

## MANAGEMENT PLANS FOR CONSERVATION SITES

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### ABSTRACTS

*The importance of historical areas, which are one of the most significant components of city identity, has been constantly increasing in the world. Along with this increased importance, conservation actions have been improving and implementation management, which envisages an effective conservation, is now on the planning and conservation agenda. This study, in line with a contemporary conservation approach, is aimed at examining the concept of management plans for the different characterized conservation sites and proposes management plan content.*

*In the scope of the study the concept of "management plan" has been discussed in terms of contemporary conservation policy. According to the different literature, the management plan has been defined as a product of the planning process, documenting the management approach, the decisions made, the basis for these, and the guidance for future management.*

*After the investigation of the basic studies and guides which have been prepared and published by such institutions as UNESCO, ICOMOS, and IUCN, the sections of a management plan have been determined as analyzing, evaluating and implementing. The implementing section also includes monitoring, cost analysis and project preparation.*

*In the study, the successful cases of management plans, created for different characteristic sites, have been examined in detail in line with established process. Cases from UK, the Durham Cathedral and Castle World Heritage Sites (WHS) Management Plan and the City of Bath Management Plan and a case from Italy, the Florence Management Plan have the commonality of being on the list of WHS. Finally according to the examined studies and cases, management plan content for method for management plan will be proposed.*

*Keywords: Conservation, Management Plan*

### INTRODUCTION

The importance of historical areas, which are one of the most significant components of the city identity, has been constantly increasing in Turkey. Along with this increased importance, conservation actions have been improving and management plan, which envisages an effective conservation implementation is now on the agenda of Turkish Planning and Conservation Authorities. In this study, based on a master's thesis (Ayrancı, 2007), in line with a contemporary conservation approach, it is aimed to examine the concept of management plan for the different characterized conservation sites in order to propose a new management plan framework.

In this paper, the concept of the "management plan" has been discussed in terms of contemporary conservation policy and implementation. And after the investigation of the basic studies and guides which have been published by such institutions as UNESCO, ICOMOS, and IUCN, the sections of the management plan have been determined. Then, successful cases of management plans, created for different characteristic sites, have been examined in details in the line with established process. Cases from UK, the Durham Cathedral and Castle WHS Management Plan and the City of Bath Management Plan, and a case from Italy: the Florence Management Plan, have the commonality of being on the list of WHS.

## MANAGEMENT PLAN

Through the 1972 World Heritage Convention (WHC), the United Nations Educational, Scientific and Cultural Organization (UNESCO) has identified the formal recognition and management of World Heritage Sites (WHS) as a key means of conserving the world's cultural and natural heritage for present and future generations (<http://whc.unesco.org>).

According to the World Heritage Convention, management plan is determined as one of the conditions of being in the List of World Heritage Site. As a result of this situation, the necessity of management plan gains importance all over the world (Operational Guidelines, 2008).

In the scope of the study the concept of "management plan" has been discussed in terms of contemporary conservation policy.

A Management Plan has been variously defined as:

- "A guide for managing World Heritage Site" (UNESCO, World Heritage Center, 2008)
- "A 'tool' to guide managers and other interested parties on how an area should be managed, today and in the future" (Thomas et al., 2003).
- "A written, circulated and approved document which describes the site or area and the problems and opportunities for management of its nature conservation, land form or landscape features, enabling objectives based on this information to be met through relevant work over a stated period of time" (Eurosite, 1999)
- "A document that guides and controls the management of protected area resources, the uses of the area and the development of facilities needed to support that management and use. Thus a Management Plan is a working document to guide and facilitate all development activities and all management activities to be implemented in an area" (Thorsell, 1995)
- "A document that sets forth the basic and development philosophy of the site and provides strategies for solving problems and achieving identified management objectives over a ten-year period. Based on these strategies, programs, actions and support facilities necessary for efficient site operations, visitor use and human benefit are identified." (Young & Young, 1993)

- "A document that guides and controls the management of a protected area. It details the resources, uses, facilities and personnel needed to manage the area in the future. It is a working document that presents a program for the coming 5–10 years" (Ndotsi, 1992)

According to the conservation law of Turkey there definition of the management plan is:

- "Plans, which are periodically reviewed every 5 years, is formed with conservation and development projects in consideration of archaeological (excavation) plans, environmental plans or conservation plans, including annually and every 5 years periodically implementing program and budget, and aiming to conserve, to keep alive and use efficiently and reevaluate" (number 5226 law, 2005)

According to the above mentioned definitions, the management plan is "a product of the planning process", "documenting the management approach" and "the guidance for future management". And all definitions concur in an opinion that "management plan is a guide which displays the management objectives" and it is not a finished plan; it is a process with revisions.

