



# Framework Convention on the Value of Cultural Heritage for Society

## FARO CONVENTION MEETING The Faro Convention Approach and Urban Regeneration

Vilnius, Lithuania: 15<sup>th</sup> – 16<sup>th</sup> November 2017

Philip Stein : Lead Expert COMUS Project



# CULTURAL HERITAGE and SOCIETY

## COMUS Project : Community-led Urban Strategies in Historic Towns



### CONTRADICTIONS ?

HERITAGE LED -

- Integrated

COMMUNITY LED -

- Participative – Responsibility - Ownership

URBAN DEVELOPMENT (SUSTAINABLE)

- Rehabilitation – Renewal – Conservation

# COMMUNITY MOBILISATION: CHANGING ATTITUDES/HABITS/PRACTICE/ DEGREES OF INVOLVEMENT



“BEHAVIOURS DRIVE RESULTS, BUT MINDSET DRIVES BEHAVIOUR”

Arbinger Institute

HOW THEN TO FACILITATE COMMUNITY INVOLVEMENT?

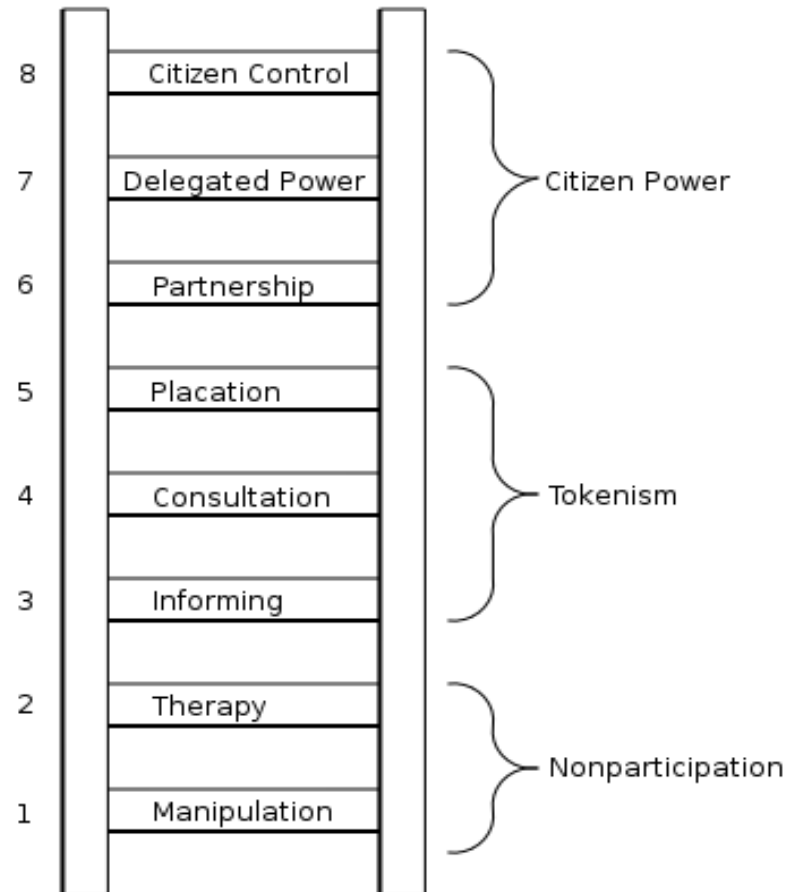
- Need to understand beliefs, attitudes, existing ways of working of communities/stakeholders (individuals, collective)
- Reach out

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# ARNSTEIN'S LADDER OF PARTICIPATION



Sherry Arnstein - 1969



# IAP2 Spectrum of Public Participation



*Increasing Level of Public Impact*

## Public participation goal

### Inform

To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.

### Consult

To obtain public feedback on analysis, alternatives and/or decisions.

### Involve

To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.

### Collaborate

To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.

### Empower

To place final decision-making in the hands of the public.

