to the local economy by opening the 'summer season' a few weeks before Orthodox Easter, they impose a strain on the Site in many ways without gaining much of educational value from their visits to the various parts of the Site.

- Action 31, sub actions 31.1, 31.2 and 31.3 by the MP 2006-2012, were never implemented and all of respondents that believe that it is still possible to do so.

Action 31.1: Form a Tourist Publicity Committee to promote attractive holiday packages in the national and international market and implement measures to improve the way in which the Old Town is publicized as a very widely-renowned scheduled historic monument.), 31.2.

Action 31.2: Supplement the work of the joint committee specified in Action 29.1 by devising measures and incentives for improving the standard and increasing the number of beds available for tourists in the Old Town and creating additional capacity in alternative types of accommodation (small guesthouses in historic buildings, family-run pensions, etc.).

Action 31.3: Devise measures, incentives and counter-incentives to improve the standard of tourist shops with regard both to the appearance of the premises and the services provided, and above all the quality of the goods for sale.

Issues

Issue 1: There is a need of a Marketing and Brand Strategy that will exploit the status of the World Heritage Site in the promotion and marketing of the City.

Issue 2: There is a need of an inspiring logo for the Old Town.

Issue 3: There is a need to upgrade the standard of the available tourist accommodation in the Old Town.

Issue 4: There is a need to upgrade the originality and quality of the goods of the local tourist marketplaces.

Issue 5: There is a need for digital and online marketing of the Old Town as a tourist destination.

Objective

Develop a comprehensive Marketing and Brand Strategy for the Old Town.

3.6.32 Local Community

Update

B. Findings of the SUSTCULT Survey 2013

- Regarding the Premises 1, 2 and 3 by the MP 2006-2012, there is a 100% that agrees that these premises are still valid and should be taken forward to the Management Plan 2013-2018.

Premise 1: The present conflict between the interests of visitors and those who live and work within the Site can be easily resolved, provided that a comprehensive long-term management policy is adopted. What tourists are interested in is visiting and getting to know a well-ordered historic town with happy inhabitants.

Premise 2: Local communities have need of facilities which visitors do not, such as shops supplying everyday needs (not tourist shops selling commonplace souvenirs, etc.), short-stay on-street parking, and affordable properties for residential and business purposes and easy access to homes and business premises. The provision of these facilities should be given top priority.

Premise 3: Specific cultural events, arranged on a regular basis, not only attract large numbers of visitors but also satisfy the needs of local residents.

- Action 32, sub action 32.1, by the MP 2006-2012, were never implemented and the majority of respondents believe that it is still possible to do so.

Action 32: Achievement of this objective will be furthered mainly by implementation of the Actions designed to relieve the town's functional problems, making allowance for the exacerbation of those problems resulting from increased tourist traffic. Relevant Actions include 22.1 (traffic), 23.1 (parking) and 18 (public realm), among others.

Action 32.1: Organize appropriate cultural events at interesting venues in the Site on a regular basis, to attract visitors and at the same time to satisfy the local residents' needs for entertainment.

- Regarding Action 32.1 there are several attractive cultural events but not on a constant basis and timely organized in order to be announced early enough and promoted inside and outside Corfu successfully with the view to attract visitors per se. Some events/festivals have now been made obsolete or they were driven in the wrong direction, while a general coordination is required.

Issues

Issue 1: There is a need to balance protection and conservation of the Site with economic and other development of the island.

Objective

Effective participation of the local community in the management of the Site for a balanced promotion of appropriate conservation actions, but also for exploitation of the monument. Organization of events that do not alter the character of the monument.



4 ACTION PLAN

4. Action Plan

This section of the Management Plan introduces a realistic action plan for the Old Town of Corfu: This plan provides specific actions / projects and set priorities for the development of the project and prioritizes according to the particular circumstances in a period of economic and social crisis.

Note for the attention of stakeholders who will make use of these proposals: The present Action Plan was drafted based on data provided by relevant services /organisations up to date until June 2013. Consequently the proposed application periods for the different actions include in many cases also part of 2013.

4.1: Implementation and Impact of the Action Plan

** prioritisation: action to be finalized within 1 year (A), 3 years (B), 6 years (C)*

Objective 1: Management and Administration						
Ensure that an active flexible management and administrative mechanism is set up for an effective management of the monument and the implementation of the Plan, which will be based on cooperation between the central government (Ministry of Culture), the local government (Municipality/ Region) and local stakeholders and will ensure the active participation of the local community.						
Project title /Action /Deliverable	Status-Priority A, B, C (*)/Schedule	Cost / Resources	Funding (estimate) Amount / Source	Responsible unit	Dependency on other projects and actions	Monitoring Indicators /Deliverables
1.1. Review and activate the managing system of the Site in relation with the Steering Group, the Project Coordinator and the Consultative Committee	Started A 3 meetings per year	Own sources	50.000 € per each member of the Steering Committee Group were collected by the Municipality of Corfu Budget allocation	Site Manager Municipality of Corfu	No	Deliverables: SC meeting, Proceedings, MP review
1.2. Reinforce and staff the WHS Manager and its team	To be decided A Anually	2 persons per year Internal move of staff	Personnel transfer	Site Manager Municipality of Corfu	No	Annual report
1.3. Activate the Consultative Committee /Stakeholders group. Adopt the Consultative Committee model of SUSCULT Project	To be decided A 3 -4 meetings per year	No special funding required		Steering Group		SC meeting proceedings
1.4 Endorse the WHS Management Plan as the overarching document to guide the actions of the WHS Steering Group partners. Draw up a yearly programme of Actions for implementation of the Management Plan, review it every six months and publicise an annual report	To be decided A 2-3 meetings per year	No special funding required		WHS Manager with the participation of the Consultative Committee and the Steering Committee Group	Coordination with relevant development plans and studies	SC meeting proceedings

Objective 2. Funding							
Coordinate a systematic search for funding opportunities that will match the funding requirements of the Site registered and prioritised in a short-term and long-term timeframe. Study and propose effective use of innovative schemes and systems – including funding ones, that may contribute to produce income and that could be auto-financed using the Public-Private- Partnership (PPP) scheme							
2.1. Study and propose the use of innovative schemes and systems – including funding ones, that may contribute to produce income and that could be auto-financed using the Public-Private-Partnership (PPP)-funding Scheme in relation with the Action Plan to include :a. national and EU funds, b. sponsorship, c. donations, eg. Launch a Campaign to attract International Donors d. private investment	To be decided A Continuous monitoring	Internal services / Hire external expert	20.000	WHS Manager and all relevant partners	Study – in 2014	Funding Study Report Annual results report	
2.2 Identify funding from visitor services and local taxes; prepare actions to release funding	To be decided A 2013	Internal services	PPP External donors	WHS Manager	Decision Study feasibility	Fining Plan for visitor services and local tax	
Objective 3. Risk Management							
Develop one master Risk Management plan from the compilation of the different Risk assessments in order to identify the possible deficiencies taking into account the complexity of the Site.							
3.1. Update the existing risk management plans in order to assess all the risks and potentials hazards for the Site and develop one Response Plan for the Old Town of Corfu in relation with all relevant studies.	To be reviewed A 2013-14	Hire external experts	20.000 National/Municipal funding	WHS Manager Steering Group All relevant partners	Council decision	Establishment of a Risk strategic plan for Corfu Old Town	
3.2. Initiate action to exploit relevant studies such as S.M.ART BUILT(*) as training tools for the development and/or validation of structural restoration projects and seismic rehabilitation of historical buildings	To be decided A 2014	Internal services		Municipality –Technical Service, Technical Associations	Council decision	Proposals for action	
(*)Action already in implementation in relation with Specific Objective 2. S.M.ART BUILT Structural Monitoring of ARTistic and historical BUILDing Testimonies							
	Completed - Results available		138.579	European Territorial Cooperation Programmes	YES	Municipal Company of Development (COSCO)	2012-2013 Other relevant studies
Objective 4. Information Management							
Co-ordinate the creation of a central archives' index in order to make Corfu related archives more easily accessible to any researcher. To make full use of Information and Communication Technologies (ICT) to ensure the gathering, storage and analysis of comprehensive data concerning the Site, accessible to all who may be interested.							

Project title /Action /Deliverable	Status-Priority A, B, C (*) /Schedule	Cost / Resources	Funding (estimate) secured Amount / Source	Responsible unit	Dependency on other projects and actions	Monitoring Indicators /Deliverables
4.1 Coordinate agreement of Ministry of Culture for the "GIS monuments study of Corfu" conducted by the Technical Chamber of Greece/Corfu Chapter and use this as a basis for an action plan	To be completed A 2014	Internal services	0	WHS Manager in collaboration with Technical Chamber	No	GIS Platform with all information of the monuments of the Old Town of Corfu site
4.2 Develop a central archives index in collaboration with all the relevant partners	To be decided A 2013-2015	Internal services		WHS Manager, All relevant partners (mainly Corfu Archives Dept.)	Council decision	Progress in annual report
4.3 Develop a complete archive of the Old Town of Corfu accessible to the public	To be decided A 2013-2015	Internal services + External experts	15.000	WHS Manager, All relevant partners	No	Progress in annual report
4.4 Establish a WHS research group committed to identify research opportunities that will develop and enhance the information regarding the Site	To be decided A Permanent group	Internal services	0	WHS Manager, in collaboration with Ionian University and other interested	Man. Authority decision	Progress in annual report
Objective 5. Monitoring						
Ensure the development of a monitoring plan with indicators according to the 6-year Unesco Periodic Reporting requirements and a yearly monitoring plan according the Management Plan.						
5.1. Formulate monitoring indicators for the Site (same as in 2006-2012)	To be decided A 2014	Internal services	0	WHS Manager, All relevant partners	Man. Authority decision	Monitoring the Site on a yearly basis using the agreed indicators. Report progress in annual report
Objective 6. Boundary						
Revision of the Boundary of the buffer zone and implementation of an ongoing programme of monitoring and assessing the impact of the Management Plan on the area surrounding the Site.						
6.1 Form an enlarged Working Group that will revise the boundary and record systematically all changes occurring in the Site's buffer zone (such as changes in land use, large-scale development projects, increases in the volume of traffic)	To be decided A 2014-2018	Internal services	0	WHS Manager, All relevant partners of the Steering Committee	Man. Authority decision	Enlarged Working Group decision Annual Report