### **Main Guidelines about Management Plan for Conservation Sites**

In this study, the three main guidelines and the process of management plan within the framework of management of conservation sites are examined.

The first guideline, "Management Guidelines for World Heritage Sites" which is the main guideline for the management of conservation sites is prepared by Feilden and Jokilehto and published by ICCROM in 1993.

According to the study, following steps are involved in preparing a management plan (Feilden & Jokilehto, 1993):

- Initial survey of the site
- Site description and boundary definition
- Identification of resources
- Evaluation of resources
- Formulation of objectives and consideration of constraints
- Definition of projects -work programme and annual plans
- Execution of works
- Recording, reporting and review of results
- Storage of information and data
- Revision of site description and re-evaluation
- Formulation of revised objectives and reconsideration of constraints
- Definition of further projects
- Revised work programme and next annual plan

The second study is "Guidelines for Management Planning of Protected Areas" which is prepared by Thomas, Middleton and Philips and published by IUCN in 2003. Although the study is prepared for natural conservation areas, it can also be a guide for all conservation areas.

According to the study of IUCN Management planning is a continuous process—a 'circle' with three main elements which are preparation, implementation and monitoring and review of the plan (Thomas et al., 2003). And in this context, the actual process of planning is being presented into 13 steps:

- Pre-planning – decision to prepare a Management Plan, appointment of planning team, scoping of the task, defining the process to be used
- Data gathering – issues identification, consultation
- Evaluation of data and resource information
- Identification of constraints, opportunities and threats
- Developing management vision and objectives
- Developing options for achieving vision and objectives, including zoning
- Preparation of a draft Management Plan
- Public consultation on the draft Management Plan
- Assessment of submissions, revision of draft Management Plan, production of final
- Management Plan, submission analysis and reporting on the results of the consultation process
- Approval or endorsement of Management Plan
- Implementation
- Monitoring and evaluation
- Decision to review and update Management Plan; accountability considerations

The third study is "Management of the Historical Environment" which is prepared by ICOMOS-UK and has not been published. The study is presented in the panel of "Management of the Historic Cities" in Chamber of Architects of Turkey Istanbul Metropolitan Branch (Ahunba: 2005).

According to the study of Management of the Historical Environment the process of a management plan is listed below (ICOMOS-UK, 2005);

- Definition of the Historical Environment
- Determination of the Cultural Value
- Evaluation of the Management Objectives
- Proposal for working plan, management and phases
- Implementation

- Monitoring and Review

According to these three main guidelines and also other resources, the management planning process has 3 main sections which are analyzing, evaluating and implementing (Figure 1). Implementing section includes also reviewing and monitoring, cost analysis and preparing the project.