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# Håkan Samuelsson

## CEO Volvo Cars



“Every major problem must first be addressed by focussing on the attitudes and awareness of people concerned. Only then will politicians spring into action and initiate measures (legislation) to tackle the problem”

“Individual actions like the beach clean-up can really make the difference. You see for yourself how much litter and mess there is. You tell friends and colleagues and in this way gradually you generate community acceptance – popular support”

# Information Points

Ghent, Belgium:  
Environmental Advice Shop



Bayonne, France:  
Boutique du Patrimoine et  
de l'Habitat

- Eco-renovation



*"Café thématique", when craftsmen can teach to craftsmen. Boutique du Patrimoine et de l'Habitat.*



*Form'action : between sensitization and training for the whole chain value of the renovation sector : architects, craftsmen, public practitioners*



*A playful sensitization to energy, organised by members of Bayonne's U.L.S.G. on the market place*



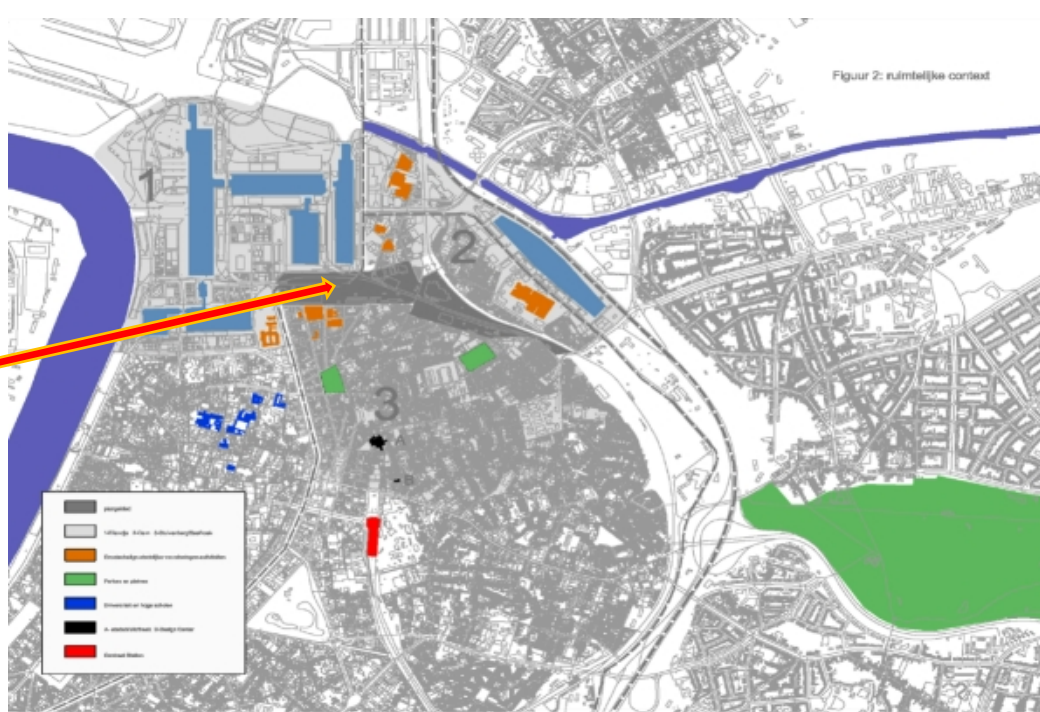
# Antwerp : Park Spoor Noord – the Oosterweel “Saga” - Ringland



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# Park Spoor Noord

## Oosterweel Link



November 2017





# Transforming the physical city



# Spoor Noord: 19<sup>th</sup> Century urban expansion



# Master Plan : Spoor Noord



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# WTD Railway shed



November 2017



# Former Rail Training School to Arts Centre



November 2017



# Locomotive Repair Building to Multi-purpose hall



# Master Plan : Spoor Noord



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# Park Spoor Noord – People and Space

Transforming an abandoned railway marshalling yard into the green heart of the city

- Conscious decision by the project team to ask citizens, neighbouring communities to give their ideas and hopes for the park
- Participation moments – workshops debates
- Design days – neighbours invited to make a model of their ideal park – “Plan your park day”
- An active information supply – flyers in different languages
- Organising events – cultural, sport, walks, culinary, exhibitions
- House Calls



# Opening Day – Park Spoor Noord



# Multi-cultural, multi-functional amenity





# Summer 2010



November 2017



# DOK – GHENT, BELGIUM

## Temporary space – Events

Matchmaking of City Ideas and Citizen Wishes: Co-creation – Beach, Open-air cinema, concerts, markets ...