Objective 7. Local Community						
Engage the Local Community in the Site's management in order to obtain the local community's consent as the vast majority of the Site's cultural assets are in private individual ownership						
7.1 Create a Consultative Committee - and assure its permanent operation, after invitation to all stakeholders including citizens' groups (Alternatively review and adopt the already established Consultative Committee SUSTCULT Corfu/Old Town	To be decided A 2014	Internal services	0	WHS Manager, All relevant partners of the Steering Committee	Man. Authority decision	Consultative Committee decision Periodic meetings
7.2 Organise in collaboration with the civil society and private actors, events and campaigns in order to promote the OUV and communicate the economic and social benefits and opportunities to the local community and to property owners that derive from the UNESCO status.	To be decided A 2014	Internal services + Planned + Sponsored events		WHS Manager, All relevant partners of the Steering Committee Collaborate with events organisers		Programme of events / actions
Objective 8. Statutory Protection						
The World Heritage Site should be taken into account in the revision of town planning of the Old Town of Corfu and in all planning, regulatory and policy documents (statutory and non-statutory) which might affect it.						
8.1 Establish permanent coordination group between all involved services to develop and monitor a planning, regulatory and policy documents	To be decided A 2014	Internal services	0	WHS Manager, Management Authority	Council decision	Group formation decision Annual report to MA
Objective 9. Assessing Change						
To define the current condition and vulnerability of the various elements of the World Heritage Site and develop a system to continually monitor the condition of the site in order to assess change and propose adequate measures.						
9.1 Launch a study to assess the vulnerability of the Site and propose adequate measures for protection	To be decided A 2014	External expert	15.000	WHS Manager, In collaboration with relevant services	Council decision	Study report and change action plan
9.2 Implement a monitoring and alert system to identify, describe and assess change and propose interventions	To be decided A 2014	External expert	25.000 (combined with previous action)	WHS Manager,	Council decision	Site Monitoring / Alert system
Objective 10. Development Control						
Coordinate the establishment of a new framework for the control of developments which are underway but also for the eventual changes and potential developments that the Site is able to afford and seek consensus by key stakeholders. This will provide a pattern for sustainable development with respect to Universal Values of the Site.						

10.1 Develop a Control Framework for Development Projects	To be decided A 2014	Internal services	0	WHS Manager,	Council decision	<i>Report on Development Control Framework</i>
Objective 11. Contemporary Development						
Develop awareness raising mechanisms to further promote understanding of how WHS relate to the outstanding universal values of the World Heritage Site that the impact of development related management and planning decisions may have on the Site.						
11.1 Develop a comprehensive awareness raising mechanism regarding OUV	To be decided A 2014	Internal services	0	WHS Manager,	Council decision	<i>Awareness Raising Plan Report on Development Control Framework</i>

4.2: Protection and Conservation of the Site Actions

Objective 12. Ownership						
Launch a promotional campaign in collaboration with the civil society and the residents' association to raise awareness on account of the overall benefits of restoring buildings and keeping them in good condition. Provide incentives, possibly in cooperation with the private sector (reference SUSTCULT Good Practices Guide), to the co-owners of historic buildings in order to encourage them to adopt the system of horizontal ownership, making every building fall under standing regulations.						
12.1 Launch a study for private property development with a broader perspective, including topics like creative economy, cultural climate, social cohesion and urban regeneration. Affordable and suitable studios and (living and) working spaces for 'creative' commodity in the Old Town of Corfu.	To be decided A 2014-2018	Hire Experts May be auto-financed	50.000	WHS Manager, All relevant partners of the Steering Committee	<i>Decisions on incentives</i>	<i>Study report with funding options</i>
12.2 Launch awareness raising actions and consultations to mobilize the Private Sector for Conservation	To be decided B 2014-2018			WHS Manager, Owners Associations and other professional bodies		Proposed actions
Objective 13. Funding						
Ensure that adequate funding is available and appropriately used for the highest standard conservation work (enhancement, maintenance, repair or restoration) carried out within the World Heritage Site, taking into consideration the need to protect the Site's outstanding universal values.						
13.1. Funding Scheme in relation to the priorities of conservation work	To be decided A 2013-14	Conduct a study by experts		WHS Manager		

Actions already in implementation in relation with Specific Objective 13

Project title /Action	Priority A, B, C (*)	Estimated cost / resources needed	Funding secured	Funding	Responsible (subject in charge of the project)	Time scheduled			Link / dependency on other projects and actions	Monitoring indicators
						2012	2013	2014 onwards		
1.Restoration of PHOENIX Theatre	A	2.823.051	National Strategic Reference Framework (NSRF) Regional Operational Programme of Ionian Islands Periphery (PIN)	YES	CORFU CITY COUNCIL				It is being implemented- interruption of works due to archaeological issues	
						X	X	X		
2. Additional Restoration works of the historic center	C	2.000.000	Public Investments; Program-Single Payment Authority	NO	CORFU CITY COUNCIL	X	X	X		
3.Restoration and emergence of Saint Aikaterini's Area in Old Town of Corfu	B	1.814.600	NSRF-ROP-PIN	NO	CORFU CITY COUNCIL	X	X	X	NSRF (Evaluation)	
4.Maintenance and Showcasing of Ionian Parliament	A	650.000	Hellenic parliament	YES	CORFU CITY COUNCIL	X	X	X		
5.Reconstruction and Reuse of Petsali Building	B	0	NSRF -PIN (reimbursed public expenditure JESSICA)	NO	CORFU CITY COUNCIL	X	X	X		
6.Specific Urban Planning to improve areas in the Old Town of Corfu	A	100.000	Own Resources	YES	CORFU CITY COUNCIL			x		
7.Improvements works in areas of Pentofanaro and Ionian Academy in Old Town of Corfu	A	400.000	NSRF-ROP-PIN (Integrated Urban Development Plans)	YES	CORFU CITY COUNCIL	X	X	X		
8.Pedestrianisation of Evgeniou Voulgareos Street in Old Town of Corfu	A	880.000	NSRF-ROP-PIN (Integrated Urban Development Plans)	YES	CORFU CITY COUNCIL	X	X	X		

9. Infrastructure works in the area of Spilia in the Old Town of Corfu	A	888.000	3rd CSF	YES	CORFU CITY COUNCIL	COMPLETED			
10. Maintenance on Electrical infrastructure of Municipal Theatre	A	100.000	Collective Decision of Local Government	YES	CORFU CITY COUNCIL	X	x		
11. Restoration of Venetians buildings, opening of Alikés museum, planting trees to improve the landscape of the area -B Phase	A	37.358	Public Investments Program-UNFINISHED	YES	CORFU CITY COUNCIL	X	X		
12. Development works of Porta Remounda district in Old Town of Corfu	A	1.053.444	3rd CSF	YES	CORFU CITY COUNCIL	COMPLETED			
13. Development Works of Jewish District in Old Town of Corfu	A	1.802.818	3rd CSF	YES	CORFU CITY COUNCIL	COMPLETED			
14. Reconstruction of building facade in Jewish Spilia area in the Old Town of Corfu	A	650.000	3rd CSF	YES	CORFU CITY COUNCIL	COMPLETED			
15. Infrastructure works in the area of Spilia in the Old Town of Corfu	A	888.000	3rd CSF	YES	CORFU CITY COUNCIL	COMPLETED			
16. Environmental Improvements in areas of Ionian Parliament in the Old Town of Corfu	A	400.00	NSRF -PIN (Integrated Urban Development Plans)	YES	CORFU CITY COUNCIL	X	X	X	
17. Holistic Reconstruction Works in San Rocco Square	B	8.000.000	NSRF-ROP-PIN Hellenic Agency for Local Development and Local Government	NO	CORFU CITY COUNCIL		X	X	
18. Adriatic fortresses and military areas "Adrifort"	A	125.368	European Territorial Cooperation Programmes	YES	CORFU CITY COUNCIL	x	x	X	
19. Restoration of cultural heritage, instalment of digital information system in the New Fortress	A	299.880		-	CORFU CITY COUNCIL	X			

20. Restoration and consolidation of the damaged parts on the defence wall at the area Kavosidero in the Old Fortress of Corfu under the sub-project "Resurfation workson the defence wall at the area Kavosidero in the Old Fortress of Corfu"	A	1.872.777,0 0	NSRF 2007-2013	YES	Directorate of Restoration of Byzantine and Post-Byzantine Monuments	In progress	2010-2015	(*1)	
(*1) The project concerns the completed project, of a total budget amounting to 3.758.848,00 €, under the Third Community Support Framework regarding the restoration of the damaged parts of the Bastion Savorgnan, the restoration of the Gate Area in the Old Fortress of Corfu and the works of protection and restoration of buildings in the old Fortress of Corfu									
21. Resurfation works on selected parts of the New Fortress and the perimetric wall of the Old Town of Corfu	A	1.550.000,00	NSRF 2007-2013	YES	21ST CORFU EPHORATE OF BYZANTINE ANTIQUITIES	In progress	2011-2014	related to the above projects	(*2)
(*2) Creation of an itinerary through the Fortress within the Old Town in order to promote and present the monumental ensemble composed of the town and the fortifications. Apart from the cleaning and the consolidation of the walls, which are necessary for their conservation and for the visitors' safety, it is planned to create a network of meeting points- signage-information as well as the adaptation of the arcade of the Bastion Raymond into an information point for the public.									
22. Restoration of the of the church of Savior Christ at Mon Repos area in the Palaiopolis, Corfu	A	619.000,00	NSRF 2007-2013	YES	21ST CORFU EPHORATE OF BYZANTINE ANTIQUITIES	In progress	2010-2015	(*3)	Restoration of the monument
(*3) Related to projects of the H' Directorate of Byzantine and Post-Byzantine Antiquities (DVMA) at Mon Repos and Palaiopolis area									
23. Restoration of the Byzantine Fortress of Gardiki, Corfu		412.420	NSRF 2007-2013	YES	21ST CORFU EPHORATE OF BYZANTINE ANTIQUITIES	In progress			Restoration of one of the most important Byzantine monuments in Corfu
24. Restoration of the Church of Pantokratoras at Linia Chlomos, Corfu		243.878,39	NSRF 2007-2013	YES	21ST CORFU EPHORATE OF BYZANTINE ANTIQUITIES	In progress			Restoration of one of the most important Byzantine monuments in Corfu
25. Restoration of the Church of St. Jacob Perses at Old Peritheia, Corfu		475.082,40	NSRF 2007-2013	YES	21ST CORFU EPHORATE OF BYZANTINE ANTIQUITIES	In progress			Restoration of one of the most important Byzantine monuments in Corfu