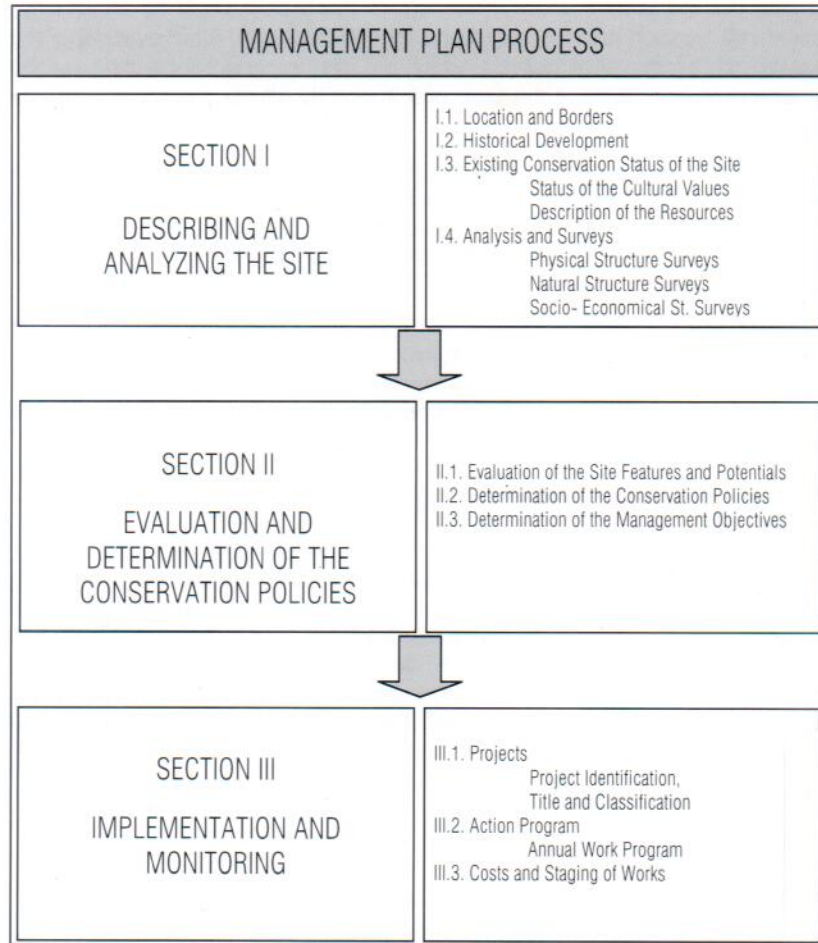


Figure 1. Management Plan Process

Analyzing the area is a preliminary phase for identifying operational strategies and action programs to be adopted for the safeguard and protection of the site. In this period;

- A general picture of the resources is taken
- The production of culture is highlighted
- Socio-economic analysis is carried out

- Reference to the changes, risk factors and pressures is given
- The resources and the protection plans are analyzed

Secondary phase of the management plan is evaluation and determination of the conservation policies. SWOT analysis which is a very widespread method for bringing out the problems and potentials of the area is used as an effective operational support tool at evaluation of the analysis. After evaluating the analysis, the conservation policies, which are also important for setting out the management objectives of the plan and it directly effects the implementation phase, are determined.

The last step is the implementation section after the evaluation of the analysis and determination of the conservation policies. It also has a period comprised of reviewing and monitoring, cost analyzing and preparing the projects. And the most important point in the implementation section is the organization of partnerships which are working together.

Examining the three main guidelines about the management of the conservation sites, it is occurred that management plan consists of analyzing, evaluating and implementing sections. The cases of management plan in the next chapter are analyzed following the above given management plan process based on three main guidelines.

## CASES OF MANAGEMENT PLAN

In this study, the management plans of differently characterized historic sites, which are on the UNESCO World Heritage List and defined as possessing outstanding universal value, will be examined. The Durham and Bath Management Plans are both examples from UK in which government has prioritized WHS Management Plans as a key method of ensuring this conservation. The Florence Management Plan is also a successfully implemented management plan in Italy. Three of these cases will be examined with the following order and method:

- Structures of the Management Plans
- Aims of the Management Plans
- Sections of the Management Plans
  - Describing and Analyzing the Site
  - Evaluation and Determination of the Conservation Policies
  - Implementation
  - Monitoring and Review

### The Durham Cathedral and Castle Management Plan:

The first case, The Durham Cathedral and Castle WHS Management Plan is prepared for an area of Durham Cathedral and Castle, which have been in WHS since 1986. Durham is a small city with the population around 43,000 and main settlement of the City of Durham in England (Figure 2).