# Oosterweel : Completing the motorway ring





# Oosterweel – Historical reasoning

**90's Antwerp** – Structural daily traffic congestion: city and port access as well as transit

**1996** – Multi-modal traffic model demonstrates that an additional motorway connection across the Schelde/Escaut could produce spectacular improvement of traffic flows : Proposal **5km long tunnel**

**1998** – City presses for financing and construction of an **Oosterweel bridge**

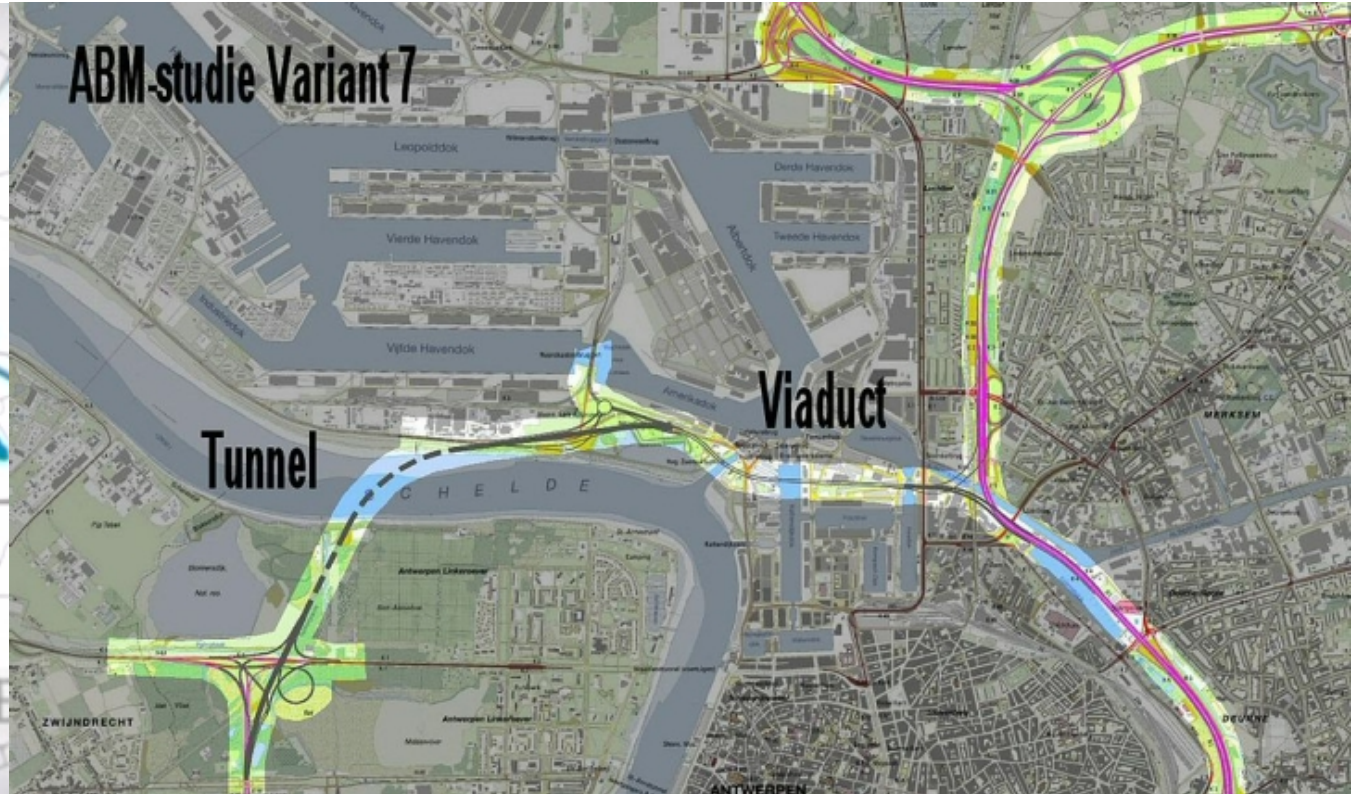
**1999** – Flemish Government announces Oosterweel connection as mobility priority