26. Restoration of the Church of St. Theodor Stratelates at Old Sinies, Corfu		463.533,80	NSRF 2007-2013	YES	21ST CORFU EPHORATE OF BYZANTINE ANTIQUITIES	In progress 2011-2015		Restoration of one of the most important Byzantine monuments in Corfu
27. Protection and restoration of Hereaum in Mon-repos estate, Corfu		673.500,00	NSRF 2007-2013	YES	H' Directorate of Byzantine and Post-Byzantine Antiquities (DVMA)	In progress 2011-2015		<ul style="list-style-type: none"> • On-site works • Infrastructure works • Restoration and Protection works • Research-Documentation
28. Conservation and restoration of Menecrates archeological site in Corfu	A	350.000,00	NSRF 2007-2013	YES	H' Directorate of Byzantine and Post-Byzantine Antiquities (DVMA)	In progress 2011-2015		(*4)
(*3) The Menecrates monument is due to be open to public after full restoration and conservation. In addition, the archeological site of the monument will be restored and promoted so that the whole site constitutes an attraction both for local residents and visitors.								
29. Retrofit and re-exhibition at the archaeological museum of Corfu		4.948.200,00	NSRF 2007-2013	YES	Directorate of Technical Works Conduction in Museums and Cultural Buildings	In progress 2012-2015		Integrated approach of the physical object of all sub-projects
Objective 14. Historic Environment								
Ensure that a methodical assessment of the condition of all constituent elements of the Site (fortresses and perimeter fortifications, roads, buildings, urban infrastructure, the appearance of the town, traditional customs, etc.) is implemented and that all stakeholders are informed and have access to appropriate guidance and advice.								
14.1 Produce information material (pamphlet etc.) with the list of guidance required for care and maintenance and where to find guidance, advice and craft skills.	To be decided A 2014		Hire experts	5.000	WHS Manager			Info Material
14.2 Study feasibility for providing incentives, such as tax exemption on the special materials, techniques or works by craftsmen in the Old Town	To be decided B 2014		Internal services		Council Decision	Needs decision at municipal see national level		Study report
Objective 15. Buildings								
Property owners must be informed about the approved standards; and a procedure to be established in order to limit alterations at buildings' facades that have resulted from the use of modern materials.								
15.1 Develop an Anti-Seismic Capacity Analysis and Structural Appraisal of the buildings	To be decided A 2013-4		Hire experts		WHS Manager Technical Chamber	Coordination with national programmes		Anti-seismic report

15.2 Develop an electronic inventory / database in order to establish common standards & specifications for techniques and materials to be used in the restoration of historic buildings.	To be decided A 2013-4	External experts	25.000	WHS Manager Technical Chamber		Specifications report
Objective 16. Open Spaces, Natural Environment						
To re-assess the feasibility of study results and related decisions that has led to the non-implementation of Action 16 of Management Plan 2006-2012.						
16.1. Draw up a plan for the restoration and enhancement of the traditional character of the Spianada in combination with action to resolve the traffic and parking problems (Actions 22 and 23). (same as MP 2006-2012)	To be decided A 2013-4	Internal services		WHS Manager Professional associations Habitants	Coordination with national programmes	Plan of actions
16.2. Draw up a plan for the protection of the Site's shoreline, the improvement of the main localities and harbors and their functional unification. (same as MP 2006-2012)	To be decided A 2013-4	Internal services		WHS Manager OLKE Port Authority		Plan of actions
16.3. Develop a campaign in collaboration with the civil society to undertake the following actions: Implement a plan for the improvement of the town's green open spaces (specifying what kinds of trees and flowerbeds are to be planted in parks and gardens and at other points in the Old Town)- (same as MP 2006-2012)	To be decided A 2013-4	Internal services				Campaign proposal
Objective 17. Fortresses and Fortifications						
Continue the Implementation of Action 17 of the previous management plan.						
17.1 Review status of implementation and expedite the incorporation of existing studies for the restoration and improvement of individual elements of the two fortresses into a financing scheme, and carry out the necessary restoration and improvement work.	To be decided A 2013-4	Internal services		21EBA Relevant services	Coordination with national programmes	Updated plan
17.2 Draw up a plan for the management of the Old Fortress as a monument in its own right with a substantial number of visitors and a number of facilities suitable for use by various groups of users (the University, government offices, local community for sports and leisure activities)	To be decided A 2013-4	Internal services		21EBA Relevant services	Coordination with national programmes	Updated plan
17.3 Carry on the activities on clearance, cleaning and small-scale conservation projects related to the New Fortress.	To be decided A 2013-4	Internal services		21EBA Relevant services	Coordination with national programmes	Updated plan

17.4 Review and re-launch the programme of excavations in the Old Fortress to discover evidence of the Byzantine city of the sixth century AD.	To be decided A 2013-4	Internal services		21EBA Relevant services	Coordination with national programmes	Updated plan
Objective 18. Public Realm						
To raise the quality of the spaces of the public realm in order to meet the standards of an historic element of the World Heritage Site, to improve the maintenance of the public spaces and make it accessible and enjoyable for its inhabitants and its visitors, either pedestrians, cyclists or persons with special mobility requirements; to complete unfinished works which deteriorate the image of the Site.						
18.1. Apply the Urban Operations Regulation Plan and tackle in a definitive manner critical issues such as a. residents' parking b. the use of open-air tables, chairs and street furniture by shops owners.	To be decided A 2013-4	Internal services		WHS Manager		Plan of actions scheduled
18.2 Revise and improve the Public Realm cleaning plan	To be decided A 2013-4	Internal services		WHS Manager		Plan of actions scheduled
18.3 Make full use of the new info Point at the entrance of the New Fortress	To be decided A 2013-4	Internal services		WHS Manager		Plan of actions scheduled
18.4 Use the study of FOS to plan appropriate lighting of the Site at the entrance of the Old Fortress	To be decided A 2013-4	Internal services		WHS Manager		Plan of actions scheduled
18.5 Develop a plan of clear signage for the WHS.	To be decided A 2013-4	Internal services		WHS Manager		Plan of actions scheduled

Actions already in implementation in relation with Specific Objectives 17-18

Project title /Action	Priority A, B, C (*)	Estimated cost / resources needed	Funding secured	Funding	Responsible (subject in charge of the project)	Time scheduled	Link / dependency on other projects and actions	Monitoring Indicators /Deliverables
30. Supply of Urban equipment	A	100.000	NSRF-ROP-PIN (Integrated Urban Development Plans)	YES	CORFU CITY COUNCIL			
31. Clean Urban Transport Systems "CUTS"	A	743.170	European Territorial Cooperation	YES	CORFU CITY COUNCIL	X		

			Programmes					
32.Replacement of electric network in G.Theotoki Road, Rizospaston Voulefton road and Academias road	A	500.000	3rd CSF	YES	CORFU CITY COUNCIL	COMPLETED		
33.Replacement of electric network of Ioannis Theotoki road	A	210.000	3rd CSF	YES	CORFU CITY COUNCIL	COMPLETED		
34.Pedestrianisation of Samara road	A	128.480	3rd CSF	YES	CORFU CITY COUNCIL	COMPLETED		
35.Pedestrianisation works of 1st Al. Desilla road	A	140.000	3rd CSF	YES	CORFU CITY COUNCIL	COMPLETED		
36.Development of Garbage Collection Points	A	121.160	3rd CSF	YES	CORFU CITY COUNCIL	COMPLETED		

4.3 : Documentation, Education and Research Actions

Objective 19. Develop a coordinated plan of action with the view to collect, publish and promote documented and approved cultural material and make extensive use of all means that ICT / digital technology provides.

19.1 Develop a WHS website that will present adequately and holistically the Site's history, archives with WebGis maps, routes.	To be decided A	5 mm Internal + external expertise – expand corfu.gr	5.000	WHS Manager	2014	Website
---	--------------------	---	-------	-------------	------	---------

Objective 20. Education

To use the World Heritage Site as an educational resource and systematically project the cultural assets of the Old Town of Corfu at all levels of education, so as to make the younger generation more aware of issues relating to the protection of their cultural heritage in general and the Site in particular.