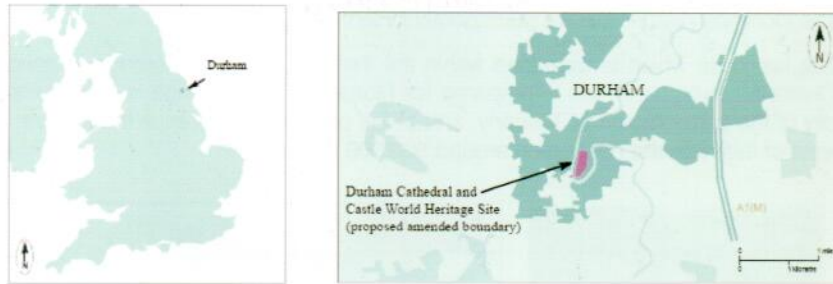


Figure 2. Location of Durham and Durham World Heritage Site (One North East, 2006)

Durham Cathedral which is the most significant value of the area was built between the late 11<sup>th</sup> and early 12<sup>th</sup> centuries to house the relics of St Cuthbert (evangelizer of Northumbria) and the Venerable Bede. It attests to the importance of the early Benedictine monastic community and is the largest and finest example of Norman architecture in England. The innovative audacity of its vaulting foreshadowed Gothic architecture. Behind the cathedral stands the castle, an ancient Norman fortress which was the residence of the prince-bishops of Durham. (Francini et al., 2008).

The City of Bath Management Plan:

Second case in the study is The City of Bath Management Plan is prepared for City of Bath where is in Somerset in the south west of England with population around 80,000 (Figure 3).

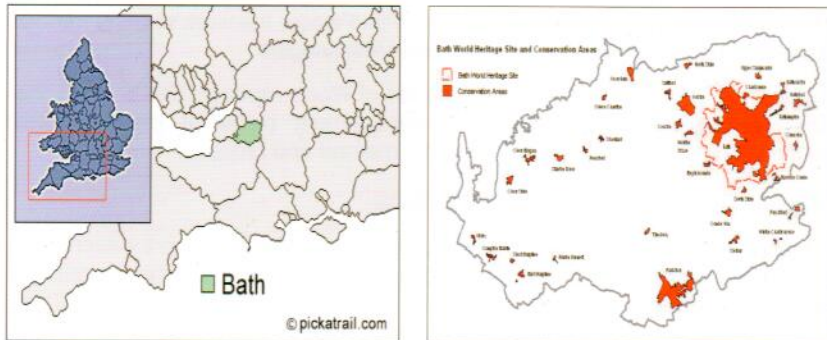


Figure 3. Location of Bath and Boundary of Area of BMP (www.bathnes.gov.uk)

Founded by the Romans in 75 AD as thermal spa, which are Bath became an important centre of the wool industry in the Middle Ages. In the 18<sup>th</sup> century, under the King George III, it developed into an elegant town with neoclassical Palladian buildings, which blend harmoniously with the Roman baths. The city of Bath has been a World Heritage Site since 1987, recognized as a place of outstanding universal value for its architecture, town-planning, landscape, archaeological remains and its role as a setting for social history (<http://www.cityofbath.co.uk/>):

The Florence Historic Centre Management Plan:

The last case which is examined within the framework is The Florence Historic Centre Management Plan is prepared for Florence City. Florence is the capital city of the Italian region of Tuscany, and of the province of Florence in the north-west of Italy with the population around 500,000 (Figure 4).



Figure 4. Location of Florence and Historic Centre Boundaries

Florence, which is the symbol of the Renaissance, built on the site of an Etruscan settlement and rose to economic and cultural pre-eminence under the Medici in the 15<sup>th</sup> and 16<sup>th</sup> centuries. Its 600 years of extraordinary artistic activity can be seen above all in the 13th-century cathedral (Santa Maria del Fiore), the Church of Santa Croce, the Uffizi and the Pitti Palace, the work of great masters such as Giotto, Brunelleschi, Botticelli and Michelangelo.

Although all the areas, which are in the list of World Heritage Site of WHC, has different character and scale, the management plans of these different conservation sites is brought out by same method and process.

**Structures of the Management Plans**

Developing the structure of the management plan is the first step for each case. And the most important part of this step is providing participation of the different groups and then developing a "Steering Group" in these participators. Three cases which are examined in the study have represented various stakeholders from formal and informal bodies which are state institutes, municipal bodies, NGO's, universities or etc.