**1999/ 2000** - Office ADM asked to evaluate 6 eventually 7 route scenario's (**1 bridge, 5 tunnels, 1 combi**)



# Connection and proposed solution (Staten-Generaal – Governance Commission 2000)

Scenario 7 estimate 0.55 billion € : completion 2005





# Oosterweel – Delivery

**BAM** – Management Agency Antwerp Mobile

**SAM** – Study Group Antwerp Mobile:  
studies; research; tenders; project coordination

**2003 – SAM** estimates work can only start at the earliest in 2005 : planning procedures; environmental impact assessment; tendering.  
Estimate cost – 0.59 billion €

**2004 – SAM** revised estimate 0.95 billion €

# City Prestige /Landmark: the Icon “Lange Wapper “ - BAM route





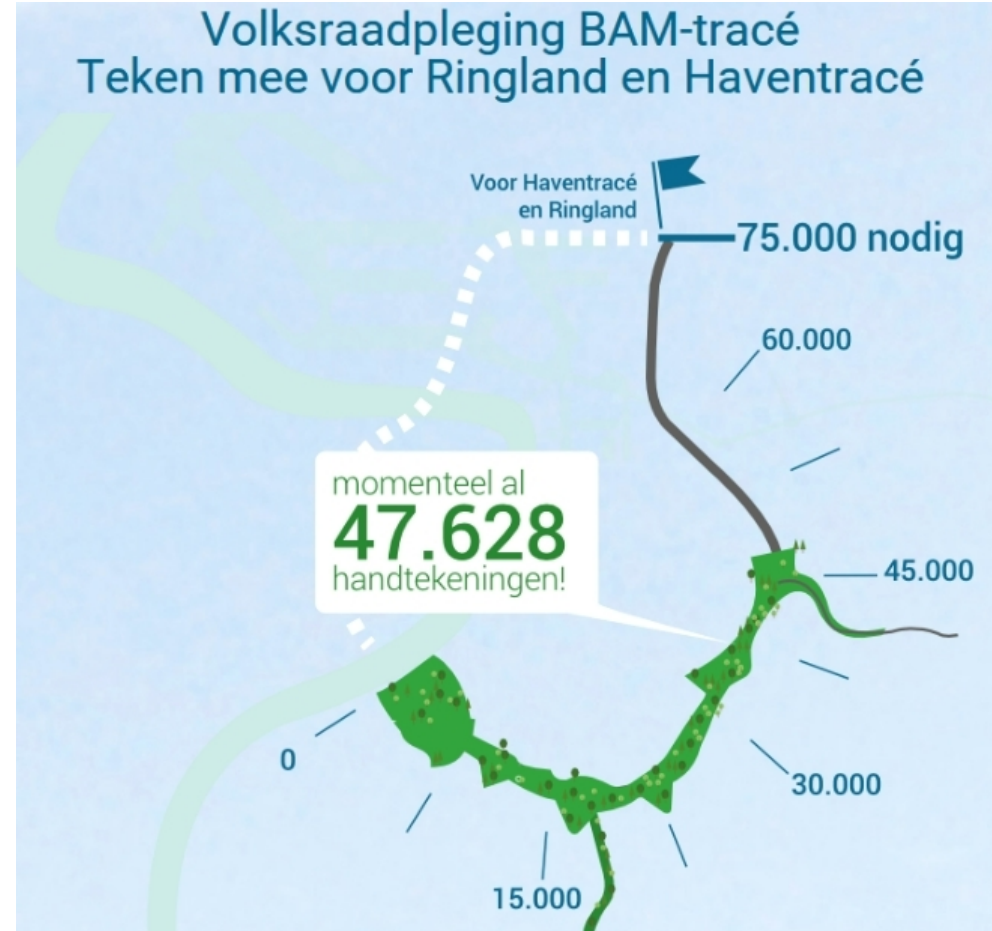
# Local Nervosity : Organised Resistance

stRaten-generaal - Ademloos (stRaten-generaal  
citizens movement: voluntary, no fixed membership –  
collective network of concerned and vocal citizens)