20.1 Celebrate the WHS UNESCO Day 18 th April as an opportunity for learning and celebrating the OUV status of the Site.	To be decided A 2014	Internal Services		WHS Manager in collaboration with the Regional Directorate of Primary & Secondary Education of Ionian Islands, Ministry of Education, Ionian University		Action Plan - events
---	----------------------------	----------------------	--	---	--	----------------------

20.2 Make a WHS Educational Pack and promote it to schools					WHS Manager in collaboration with the Regional Directorate of Primary & Secondary Education of Ionian Islands, Ministry of Education, Ionian University		<i>Educational pack</i>	
20.3 Develop in collaboration with the civil society a 'Visitor Ambassador Scheme' a pool of volunteers with the main purpose to ensure that every visitor has an excellent experience.					WHS Manager in collaboration with the civil society / Regional Directorate of Primary & Secondary Education of Ionian Islands, Ministry of Education, Ionian University		Visitor Ambassador Scheme' proposal	
Actions already in implementation	Priority A, B, C (*)	Estimated cost / resources needed	Funding secured	Funding	Responsible (subject in charge of the project)	Time scheduled	Link / dependency on other projects and actions	<i>Monitoring indicators</i>
<i>37.Documentation Development of Electronic Data Library for the Ionian Art in Corfu</i>	A	140.000	3rd CSF	YES	CORFU CITY COUNCIL	COMPLETED		
<i>38.3D Modelling of Old Town of Corfu</i>	A	230.000	NSRF -PIN	YES	CORFU CITY COUNCIL	A		
Objective 21. Research								
To encourage coordinated actions on research projects and programmes dealing with issues relevant to the Site. The objective is to further knowledge of its history, architecture, general character and present condition, in order to contribute to effective management decisions.								
20.1 Celebrate the WHS UNESCO Day 18 th April as an opportunity for learning and celebrating the OUV status of the Site.		To be decided A 2014	<i>Internal Services</i>		WHS Manager in collaboration with the Regional Directorate of Primary & Secondary Education of Ionian Islands, Ministry of Education, Ionian University		<i>Action Plan - events</i>	
21.1 Develop proposals to educational bodies for the inclusion of World Heritage Studies in their curriculum that will equip students with knowledge and skills needed for the identification, protection, management and presentation of cultural and natural heritage sites.		To be decided B 2014			WHS Manager in collaboration with the Ministry of Education and the Ionian University		<i>Proposals to educational bodies</i>	
21.2 Provide incentives for research in collaboration with the other bodies so that research will guide to development		To be decided B 2014			WHS Manager in collaboration with the Ministry of Education and the Ionian University		<i>Proposals to educational bodies</i>	

4.4: Physical Access and Transport

Objective 22. Traffic						
Implement the existing legislation and prioritise a central planning (master plan) with specific goals and vision, and specific action plan with deadlines for the implementation.						
22.1 Develop a comprehensive master plan for the traffic	To be decided A 2013-4	Internal Use of existing studies		<i>WHS Manager in collaboration with Transport Partners and approved by the Consultative Committee</i>		<i>Traffic Master Plan</i>
Objective 23. Parking						
To introduce a Parking plan in order to reduce vehicular traffic through the Site and develop, via public consultation, alternative schemes for parking with special regulations for permanent residents, shop keepers, businessmen and visitors. Implementation of the parking plan, after reaching a consensus from the various stakeholders.						
22.1 Develop a comprehensive master plan for the traffic	To be decided A 2013-4	Internal Use of existing studies		<i>WHS Manager in collaboration with Transport Partners and approved by the Consultative Committee</i>		<i>Traffic Master Plan</i>
23.1 Management of Car Parking in the Town of Corfu : «Creation and Operation of peripheral car parking areas» - «Establishment and Use of Electronic Car Parking System»	Has been decided –pending funding B		<i>Urban Development Funds</i>	<i>CORFU CITY COUNCIL</i>	Depending on funding scheme	-Creation and Operation of peripheral car parking areas -Establishment and Use of Electronic Car Parking System
23.2 Construction of underground car parking at San Rocco square	Has been decided –pending funding B	(NA)	<i>National Strategic Reference Framework (NSRF)</i> <i>Urban Development Funds</i>	<i>CORFU CITY COUNCIL</i>	Depending on funding scheme	<i>Parking operational</i>
23.3 Encourage walking and cycling in the Old Town and limit motor vehicle use to emergencies; and provide support to citizens initiatives to this direction	Has been decided –pending funding B		<i>NSRF</i> <i>Urban Development Funds</i>	<i>WHS Manager in collaboration with the Consultative Committee and the civil society representatives</i>		<i>Promotional material</i> <i>Activities</i>
Objective 24. Entry Points						
To install signage at entry points, at public transport arrival points, and at major walking and cycling routes. Signs should welcome visitors to the Site, fulfill interpretation actions, and inform of the Unesco World Heritage status of the Site and its outstanding Universal Value.						

24.1 Install signage with WHS status and information on the Site as part of a whole Marketing Strategy , Action 31.1	To be decided A 2013-4	<i>External expertise</i>	10.000	<i>WHS Manager and Professional bodies</i>		<i>Signs installed</i>
Objective 25 . Coaches						
To cooperate with coach and tour operators in order to reduce unfavourable and unwanted effects on the WHS, the environment and the locals, while to improve the visitors' experience.						
25.1 Coordinate the actions of the different stakeholders by providing a specific schedule within the traffic master plan that will seek a consensus from all parts and will ameliorate the environment of the Site	To be decided A 2013-4	<i>Internal services</i>	10.000	<i>WHS Manager in collaboration with Transport Partners</i>		<i>Consultations</i>
Objective 26. Public Transport						
To cooperate with public transport providers in order to develop a Local Transport Plan, which will improve the services to citizens and visitors, both within and around the Site, as well as raise awareness about the use of public transport.						
26.1 investigate in collaboration with the public transport providers, the possibility of extending the route network and bus schedule, and coordinate the schedules of different operators, both in terms of routes and timetables.	To be decided A 2013-4	<i>Internal services</i>		<i>WHS Manager in collaboration with Transport Partners</i>		
26.2 Maintain the provision of bus lines from to connect the airport, the port and City down town.				<i>WHS Manager in collaboration with Transport Partners</i>		
26.3 Develop a pro-walking campaign in the Site in collaboration with the civil society				<i>WHS Manager in collaboration with representatives of the civil society</i>		<i>Campaign specifications</i>
Objective 27. Pedestrians and Cycling						
To exploit existing infrastructures, implement the existing legislation and develop a master plan with specific goals, vision and time frame for the application and implementation of projects						
27.1 Restore the use of cycle lanes and issue parking tickets to cars that parked on parking lanes.	To be decided A 2013-4	<i>Internal services</i>		<i>WHS Manager in collaboration with the city council police</i>		

Project title /Action of Actions already in implementation	Priority A, B, C (*)	Estimated cost / resources needed	Funding secured	Funding	Responsible (subject in charge of the project)	Time scheduled	Link / dependency on other projects and actions	Monitoring indicators
<i>Additional works on cycling infrastructure in the town of Corfu</i>		60.000	<i>Public Investments Program</i>	YES	<i>CORFU CITY COUNCIL</i>	X		
<i>Supply of equipment to improve pedestrian and cycling crossings and highway works in Town of Corfu</i>		202.000	<i>Green Fund – Urban Regeneration 2012-2015</i>	YES	<i>CORFU CITY COUNCIL</i>	X		

Objective 28. Access for All

To take all necessary measures to provide access to persons with differing mobility requirements to all the public spaces and public buildings in the Site

Project title /Action of Actions already in implementation	Priority A, B, C (*)	Estimated cost / resources needed	Funding secured	Funding	Responsible (subject in charge of the project)	Time scheduled	Link / dependency on other projects and actions	Monitoring indicators
<i>Accessibility to monuments without Barriers and obstacles</i>	B	106.100	<i>European Territorial Cooperation Programmes</i>	NO	<i>CORFU CITY COUNCIL</i>	B		
<i>Digital Town for Disable-Corfu accessible for everyone- Electronic information system and internal communication for disable people in cultural and interesting access points</i>	C	160.000	<i>Public Investments Program-Single Payment Authority</i>	NO	<i>CORFU CITY COUNCIL</i>	X		

4.5: Visitor Management

Objective 29. Visitor Facilities

To develop a visitor management strategy for the World Heritage Site that will receive the consensus of the local stakeholders taking into account that it plays an essential role in protecting the Outstanding Universal Value of the site, it provides improved visitor facilities - access, signage, information, training and development of human resources, toilets and it

enables visitors to obtain worthwhile experiences from their visit								
29.1 Develop a management strategy that will ensure that there is a. a welcoming and informing environment for the visitor, appropriate signage that informs of the WHS of the Site, in the various points of the Old Town b. cleanliness, public toilets c. training and development of human resources in order to provide upgraded services to visitors of the Site			To be decided B 2014	<i>Internal services</i>		WHS Manager in collaboration with the Marketing Team	Progress in bicycle/ pedestrianisation	
29.2 Provide bicycles to the visitors to encourage alternative ways of traveling in the Site's area						WHS Manager in collaboration with the Hotels representatives		
Project title /Action of Actions already in implementation	Priority A, B, C (*)	Estimated cost / resources needed	Funding secured	Funding	Responsible (person in charge of the project)	Time scheduled	Link / dependency on other projects and actions	Monitoring indicators
<i>CIELO- City port Eco-Logistics</i>	A	341.000	<i>European Territorial Cooperation Programmes</i>	YES	<i>Municipal Development Company (MAEDIK-COSCO)</i>			
<i>Restoration of cultural heritage, instalment of digital information system in the New Fortress</i>	A	299.880	<i>3rd CSF (Third Community Support Framework)</i>	YES	<i>CORFU CITY COUNCIL</i>			COMPLETED
<i>SUMMIT – Sustainable Urban Mobility Management Information Technologies</i>	A	285.000	<i>European Territorial Cooperation Programmes</i>	YES	<i>Municipal Development Company (MAEDIK-COSCO)</i>		X	X
Objective 30. Visitor Dispersal and Travel								
To exploit the work that has been done regarding the cultural routes designed to familiarize visitors with the town's distinctive character and include it in the Visitor Use Strategy and introduce new alternative thematic routes (historical, religious architectural etc.); to develop a plan for improving all digital technology services throughout the Old Town.								