**- Structure of the Durham Cathedral and Castle Management Plan:**

Durham Cathedral and Castle WHS Management Plan Steering Group comprises of representatives from The Department for Culture, Media and Sport, Durham Cathedral Chapter, Durham City Council, Durham County Council, English Heritage, ICOMOS-UK, One Northeast, University of Durham, St Chad's College and St John's College (Francini et al., 2008).



- Structure of the City of Bath Management Plan:

Memberships of the City of Bath World Heritage Site Steering Group are Department for Culture, Media and Sport, English Heritage, Bath & North East Somerset Council, ICOMOS UK, National Trust, Bath Preservation Trust, Bath Society, Bath Chamber of Commerce, Bath Federation of Residents Association and Rotork plc (Bath North & East Somerset Council, 2004).

- Structure of the Florence Historic Centre Management Plan:

Structure of the Florence Historic Centre Management Plan is more complex than the other two management plans. There are a lot of stakeholders who are the participants of the plan. The Stakeholders of the Florence Historic Centre Management Plan are;

- *Historic Centre Bureau - UNESCO World Heritage* was set up to perform by the Councilor for Culture of the City Council)
- *Ministerial Decree* dated 25 January 2005, which established the creation of a Working Group with the participation of the Ministry for National Heritage and Culture, the Region of Tuscany and the Municipality of Florence
- *Interdirectional Group* (with the participation of representatives from the Town Planning Department, the Municipal Police, the Mobility Department, the Bureau for the Metropolitan Area and Decentralization, Economic Promotion, and the offices of the Strategic Plan, the Territorial I.T. Bureau S.I.T. and the Economic Development Department)
- *Ministry for National Heritage and Culture*
- *Regional Department for Cultural Heritage of Tuscany*

Besides the Municipality of Florence, the public bodies include The Provincial Government of Florence, The Regional Government of Tuscany, The Ministry for National Heritage and Culture, University of Florence, The Chamber of Commerce of Florence.

The private bodies include The Association of Industrialists of the Province of Florence, National Confederation of Handicrafts, Small and Medium Enterprises (Confartigianato, Confcommercio, Confcooperative, and Confesercenti), The Bank Cassa di Risparmio di Firenze, The Foundation for Artistic Handicrafts (Lodge & Terrace, 2006).

In these three cases it has seen that participation is at the highest level. As well as the representatives of governmental and local management there are many non governmental organizations.

### Aims of the Management Plans

Each management plan aims to protect the sites which are listed as "world heritage". As well as the protection, enhancement of the site is also one of the most important aims of the management plans for managers. According to the aims observations of the management plans has been determined. Management Plans of Durham, Bath and Florence have also similar objectives while managing the sites.

- Aim of the Durham Cathedral and Castle Management Plan:

The Durham Cathedral and Castle Management Plan have been developed to sustain and conserve the outstanding universal value of the Durham Cathedral and Castle WHS. The overarching aim of the Durham Cathedral and Castle WHS Management Plan is; "to describe an approach to the future management of Durham Cathedral and Castle WHS that will retain and strengthen the balance between conserving the historic environment, enhancing the local character and amenities of the WHS and surroundings with the need to keep the WHS in active and appropriate use, primarily as a religious, educational and residential working environment" (Francini et al., 2008).

- Aim of the City of Bath Management Plan:

The City of Bath Management Plan aims to provide a framework to conserve the cultural heritage assets of the World Heritage Site of Bath. This wide remit includes protection and enhancement of the architectural, archaeological, landscape and natural assets and their urban and landscape settings, improving understanding of the site, its interpretation and use as an educational resource, and supporting the local community in its cultural, social and economic vitality (Bath North & East Somerset Council, 2004).

- Aim of the Florence Historic Centre Management Plan:

The main objective of the Florence Historic Centre Management Plan is to guarantee identifying, preserving, protecting and enhancing the site and passing it on to future generations (Lodge & Terrace, 2006).

Each management plan aims to manage the sites by preserving the universal values.