# stRaten-generaal Route 2005

## coupling concept RINGLAND 2008/2009





# Oosterweel – Delivery



**2005 – stRaten-generaal Route**

**2008 – Flemish Ombudsman pronounces stRaten-generaal route as not conform EIA: Region initiates independent evaluation Arup/SUM**

**2008 – Alternative BAM Route (Tunnel)**

**2009 - ARUP/SUM Route (Tunnel)**

**2010 – 1st Citizen's Referendum votes against BAM route**

**2010 – MECCANO Route – Forum Antwerp Mobility 2020 Captains of Industry, Academics, Transport Economists, stRaten generaal, Ademloos (Tunnel)**

**2015 – Impasse – Appointment of Commissioner/Steward:** to work with pressure groups/citizens to make BAM route workable/liveable

**2017 – 75,000 signatures for 2nd Citizen's Referendum**

**2017 – Oosterweel light Dialogue model results in agreement estimate 1 billion 250 million €**



# Alternatives: Agreement



# MARCH 2017 Agreement



The Dialogue Model of Commissioner/Steward, responsible public authorities, citizens and pressure groups forms the basis for a new cooperation model incorporating all interest groups and agencies: residents, administrations, transport agencies, utility companies, pressure groups...

The pressure groups agree to stop legal processes lodged by the Council of State in exchange for guarantees concerning covering over of motorway ring, introduction of road charging and general improved mobility management practices