30.1 Develop digital technology services that will encourage the visitor to visit alternative destinations: mobile phones with Internet access (via WIFI, GPRS or 3G) so that the user receives information everywhere.			To be decided A 2014	<i>Internal services</i>		<i>WHS Manager in collaboration with the Marketing Team</i>	<i>Progress in bicycle/pedestrianisation</i>	
30.2 Exploit the seven cultural routes scheme, develop it in relation with the marketing sector			To be decided A 2014	<i>Internal services</i>		<i>WHS Manager in collaboration with the Marketing Team</i>		
Project title /Action of Actions already in implementation	Priority A, B, C (*)	Estimated cost / resources needed	Funding secured	Funding	Responsible (subject in charge of the project)	Time scheduled	Link / dependency on other projects and actions Monitoring indicators	
<i>Promotion of cultural and natural heritage via marine tourism</i>	<i>A</i>	<i>160.000</i>		<i>European Territorial Cooperation Programmes</i>	<i>NO</i>			
Objective 30. Visitor Dispersal and Travel								
To exploit the work that has been done regarding the cultural routes designed to familiarize visitors with the town's distinctive character and include it in the Visitor Use Strategy and introduce new alternative thematic routes (historical, religious architectural etc.); to develop a plan for improving all digital technology services throughout the Old Town.								
30.1 Develop digital technology services that will encourage the visitor to visit alternative destinations: mobile phones with Internet access (via WIFI, GPRS or 3G) so that the user receives information everywhere.			To be decided A 2014	<i>Internal services</i>		<i>WHS Manager in collaboration with the Marketing Team</i>	<i>Progress in bicycle/pedestrianisation</i>	
Objective 31. Marketing								
To develop a comprehensive Marketing and Brand Strategy for the Old Town.								
31.1. Develop a branding strategy. Adopt the slogan derived from the Vision campaign 'Corfu: Inspiration City' and make a call for the best logo using the WHS features.			To be decided A 2014	<i>Internal services</i>		<i>WHS Manager in collaboration with the Marketing Team</i>		
31.2 Develop the online presence of Corfu in relation with Action 19.1			To be decided A 2014	<i>Internal services</i>		<i>WHS Manager in collaboration with the Marketing Team</i>		

Project title /Actions already in implementation	Priority A, B, C (*)	Estimated cost / resources needed	Funding secured	Funding	Responsible (subject in charge of the project)	Time scheduled	Link / dependency on other projects and actions Monitoring indicators
Promotion of Corfu City Council by Print means (printing guides and maps on information about natural and cultural heritage, printing specific paths)	C	200.000	Public Investments Program-Single Payment Authority	NO	CORFU CITY COUNCIL	2013-2014	
Extension of Potentiality of Adriatic Unesco Sites "EXPO AUS"	A	170.800	European Territorial Cooperation Programmes	YES	CORFU CITY COUNCIL	2013-2014	
Development of Cultural Paths in the Old Town	A	200.000	NSRF-ROP-PIN (Integrated Urban Development Plans)	YES	CORFU CITY COUNCIL	2013-2014	
Promotion of cultural and historical Heritage of Corfu	A	70.525	3rd CSF	YES	CORFU CITY COUNCIL	COMPLETED	
32.1 Develop a program of events that will include all the events of the local societies and that will be communicated through the Marketing Plan			To be decided A 2014	Internal services		WHS Manager in collaboration with the Marketing Team	
Project title /Actions already in implementation	Priority A, B, C (*)	Estimated cost / resources needed	Funding secured	Funding	Responsible (subject in charge of the project)	Time scheduled	Link / dependency on other projects and actions Monitoring indicators
«La Bottega delle Voci – Centro di Produzione Teatrale II – La Bottega II»	A	145.000	YES	European Territorial Cooperation Greece-Italy 2007-2013	Municipal regional theatre	IMPLEMENTATION	X

5. Appendix

5.1 BEST PRACTICES REPORT

Who is doing it best regarding

1. Participation

1.1 [Case1 Neighborhood Management -A Berlin Model for Public Participation](#)

1.2 [Case 2 Container Event: Maritime Advisory Board](#)

1.3 [Case 3 Investing in future participation and development - Providing infrastructure \(industrial heritage buildings\) for Cultural entrepreneurs](#)

1.4 [Case4 Mobilizing the Private Sector for Conservation](#)

2. Sustainable development

2.1 [Case1 Rehabilitation of the Historical Centre of Braila Municipality](#)

2.2 [Case 2 Maximation of capacities of tourism accommodation facilities on the territory of the Town of Villány](#)

2.3 [Case 3 Constructive conservation](#)

2.4 [Case 4 Eco Island](#)

3. Cultural heritage and landscape

3.1 [Case 1 Ecological diagnosis](#)

4. Creating Synergies (for valorization, marketing, policy making etc.)

4.1 [Case 1 Please Disturb 2007 - Unearthing Veneto's creative riches](#)

4.2 [Case 2 Joint administration by public authorities and local managers](#)

4.3 [Case 3 Experience Economy Clusters](#)

Who is doing it best regarding

1. Participation

Case 1 Neighborhood Management -A Berlin Model for Public Participation

1.1 Detailed description of the practice

'The Socially Integrative City' is a program that begun in 1999 in 15 areas (and extended to 2 more areas in 2001) defined by the government of Berlin, and the area of the pilot scheme 'Urban II' by the European Union. On March 30, 1999, and on October 09, 2001, the government of Berlin declared a total of 17 precisely defined areas as 'Areas with Special Development Needs –Neighborhood Management' in the framework of 'The Socially Integrative City'. This good practice focuses on the initiative taken in Berlin to provide each of 17 neighborhoods with DM 1 million (about EUR 500 000). The residents were called on to decide how to use the money. The only condition was that the Neighbourhood Fund had to be used to finance projects which would bring lasting improvements to the locality. We focus on this project as a good practice for the procedures of setting up these local networks and empower participation in decision making. Please refer to the following documents:

Neighborhood Management Introduction, Concept and Procedures

<http://www.stadtentwicklung.berlin.de/wohnen/quartiersmanagement/download/introduction.pdf>

Neighborhood Management in Berlin Information on the program "Socially Integrative City". Projects in each neighborhood

http://www.stadtentwicklung.berlin.de/wohnen/quartiersmanagement/download/qm_broschuere_en.pdf

For the full description of the program please visit :

<http://www.stadtentwicklung.berlin.de/wohnen/quartiersmanagement/en/download.shtml>

Case 2 Container Event: Maritime Advisory Board

2. Title of the practice

Container Event: Maritime Advisory Board

2.2 Topic of the practice

This good practice focuses on the initiative taken by the City of Oulu to further strengthen the governance of the Brownfield maritime area of the city and involve the stakeholders by organising the Container Event and the creation of the Maritime Advisory Board

2.3 Location of the practice

Country SUOMI / FINLAND

2.4 Detailed description of the practice

This good practice focuses on the initiative to further strengthen the regeneration of the Brownfield maritime area of the city, which involves different stakeholders. Following the Brownfield Days, adoption of the partners' recommendations, and signing of the City Brownfield Pledge, Oulu conducted this Container Event, and created the Maritime Advisory Board. The first sign of the change and a start of the co-operation is a container located at the shoreline. It is a platform for interaction of various stakeholders and an event of exhibitions, brainstorming and other interactive activities. How to involve local communities of the brownfield area? How to make the first step? According to the partner recommendations and the Oulu Pledge it is critical to raise awareness of the area as a resource and by establishing the location in people's minds. Also creating opportunities for temporary uses by providing facilities such as containers and by organizing events was considered important. Likewise, the Maritime Advisory Board, led by the Deputy Mayor, acts as an unofficial and open discussion board and an interaction workgroup which promotes the project. It includes decision-makers, management and employees from many city departments, for example cultural, technical and business, and also stakeholders: business sector and maritime enthusiasts. The Board has organized maritime seminars related to the case study area. Groups formed from the Board have been involved in group works related to the case study activities and planning. The Advisory Board is based on the Partners' recommendations and the Brownfield Pledge.

1.5 Evidence of success

As an initial result of the initiative, there are 20 communities involved, more collaboration forged, 1 extent of areas developed.

1.6 Contact details to obtain further information on the practice

Name Mr. Jere Klami

Organisation City of Oulu,

Technical Centre E-mail Jere.Klami@ouka.fi

Website www.ouka.fi/english/index.asp

Case 3 Investing in future participation and development - Providing infrastructure (industrial heritage buildings) for Cultural entrepreneurs

3.1 Title of the practice

ART Factories – Amsterdam

3.2 Topic of the practice

Art Factories is a programme for the development of real estate with a broader perspective, including topics like creative economy, cultural climate, social cohesion and urban regeneration. Affordable and suitable studios and (living and) working spaces for 'creatives' commodity in Amsterdam.

3.3 Location of the practice

Country NEDERLAND

City Amsterdam

Detailed description of the practice

Art Factories have been set up in more than 40, mostly old, buildings in the city, providing a total of 1,500 spaces and offering a place to work and occasionally live to more than 2,500 artists, creative businesses and artisans. Within the Art Factories policy, individual artists and art factory groups are the most important target groups. Some of the spaces that are vacated every year are reserved for young artists or artists from outside of Amsterdam. So, international students can prolong their stay in the city. Since 2008 in order to qualify for subsidised places, artists are being assessed every 5 years in

terms of their income and artistic skills by the 'Commissie Atelier en (Woon)werkplanden Amsterdam' (CAWA, Atelier and (Living) and Work Space Committee). The principal activities of the Bureau Broedplaatsen include: ● providing creative groups with expertise in property development, feasibility studies, management, legal affairs, etc., ● mediating the allocation of creative workplaces in the Amsterdam Metropolitan area, ● making policy and defining objectives, in consultation with all those involved in the development of art factories, ● developing tools in support of the art factories policy, such as credit facilities, a property supply monitor, user demand research, a website to match supply with demand, etc., ● initiating, encouraging and supervising property development,

3.6 Evidence of success

In the coming years the programme will also direct its attention towards a more differentiated composition of the Art Factories and towards facilitating a so-called middle segment (professional medium-sized companies). Based on a differentiated lease system, small cultural, creative and traditional businesses increasingly form part of the art factory groups. This mixture provides artists with a better opportunity to develop into cultural entrepreneurs. Thanks to this they will be able to lease more expensive space and the cheapest places will become vacant for the basic segment (professional artists producing experimental and free work, small creative start-ups, creative groups and free zones). Success factors The case is considered successful because it maintains and creates affordable and suitable working spaces for artists and creative start-ups and it can adjust and react to an ever changing political, social, economic and cultural environment. It has also been successful in developing the programme into a platform.