### Sections of the Management Plans

The process of preparing "The Durham Cathedral and Castle Management Plan", "The City of Bath Management Plan" and "Florence Historic Centre Management Plan" have the same process in the preparing the plans.

#### Describing and Analyzing the Site

The first step of the preparing the management plan for conservation site is the determination of the borders. According to the UNESCO World Heritage Center, determination of the borders is a basic requirement of effective conservation (UNESCO World Heritage Center, 2005). After determination of the borders, the second step of the plan is describing the site. Necessary information for the description of the site includes (Thomas et al., 2003):

- Location of the site
- Size of the area
- Conservation site management category
- Legal status, e.g. designation (both of the site and features within it)
- Legal ownership, occupancy, access, tenure, other conditions and restrictions

- Addresses of the management agency and local management
- Organizational issues
- Current land use (including forestry, the extraction of other resources (e.g. gravel, sand, fish))
- Services in and to the area
- Main access routes
- Historical information (land use and landscape history, archaeology, buildings)
- Natural information (communities, flora and fauna)
- Physical information (climate, geology, geomorphology, hydrology, soil characteristics)
- Cultural and aesthetic information
- Socio-economic information

After above mentioned descriptions, the site is defined and put forward in details at evaluation and determination of the conservation policies section. In each management plan which are examined in the study the description and analyzing of the site is one of the most important process to comprehend the site.

#### **Evaluation and Determination of the Conservation Policies**

The second section of the management plan is evaluation and determination of the conservation policies. After the site is defined and analyzed in all details it is also evaluated. Evaluation of the analyses is also important for the determination of the conservation policies. Implementation period of the plan is related to the management objectives which are affected directly by conservation policies. It has seen that the management plans which are examined within the framework have different management objectives according to their individual properties.

#### **- Management Objectives of the Durham Cathedral and Castle Management Plan:**

The vision and principles of Durham Management Plan is complemented by a series of management objectives that seek to deliver a sustainable future for the WHS. The Management Plan's objectives have been developed through a clear understanding of the issues facing the Site. The intention is to review these objectives every 6 years; the Vision and the Key Principles are intended to provide a longer-term framework for the Site (Francini et al., 2008).

Management objectives of Durham Management Plan are:

- Managing the World Heritage Site and its Setting
- Conserving the Site and its Outstanding Universal Value
- Using the Site

- Enhancing Understanding of the Site
- Improving Access and Sustainable Transport

- Management Objectives of the City of Bath Management Plan:

The management objectives of Bath Management Plan have been compiled from a range of information sources such as strategies, surveys, research and consultations.

The information available in these sources has been analyzed for its relevance to the World Heritage Site and the issues that resulted from that analysis have been grouped (Bath North & East Somerset Council, 2004):

- Managing Change
- Conservation
- Interpretation, Education & Research
- Physical Access
- Visitor Management

- Management Objectives of the Florence Historic Centre Management Plan:

The Florence Management Plan is concretely enforced through a series of Action Plans, which single out the objectives and the operational strategies to be implemented in order to support the integrity and the development of the site. Objectives of the Florence Management Plan (Lodge & Terrace, 2006):

- Protecting, Preserving and Enhancing the Heritage
- Research and Knowledge
- Mobility and the Environment
- Tourism

After being examined and evaluated of the three management plans management objectives of each of the plans are determined depending on the conservation policies of each plan. Determination of the management policies are the last phase before the implementation period of each management plan.

#### Implementation

The implementation of the management plan's objectives requires the support and participation of these and other organizations, individuals and funding bodies. The Plan itself can provide the focus for coordinating this effort, but it requires a significant level of continued commitment and resources if it is to succeed.

- Implementation Section of the Durham Cathedral and Castle Management Plan:

The members of the WHS Management Plan Steering Group / Coordinating Committee have a central role to play in the implementation and monitoring of the Durham Management Plan. They have an important role to play in creating a

sense of ownership and support for the objectives of the Plan amongst all users of the Site, and those that may be affected by the Plan. They have a responsibility to promote the Plan to potential sources of funding, to raise the funds necessary to address the key issues raised in the Plan and to work towards the removal of the Castle from the English Heritage Buildings at Risk Register. In order that progress with the plan may continue, the advisory and coordinating role of the WHS Management Plan Steering Group / Coordinating Committee needs to continue (Francini et al., 2008).