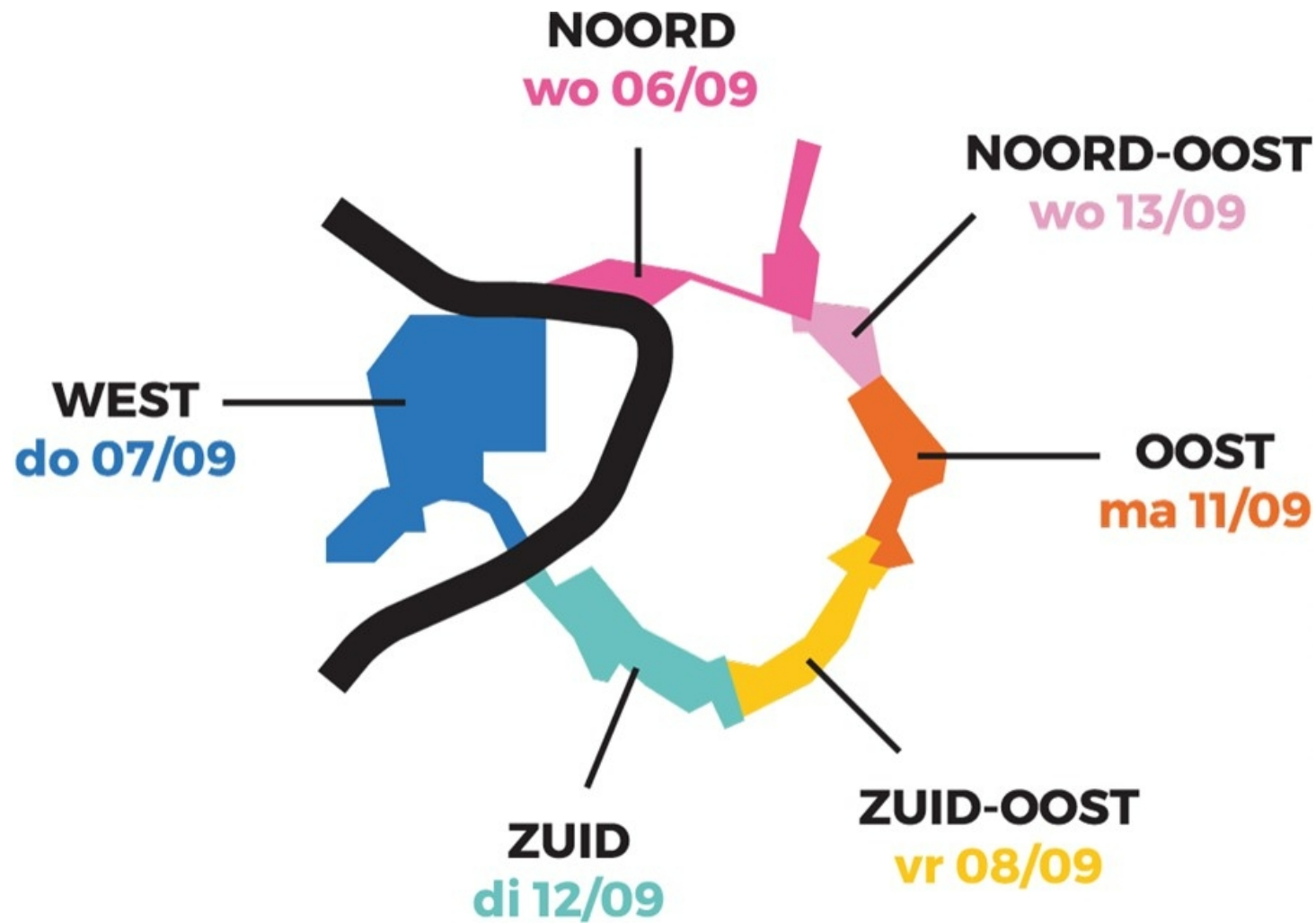
# RINGLAND



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# RINGLAND



**Gezocht:**

**ring bouwers**

over de ring

**RINGDAGEN**  
6 - 13 SEPTEMBER 2017

Vanaf september geven we het startschot en ontwerpen we samen de overkapping van de ring.  
**Doe mee en schrijf je in op**  
[www.overdering.be](http://www.overdering.be)

Vlaanderen  
verbinding werkt

Zwijnrecht  
vrijheid in varen

A

# Environmental Gain : Covering the Motorway Ring



Sleuf of echte overkapping?