3.7 Contact details to obtain further information on the practice

Organisation ART Factories

E-mail info@bureaubroedplaatsen.amsterdam.nl 020 552 9642 (secretariaat)

Website <http://bureaubroedplaatsen.amsterdam.nl/en/>

Case 4 Mobilizing the Private Sector for Conservation

4.1 Title of the practice

Michael Zahn awarded Berlin's most important prize for the preservation of historic buildings and monuments

4.2 Topic of the practice

In recognition of his commendable contribution to the care of historic buildings Michael Zahn, CEO of Deutsche Wohnen AG, has been awarded Berlin's 2011 prize for the conservation of historic monuments. He will receive the Ferdinand von Quast medal today. The Director of Urban Development in Berlin Regula Lüscher will present the award this evening in the Berlin City Hall.

Deutsche Wohnen AG is the majoritarian owner of three of the six Classic Modernist housing estates which have been on the UNESCO world heritage list since 2008. In the view of the Director of Urban Development, Michael Zahn deserves to be awarded the prize in recognition of the long-standing contribution of Deutsche Wohnen to the care of the Modernist estates on UNESCO's world heritage list.

4.3 Location of the practice

Country GERMANY

City BERLIN

4.4 Detailed description of the practice

The Director of Urban Development Regula Lüscher acknowledged the services of Michael Zahn and a further prize winner, the director of COMBAG Comfort Bauten AG, with these words: "Marko Muth and Michael Zahn have acted on behalf of the historic buildings in their care with their company's own resources and with great personal commitment, tenacity and imagination. They both demonstrate that commercial organisations can be exemplary partners when it comes to the care of historic monuments."

The Ferdinand von Quast medal has been awarded for the past 25 years. The prize is non-monetary and consists of a medal and a certificate. It was named after Ferdinand von Quast, the first Prussian State Conservationist (1843 to 1877).

To mark the award of the prize Michael Zahn said: "Deutsche Wohnen shows sound judgement and sensitivity in the care of its holdings and demonstrates that conservation and commercial success do not have to be a contradiction in terms. The flats in the UNESCO world heritage sites are practically fully let, which shows that these estates from the 1920s still work and offer a good quality of life today. Deutsche Wohnen AG, together with GEHAG, stands for the closest possible

historical, architectural and urban development policy links to Berlin's Classic Modernist tradition. I too am deeply committed to these estates and, for this reason, am both delighted and proud to receive this award today."

EHAG GmbH was founded in 1924 as a charitable joint stock company for the financing and construction of housing. The estates and flats built by GEHAG in Berlin in the 1920s set new standards in architecture and urban planning. Consequently, GEHAG GmbH, which is effectively the nucleus of Deutsche Wohnen AG, has almost 90 years of experience in the management of residential properties. Moreover, its focus has always been on care and conservation.

4.5 Evidence of success

Because of its long-standing links with Classic Modernism Deutsche Wohnen is aware of its responsibility for this unique heritage and has been actively committed for years to the preservation of these Berlin housing estates. Accordingly, extensive refurbishment work has been underway since 2009 on the Hufeisensiedlung, the Weiße Stadt and Siemensstadt. This work will continue until 2014, involving an overall investment of 26 million EURO. Part of this investment sum comes from the Programme for National World Heritage Sites under the Federal Ministry of Transport, Building and Housing. Since the joint application for UNESCO world heritage site status Deutsche Wohnen AG has had a close and trusting working relationship in matters of urban district development and conservation with the regional government and with conservationists at regional and local level.

4.6 Contact details to obtain further information on the practice

Organization Deutsche Wohnen

Website <http://www.deutsche-wohnen.com/html/en/4026.php>

Who is doing it best regarding

2. Sustainable development

Case 1 Rehabilitation of the Historical Centre of Braila Municipality

1.1 Title of the practice

Rehabilitation of the Historical Centre of Braila Municipality

1.2 Topic of the practice

Rehabilitation of the regional infrastructure

1.3 Location of the practice

Country ROMÂNIA -Est

City Braila

1.4 Start date of the practice

Start2008-11-29End2009-05-312.5

1.5 Detailed description of the practice

The general objective of the project was the rehabilitation of Braila Historical Centre to foster the economic growth and provide the premises for sustainable development and a favorable environment to attract local and foreign investments and create new employment opportunities. The specific objectives refer to: exploitation of Braila tourism potential, promotion of Braila Municipality identity in the regional background by turning the Historical Centre into a cultural, historical and tourism pole, integration of the existent tourism offer into the national and international tourism travels, foster development of local business environment and tourism investments, attraction of direct foreign investments in the area, creation of a model of good practice in the implementation of sustainable development concept which can be replicated at regional level. The project was funded under the 2004 - 2006 Phare Programme, Economic and Social Cohesion - Large Regional Infrastructure Component. The total budget was 8,134,000 Euro of which approx. 5,000,000 Euro Phare funds, 1,666,000 Euro National Fund and 1,467,000 Euro local contribution. The project was implemented with the support of Braila County Council, as applicant and Braila Municipality, as partner. The main beneficiaries are: tourists accommodated in Braila Municipality, persons who participate in cultural, historical, religious events in the Historical Centre or the Danube promenade sector, tourists in transit, on board of the Danube cruising ships, tourists coming to the Salt Lake health resort, local population, local business persons in the tourism sector, regional and national business persons (tourism operators), Romanian/foreign companies active in Braila who intend to invest in the area. Braila Municipality Historical Centre fully rehabilitated and integrated in the urban landscape is able to meet the demands of a cultural and historical tourism and prepared to be included in the national and international round trips.

1.6 Evidence of success

Project results: 38% increase of tourism number who visit Braila Municipality, creation of 145 new permanent jobs, creation of 114 temporary jobs during construction period, attraction of minimum 4.9 million Euro private investments at local level. This practice is considered as a success for several reasons: concentration of landscape management, rehabilitation and natural risks management as a basis for Braila Historical Centre revival, reconsidering the public space as a precondition for community and socio- economic growth, the project is a successful experience for further interventions/actions eligible under Structural Funds (ROP – axis 1: Urban development and axis 5: Tourism development)

1.7 Contact details to obtain further information on the practice

Name

Stancu Gheorghe Bunea, President Organisation Braila County Council

E-mail consiliu@cjbraila.ro

Website www.cjbraila.ro

Case 2 Maximization of capacities of tourism accommodation facilities on the territory of the Town of Villány

2.1 Title of the practice

Maximization of capacities of tourism accommodation facilities on the territory of the Town of Villány

2.2 Topic of the practice

The administration of the Town of Villány since 2006 decided to hinder the extensive development of tourism accommodation facilities on its territory. This approach aims to lessen the environmental pressure since the town that is located on a very compact territory and its economy is based on wine growing and wine producing, therefore good environmental conditions play a crucial role.

2.3 Location of the practice

Country

HUNGARY City Villány

2.4 Start date of the practice

Start 2008-11-29 End 2009-05-31 2.5

2.5 Detailed description of the practice

The Town of Villány having a population about 2500 people is the centre of the Villány-Siklós Wine Route and the Villány Wine Region. The town is located in the Southeast part of the region of South Transdanubia and in the south of Baranya county not far from the state border with Croatia. The town of Villány due to its peculiarity and tradition in wine making has become one of the biggest tourist attractions of South Transdanubia. Attractiveness of the region is demonstrated by continuous growth in number of visits and organization of several arts and gastronomic festival during the entire year. Wine making is very sensitive from the point of view of the environment. The town and its area is located in a rural region far from urban centres that is characterized by favourable environmental conditions and the lack of polluting industries. These conditions are needed to maintain quality and image of the area. The rapid development of tourism has attracted investors to the area with plans of development of tourism accommodation facilities of larger scale. Mass tourism with extensive development of hotels requires more natural resources, and more intensive land use. In order to avoid the damage of the environment the town assembly adopted a decree in May 2006 that limits the development of tourism accommodation facilities to the maximum capacity of 25 rooms.

2.6 Evidence of success

Since the adoption of the decree several tourism accommodation development projects took place on the territory of the town that resulted the establishment of several small scale family hotels. These family hotels contribute to the maintenance of the unique atmosphere of the area and also the further increase of the tourism visits. All these newly established hotels use renewable sources of energy and are equipped with modern energy saving features. It results environment friendly and successful operation during the entire year.

2.7 Contact details to obtain further information on the practice

Name Becker Leonóra

Organisation Villány-Siklós Wine Route Association

E-mail info@borut.hu

Website www.villanyiborvidek.hu

Case 3 Constructive conservation

'Constructive conservation' is the term English Heritage uses to define the protection and adaptation of historic places through active management. Valuing Places offers examples of how this has been achieved in a range of circumstances. We hope these examples will inspire and inform others facing similar challenges. The task requires vision, flair and commitment; a deep understanding of the actual qualities that make a place distinctive or unique; an ability to ensure that these are reinforced, and not diminished, by change. The care of our built inheritance has to be carefully balanced with the economic and social imperatives of the present. As these case studies demonstrate, the two requirements are not mutually exclusive.

The adaptation and reuse of historic buildings is an inherently sustainable activity. The energy embedded in them is an investment; a legacy not to be squandered. Through informed, careful adaptation we can not only reduce the amount of energy expended in creating new development, but also achieve greater energy efficiency, sustaining the utility of historic places into the future.

There are around 10,000 conservation areas nationwide. According to English Heritage's 2010 conservation areas survey, there is a significant threat to 1 in 13 of them.

Actively managed, conservation areas are a highly effective and popular way of protecting the character of places. The 18 case studies presented here illustrate a range of exemplary or innovative practice, so as to help all those involved in managing historic places, from local authority members and staff to civic societies and local groups.

The order in which the cases are presented reflects the sequence of activities in the process of effective conservation area management.

<http://www.helm.org.uk/upload/pdf/ValuingPlaces.pdf?1328161619>

Case 4 Eco-Island

GOOD PRACTICE INFORMATION

4.1 Title of the practice

Sustainable Economic Development, Creation of Quality Jobs, Health-tourism, Agro-tourism.