'Overkapping' bij Oosterweel

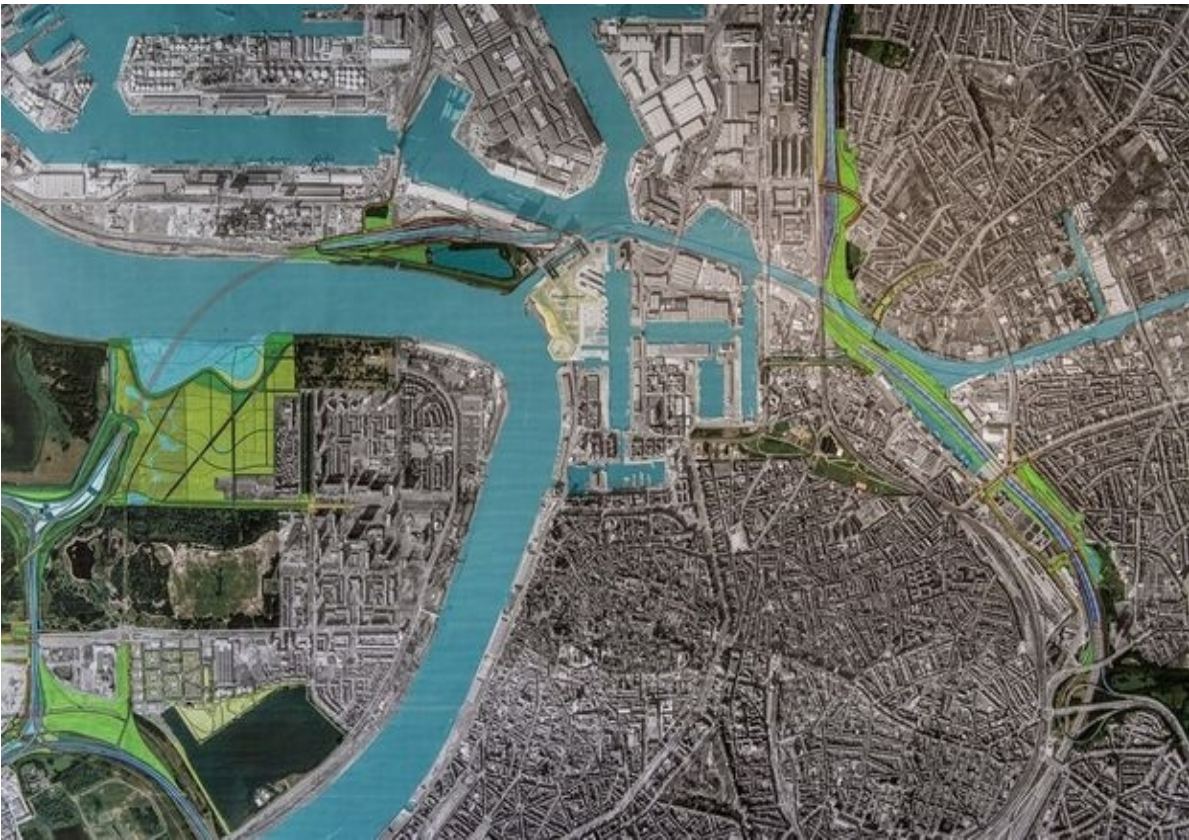


Het echte werk bij Meccano





# RINGLAND



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# RINGLAND







## THE COMUS PROJECT : OBJECTIVES

- To enhance social, economic, urban development practices capitalizing on cultural heritage resources
- Raising the importance of heritage
- Fostering an integrated approach
- Managing the urban dynamic (constraints and pressures), and making best use of the urban fabric to support a new modernity
- Introducing stakeholder and citizen participation in the decision-making process



# COMUS PHASES

- Inception Phase

Setting agreements and protocols – Understanding objectives  
– Building project teams and Local Support Groups

- Planning Phase

Strategic Reference Plan

- Project Phase

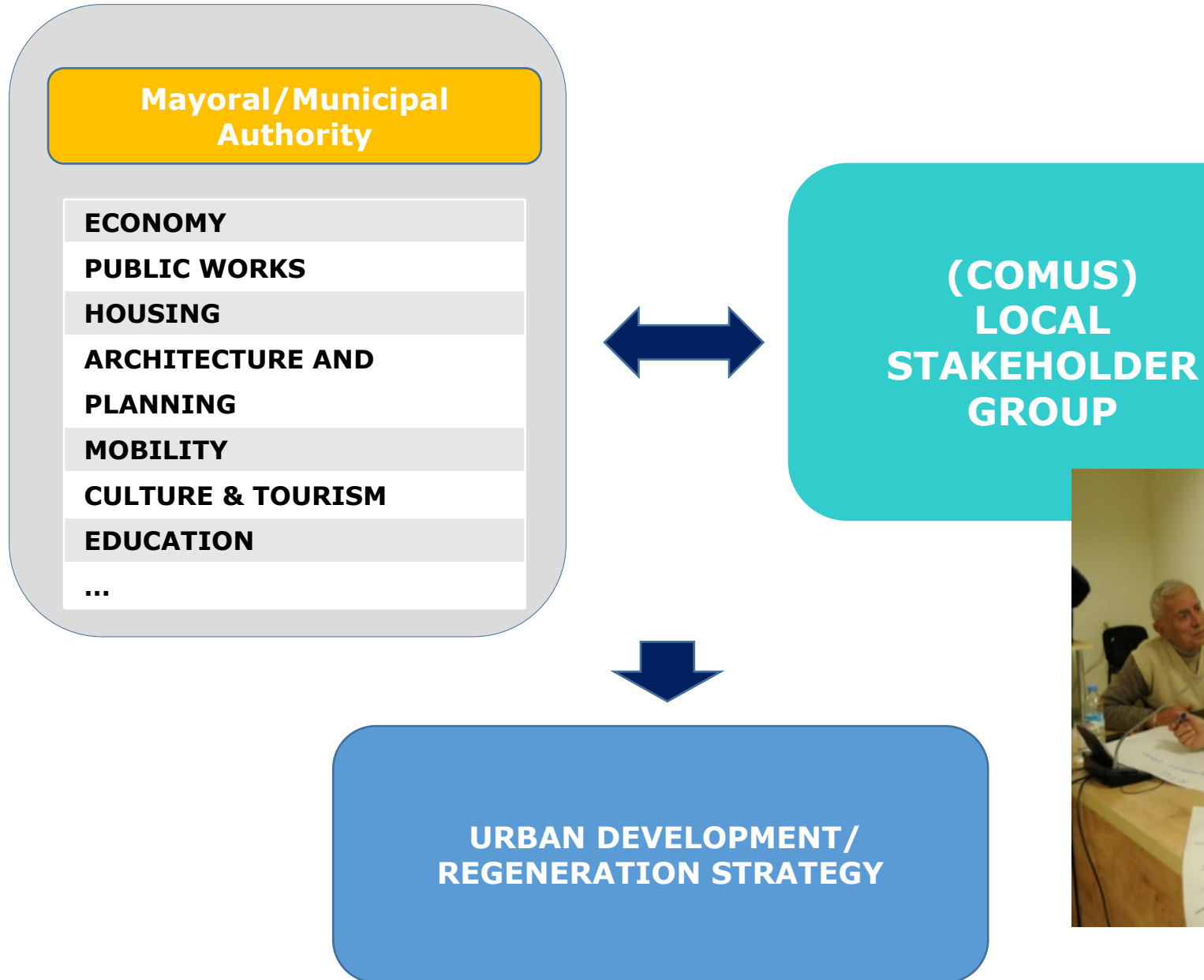
Initiating specific, priority heritage-led rehabilitation projects -  
Seeking to secure funding

- Consolidation Phase

Taking stock, evaluation as key to design/adapt process and  
practice



# COMUS GOVERNANCE - TRENDBREAK





# PROJECT OUTPUTS



**UPDATED  
PRELIMINARY  
TECHNICAL FILES**

**GUIDELINES**

**REFERENCE PLAN**

**FEASIBILITY  
STUDIES**

**CATALOGUE OF  
ACTIONS**

**PRELIMINARY  
TECHNICAL  
ASSESSMENTS**

**PILOT TOWN VIDEOS**





# COMUS PROJECT: SOROCA – MOLDOVA

Name of Action: Rehabilitation of the College Complex “Mihai Eminescu”





# COMUS PROJECT: SOROCA – MOLDOVA

Name of Action: Rehabilitation of the bank of Nistru to pedestrian boardwalk





# REACHING OUT TO FARO: SOROCA

## AWARENESS / VISIBILITY

Awareness raising activities are organized in parallel with the technical steps in Soroca:

- Conferences, workshops and public debates were organized nationally in Chisinau or locally in Soroca in order to promote the COMUS approach and methodology;
- Academic research and presentations were organized in Soroca focusing on identifying local challenges;
- Visibility actions such as heritage walks or competitions for children were organized together with the local communities and targeting people of different occupations and age.



# REACHING OUT TO FARO: SOROCA

Heritage Walks were organized in the framework of COMUS in Soroca. These walks aimed to popularize historic places in the city and consisted in guided walking tours in different parts of the historic town.





# REACHING OUT TO FARO: SOROCA



Creative contests were organized in order to promote heritage values and the local history among the younger generation. In this sense, the “Cultural Landmarks of Soroca”, organized during September 2016, was a drawings and paintings contest for children, focusing on emblematic places from the city.



# REACHING OUT TO FARO: SOROCA



“Stories from Grandparents” is a brochure gathering the most interesting stories about places and events from the past. It is a collection of local legends told to children by their grandparents, thus establishing connections between generations and playing a part in preserving immaterial heritage of Soroca.

# PROJECT OUTCOMES



**GOVERNANCE  
STRUCTURE**

**METHODOLOGICAL  
APPROACH / CAPACITY  
BUILDING**

**ACCESS TO FINANCE AND  
INVESTMENT**

**COMMUNITY  
INVOLVEMENT AND  
ENGAGEMENT**

**PROJECT  
IMPLEMENTATION**

**PERPETUATION**

**MOBILISING EXPERT  
RESOURCES**



# Thank you!

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