4.2 Topic of the practice

Transform Gozo into an eco-island by 2020

4.3 Location of the practice

Malta, Gozo island

4.4 Start date of the practice

From 2010 to 2020

4.5 Detailed description of the practice

The emphasis is not on 'not doing' but on 'doing it well'. The Government of Malta has embarked on an ambitious yet achievable vision to transform Gozo into an eco-island by 2020. The four main pillars of this strategy bring together the environmental challenges on the island, the economic aspirations of its people, the development of society, and the preservation of its cultural identity. These include new ways of collecting and preserving rainwater, clean-up campaigns on land and in the sea and the drive towards renewable energy and energy-saving infrastructure. While the eco-island initiatives being implemented in Gozo will mainly favour the lifestyle and well-being of its residents, Gozo as an eco-island will become more attractive for the tourism industry.

SAVE and REDUCE: Eco-Gozo Home Consultancy Visits: The project aims to inform all Gozitan residents how to reduce the carbon and water footprints of their household and to encourage appropriate waste management practices by adopting various measures. The project is a joint venture with the Institute for Sustainable Energy within the University of Malta. The scope of the project, is to provide consultancy visits to all households in Gozo. Officers in charge of this project have been trained to consult families on Energy Conservation, Water Conservation, Renewable Energy options and Waste Separation. Action on the eco-Gozo vision implementation is distributed into four main priority areas, namely Economy, Environment, Society and Culture:

-Environment: Agriculture, Natural Heritage, Energy, Air Quality, Water, Waste

-Society: Education (While awareness on eco-Gozo at primary and secondary levels facilitates the achievement of an eco-Gozo vision from an environmental perspective, post secondary education is the pillar to a sustainable economic and social framework in the longer term.) Health, Sport, Sectorial Issues.

-Economy: tourism, transport

- Culture & Identity: The eco-Gozo vision aims at fostering the Gozitan identity while enhancing the long standing eco-friendly manners by which rural life in Gozo was always conducted. This, coupled with the rich cultural texture and love for the arts will be supported within the eco-Gozo strategy.

Who is doing it best regarding

3. Cultural heritage and landscape

Case 1 Ecological diagnosis

1.1 Title of the practice

Ecological diagnosis

1.2 Topic of the practice

Landscape management, biodiversity preservation

1.3 Location of the practice

Country FRANCE

Île de France CityMarne-la-Vallée Val Maubuée

1.4 Start date of the practice

Start2008-01-01End2010-11-012.5

1.5 Detailed description of the practice

In 2008, the SAN of Marne-la-Vallée – Val Maubuée started a large study on the environmental patrimony of its entire territory (including not only woods, wetlands, meadows... but also city-centres, business parks...). The main aim of this analysis is to reconcile urban development with environment and landscape preservation, and by this way to collect more information to be included in our thinking and studies for the territory, thus contributing to local development projects.

Objectives: • to identify the main elements of « natural » patrimony (natural and agricultural spaces, hydrographic networks, wooden spaces, urban parks, artificial water bodies, water courses...), a kind of picture of the biodiversity state of the art in 2010, • to perform a global analysis and a prioritization of environmental and legal issues, • to put forward a global preservation scheme for the « natural » patrimony (areas of ecological interest, ecological grid, ordinary/common nature...) well integrated to other territory's development projects, • to define general management directions for these spaces, and specific urban uses to maintain the ecological quality of these spaces, • to define environmental instructions for the future urban areas, to promote biodiversity preservation in an urban context, and also to reduce impacts on environment. The main actors involved were the local authority technical services (urban department, green spaces department and water department) for the launch and follow-up of the project, a consulting agency to carry out the study, and local associations (environmental protection, fishing, hunting...). The transversal approach by several services and levels of local institutions is key in such a diagnosis. **This diagnosis is then a good communication tool to promote the territory and to help the population understanding some landscapes management operations. An added value can be brought by a public consultation or survey on people's perception of the ecological value of the different areas.** Total cost of the project: 55 000€.

3.6 Evidence of success

This practice is considered as a success for several reasons: - Its innovative aspect: taking into account the ordinary/common nature (not only the remarkable species) and urban areas, taking into account the ecological continuity (not only protected areas) and contributing to create a "green and blue" corridor. - This diagnosis has then been added in a global landscape management plan strategy (SCOP – Schéma de cohérence d'orientation paysagère) being developed at the moment. It is also taken into account in other planning and strategic documents like the SCOT (Schéma de cohérence et d'orientation territoriale – main territorial strategic and planning document for French local authorities).

3.7 Contact details to obtain further information on the practice

Name Magali Gorce

Organisation Syndicat d'agglomération nouvelle de Marne-la-Vallée Val Maubuée

E-mail m.gorce@san-valmaubuee.fr

Website <http://www.valmaubuee.fr/>

http://en.wikipedia.org/wiki/The_Experience_Economy

Who is doing it best regarding

4. Creating Synergies

Case 1 Please Disturb 2007 - unearthing Veneto's creative riches

1.1 Title of the practice

Please Distrurb 2007 - Unhearting Veneto's creative riches

1.2 Topic of the practice

This case study illustrates a piece of mapping carried out by Fuoribiennale of Vicenza, an international platform of actions about contemporary culture in the fields of art, design, architecture in 2007. The mapping elaborated showed the extraordinary quality of local and regional creative network in and around Venice and its region, working in art, architecture, design, fashion, innovative products

1.3 Location of the practice

Country ITALIA

Region Veneto

1.5 Detailed description of the practice

In the last few decades the Veneto Region and, particularly the city of Venice, despite having an active local creative economy, has not been able to effectively disseminate and communicate its network of knowledge. This has resulted in both a poor level of support to the creative sector from local consumers, and to an extent, to poor servicing for this sector in local policy. The mapping in Please Disturb underlined the region's high level of creativity and innovation: the priority was to make local people better acquainted with this reality, so they could better support their creative industries. According to the Veneto Regional Committee Resolution n.833 of Aprile 3 2007, Fuoribiennale, a local stakeholder, member of the Venetian Local Support Group, with a financial contribution of 35.000 EUR, had the opportunity to print and disseminate the Creative Mapping realized during the 2006. Therefore, in June 2007 Fuoribiennale produced 80.000 copies of a magazine outlining findings from the mapping and illustrating case studies. Of the print run, 50.000 were distributed for free along with "Corriere del Veneto" and "Corriere di Verona", which are the local editions of the national "Corriere della Sera" newspaper. This targetted medium-high level qualified readers (mainly with a diploma or a degree), including managers and entrepreneurs, with a smaller proportion of the readership being students, office workers and housewives. The distribution of the magazine has significantly elevated the visibility and reputation of local creative and cultural industries. The report's findings are frequently cited in meetings with local stakeholders, in shows, exhibitions, national and international workshops and conferences, in order to highlight the richness of Veneto creative and innovative offer.

1.6 Evidence of success

The report underlined the need to develop an ongoing strategy of marketing the creative industries, and to communicate a "brand" of a creative Italian Northeast, amongst press agents, journalist, pr consultants and industry associations. Communicating the presence and strength of your creative offer in clear, simple terms is one of the most effective ways of supporting a local creative economy, and showing its strategic importance amongst other better-known, better-supported industrial sectors (for instance, in the Veneto region, these include agriculture, commerce, constructions and services). This networking and communication seems to be going both ways. It's possible to notice more and more entrepreneurs from other industrial sectors taking an interest in local creativity, for instance by attending art exhibitions and openings, and taking part in debates on currents events which concern Veneto's creative culture.

1.7 Contact details to obtain further information on the practice

Name Mr. Roberto Sandrini

Organisation Chamber of Commerce of Venice

E-mail roberto.sandrini@ve.camcom.it - sandrini.r@gmail.com

Website www.ve.camcom.it

Case 2 Joint administration by public authorities and local managers

2.1 Title of the practice

Governing Body of the site

2.2 Topic of the practice

The good practice focuses on the synergy of the municipal administrations, and the provincial administration who work to create a coordinated and operative management of the territory, where quality, conservation, and economic development represent an indissoluble bond for the purposes of optimising and exploiting the overall Val d'Orcia offer

2.3 Location of the practice

Val D' Orcia, Italy

2.4 Detailed description of the practice

The park of the Val d'Orcia is not really a park. This area has been recognised by the Tuscan Region as an A.N.P.I.L. (Protected Nature Area of Local Interest), in compliance with Tuscan Regional Law No. 49/95, which is always the equivalent of an instrument of safeguard for the territory (it is within the national law on parks) without having drastic constraints such as those provided for national or regional parks. The five municipalities that wished to create the Park, (Castiglione d'Orcia, Montalcino, Pienza, Radicofani and San Quirico d'Orcia) realise only too well that they have taken on a challenge and the only way to succeed is by promoting sustainable development whilst protecting cultural identity for generations to come.

The Park is an A.N.P.I.L. (Area Naturale Protetta di Interesse Locale), and is managed by a company, the Val d'Orcia s.r.l., whose members are: the five municipalities of the area (Montalcino, Pienza, San Quirico d'Orcia, Castiglione d'Orcia, Radicofani), the Province of Siena, the Comunità Montana Amiata Senese, individual businessmen, associations, consortiums and other local authorities.

The Val d'Orcia s.r.l. was founded in 1996, and has its head office in the historical Palazzo Pretorio in San Quirico d'Orcia. The company deals with the researching and analysing of projects aimed at the sustainable development of the area and looks after the promotion and commercialisation of local agricultural products and handcrafts which bear the quality mark of the Val d'Orcia, both within Italy and abroad, as well as promoting tourism and cultural events.

The Val d'Orcia is an area where high quality products are the result of traditions and experiences passed down through the centuries. To safeguard these products the Val d'Orcia s.r.l. has created a quality mark which certifies the origin of the product and that it has been produced following certain criteria. At the moment the products which enjoy this quality mark are olive oil, wine, pecorino cheese, saffron and honey but in the future it will also be available to other typical products of the area.

The Treno Natura or nature train is promoted by the administration of the Province of Siena in collaboration with the state railway company (Ferrovia dello Stato), retired volunteers of Val d'Orcia railway (Ferrovia della Val d'Orcia), the Val d'Orcia s.r.l. and the Club Alpino Italiano of Siena. Vintage "Littorine" diesel rail cars and occasionally steam trains harmoniously travel along routes no longer serviced by normal trains and enable visitors to enjoy an exclusive view of the breathtaking Tuscan countryside.

2.5 Evidence of success

Val d'Orcia has experienced a high rate of inter-sectoral integration and many linkages have occurred in the last twenty years between tourism, agriculture, handicrafts, the construction industry, and services. The system is thus able to produce a good part of the inputs necessary for satisfying the needs of tourism services and the community, as well as for exporting. Today wine tourism is at the basis of the local economy, together with agricultural and service activities. The Park functions as a destination management organization: it manages the tourism offices located in the train stations and in other strategic points; handles promotion; supplies transportation services for tourists using small ecological buses with minimum environmental impact; has promoted a Card that allows tourists to visit the main attractions and to use public transportation available in the park during their visit. The Park's activity has supported integration and innovation acting both at the strategic and operative levels. The destination management activity is strictly coordinated with support to agricultural activity, conceived as strategic for environmental balance.

2.6 Contact details to obtain further information on the practice

<http://www.parcodellavaldorcia.com/en/parcob.asp?>

Case 3 Experience Economy Clusters

3.1 Title of the practice

Experience labs as a channel for learning, sharing, connecting and inventing next practices to win consumers heart and wallet (FI)

3.2 Topic of the practice

To provide growth-oriented companies access to latest knowledge, signals and tools to strengthen their ability to create sustainable, consumer-focused, networked business models. To act as facilitator and catalyst to connect different players for joint development.

3.3 Main participants

Dozens of companies participate in the Experience* Labs, including SMEs, public tourism authorities, universities and Metropolitan region associations. Labs are facilitated through the regional centres of expertise: Lapin Elämystuoto Oy for Lapland, Jyväskylä Innovation for Jyväskylä region, Turku Touring and Turku Science Park Oy for South-West Finland, Savonlinnan Seutu for Eastern Finland and Culminatium Innovation for metropolitan region.

**The term Experience Economy was first described in an article published in 1998 by B. Joseph Pine II and James H. Gilmore, titled "The Experience Economy". In it they described the experience economy as the next economy following the agrarian economy, the industrial economy, and the most recent service economy. This concept had been previously researched by many other authors. Pine and Gilmore argue that businesses must orchestrate memorable events for their customers, and that memory itself becomes the product - the "experience". More advanced experience businesses can begin charging for the value of the "transformation" that an experience offers, e.g., as education offerings might do if they were able to participate in the value that is created by the educated individual. This, they argue, is a natural progression in the value added by the business over and above its inputs.*

Although the concept of the Experience Economy was born in the business field, it has crossed its frontiers to tourism, architecture, nursing, urban planners and other fields. Tourism is an Experience Industry, So Deliver Experience06 June Tourism is an Experience Industry, So Deliver Experiences!

3.4 Location of the practice

Country FINLAND

Region ALL REGIONS

3.5 Detailed description of the practice

Experience labs are an adaptation of the living lab model for the specific R&D&I needs of the tourism and experience management sector, where innovations are co-created with real users, i.e. tourists in real life environments. As per its strategic priorities, Cluster programme acts as facilitator for the process, collecting together interested (often competing) parties who want to work together for growth, innovation and renewal. The challenge in many destinations is that every service provider acts alone. To work towards a better, holistic experience for tourists to find, buy and experience the destination. A tailored 5 step process and tools has been developed using the best practices from the Cluster Programme. This process allows Experience lab network, consisting of ten competing players to work on

- defining common goal,
- work on joint branding and co-marketing,
- increase consumer understanding,
- develop new service concepts and finally to
- market through latest channels, especially in internet.

Each lab tailors the model and project to suit their specific needs. Out of these needs, project portfolios are formed and funding is applied from different instances, including local, regional, national and EU level. Companies and other participants pay part of the development and activities. The cluster organisation and lab members are committed to an integrated and long-term, systematic development and follow-up of the development processes in the Experience Labs for the benefit of the tourism business. Concentrating on tourist centres and theme-based services it also supports the national tourism strategy target setting of Finland. So far there are active Experience Labs e.g. around Christmas, Sauna, Lakeland Saimaa, Film Tourism, Himos and Saariselkä resorts, Jyväskylä, Nuksio natura1 park area as well as a Cross-Border Shopping Experience Labs. Approx 300 organisations contribute to these labs. The Experience Labs make use of each other's special expertise, and thus benefit from each other's results through organised sharing sessions. Each lab is able to utilize the trainings, research, forecasting and other activities provided by the cluster. Lab members actively

participate and utilise the research, the seminars and e-learning resources available. They thereby influence the action planning and strategic priorities of the cluster as whole.

3.6 Novelty of the case activity

The experience lab model itself is a novelty. The model promotes change from the culture of doing things alone to joining competitors and working together. With its collaborators in research, universities and consulting companies the cluster brings the latest knowledge, research, methods and experts to support each lab supporting them in reaching their objectives. Instead of one-off short projects, the cluster provides through Experience labs facilitated framework for long-term systematic development, implementation and transfer of knowledge also between different labs. Developing the model using the expertise from each of CoE. Centres of Experience (CoE) in each region act as Facilitator, catalyst, developing the Experience lab process to suit the needs of travelindustry. Applying projectjiinding, seeking the experts, managing projects and organising needed activities (training, coaching, workshops, documentation,communication etc. Qualitative: Impact and benefit has been to find new collaboration and strategic partners connecting tourism players to different industries, increased consumer understanding, increased competences and capabilities in Tourism, experience management.

Sharing of best practices. Foresight and research access for strategic planning. Quantitative: individual companies have so far reported especially on major increase of traffic to their Internet, Facebook etc as result of training and innovation around eMarketing/ETourism coaching. Dozens of new service concepts have been created by the companies in the labs, e.g. Saunajooga, Christmas and lake related offering etc.

3.7 Evidence of success

"Our sales increased by 350 percent in 2010 through applying eTourism and starting to sell also via internet" (Savonlinnatravel.com)" "We have 400 percent more visitors in Espoo tourism pages" (Espoo director for tourism) " We would not be able to carry out these projects alone"- number of SMEs "It is good that we have found common areas to work together and look at the big picture, in the trainings we work together and share experiences it is always valuable" - Science Park Heureka. Also available: videos and other information material in Finnish.

3.8 Contact details to obtain further information on the practice

A. Building the future of tourism through innovation and networking <http://www.nordicopen.org/wp-content/uploads/Paivi%20Lappalainen.pdf>

B. E-tourism

<http://www.experiencebusiness.fi/media/materiaalit/julkaisut/etourism-roundtable-eng.pdf>

c. Experience Business

<http://www.experiencebusiness.fi/ylalinkit/in-english.html>

6. References

- Arizona Department of Transportation Environmental & Enhancement, *Group Historic Route 66 Management Plan*, Arizona, 2005
- Commonwealth of Australia, *Uluru – Kata Tjuta National Park ,Cultural Heritage Action Plan and Cultural Landscape Conservation Plan*,2002
- Commonwealth of Australia, *Kakadu National Park 5th Management Plan*,2007
<http://www.environment.gov.au/parks/publications/kakadu/pubs/management-plan.pdf>
- European Commission: Integrated sustainable development. Cohesion Policy 2014-2020.
ec.europa.eu/regional_policy/sources/docgener/informat/2014/urban_en.pdf
- IUCN – The World Conservation Union, *Evaluating Effectiveness A framework for assessing management effectiveness of protected areas*, 2006
- English Heritage, *Understanding Place* in <http://www.helm.org.uk/>
- Historic Royal Palaces, Tower of London World Heritage Site Management Plan, 2007,
<http://www.hrp.org.uk/Resources/Tower%20of%20London%20World%20Heritage%20Site%20Management%20Plan.pdf>
- Hockings, M. (2002) The WCPA Management Effectiveness Evaluation Framework- a basis for Developing Monitoring and Evaluation Programs to Assess Management of Protected Areas. In ICCROM, World Heritage Centre (Ed.), *Monitoring World Heritage* (pp. 24- 30). Italy.
- ICOMOS, Cultural Heritage: Conservation, Innovation and Development, minutes of the International Convention, Venice , 2009.
- Lisitzin K., Module 01 Understanding the Site, Assessing Significance, Unit 3 Management Planning, SUSTCULT Training Course on “Integrated Management of Cultural and World Heritage Sites”, 2012.
- Municipal Heritage Partnership Program, *Managing Historic Places*, <http://www.historicplaces.ca/>
- Ringbeck, B. *Management Plans for World Heritage Sites. A practical guide*, Bonn: German Commission for UNESCO, 2008.
- UNESCO World Heritage Centre and ICCROM, *World Heritage Papers, Monitoring World Heritage*, 2004
- UNESCO, *Operational Guidelines for the Implementation of the World Heritage*, 2005
<http://whc.unesco.org/en/>
- UNESCO, *Convention Concerning the Protection of the World Cultural and Natural Heritage*, 1972 in
<http://whc.unesco.org/en/conventiontext>
- UNESCO, *Operational Guidelines for the Implementation of the World Heritage Convention*, 2011,
<http://whc.unesco.org/en/guidelines/>
- ViTo-Partnership, *Vital Towns, Approaches for integrated Urban Development-Manual of Good Practices*, South EastEurope, www.see-vito.eu
- Urbact II: HerO, *Thematic Report 1.0: Cultural heritage integrated management plans*, 2010
- Urbact II: HerO, *Local Support Groups and Local Action Plans: Guid*, 2010
- Wells, Ravilious & Corcoran: *In the Front Line: Shoreline Protection and Other Ecosystem Services from Mangroves and Coral Reefs*, UNEP/Earthprint, /2006
- Xavier Greffe – “Is Cultural Heritage the Fourth Pillar of Sustainable Development?” , unpublished concept study commissioned for SUSTCULT, 2012

Notes

A large rectangular area with a solid orange border, containing numerous horizontal dotted lines for writing notes.