The objectives set out in the Management Plan will be implemented through a wide range of actions. These actions are to be undertaken by the agencies and bodies responsible for planning and management in and around the WHS. Whether these actions are implemented by a single body or require a partnership approach, it is of fundamental importance that they are undertaken within the framework established by the WHS Management Plan. Target dates for implementation are either specifically stated or are indicated as "Ongoing Action" is the project with no defined start and finish date, "Short Term Action" is the project to be completed within 5 years, "Medium Term Action" is the project to be completed within 10 years and "Long term Action" is the project to be completed within 30 years.

The institutions, agencies or bodies with the lead responsibility for implementation of the Durham Management Plan are Durham County Council, Department for Culture, Media and Sport, Durham Cathedral Chapter, Durham City Arts, City of Durham Council, Durham Riverbanks Management Group, English Heritage, Heritage Lottery Fund - (possible funding source), International Council on Monuments and Sites (UK), One Northeast, St John's College, University of Durham, World Heritage Committee and Durham Cathedral and Castle WHS Coordination Committee (Francini et al., 2008).

**- Implementation Section of the City of Bath Management Plan:**

Bath Management Plan rests with Bath & North East Somerset Council, either actioning or co-coordinating a high proportion of the actions themselves. However, there are a large number of individuals and organizations who have the potential to contribute to the implementation of the Management Plan and their involvement particularly that of the local community is essential for the future of the World Heritage Site. Partnership working is necessary for the successful implementation of many of the individual actions in the program (Bath North & East Somerset Council, 2004).

A clear mechanism for overseeing and co-coordinating the implementation of the Bath Management Plan is proposed. It is made up of four main elements:

- Steering Group
- World Heritage Site Co-coordinator
- Stakeholder Group
- Topic based Working Groups

- Implementation Section of the Florence Historic Centre Management Plan:

The Florence Management Plan is a combination of operational rules, procedures and project ideas involving several subjects. These subjects are able to evolve by transposing updates and changes as circumstances change, while following the development of the environment it affects.

Within the complex dynamics affecting sites where the human factor plays a central role are made up by both citizens (main subject) and visitors. So the quality of life and sustainable development are necessary concepts for correctly managing the historic centre. The dialogue between the stakeholders of the site is the strategic principle at the basis of the Plan's actions (Lodge & Terrace, 2006).

Management Plan of Historic Centre of Florence emphasizes the difficulties of the implementation period as:

"The journey towards fully sharing such an objective is full of difficulties. Yet the creation of both the Inter-directional Group within the Municipal Administration, with the involvement of the Florence 2010 Strategic Plan staff, and the Discussion Table with the Monuments and Fine Art Services, characterized by the often hard exchange on different management ideas and views, has been paramount for singling out and developing some of the projects which were already adopted within the plan" (Lodge & Terrace, 2006).

**Monitoring and Review**

It is important that the management plan is regularly monitored and reviewed; this monitoring and reviewing are also a key requirement of UNESCO's periodic reporting. The key tasks of monitoring and review would be:

- Reviewing each year's work as set out in the action plan
- Reporting on progress and identifying priorities for the following year
- Assessing the effectiveness of action in achieving the Management Plan's objectives and reviewing the overall direction of its Vision in response to changing priorities and needs
- Assessing the progress of the plan in relation to a series of indicators

While Florence Historic Center Management Plan which has finished in 2008 has just started to implement, Durham and Bath are in the period of monitoring and review.

- Monitoring and Review of the Durham Cathedral and Castle Management Plan:

In terms of comprehensive reviews, it is anticipated that the actions and objectives set out in the Management Plan will retain their relevance for up to five to ten years, and the Key Principles are likely to be relevant for much longer. A formal review of the Management Plan should be undertaken every six years, and the Plan should be annually revised and modified as required to reflect changed circumstances.

The basis for most of the effective monitoring of the Site is already in place through the established records and practices of the institutions and authorities of the Durham Cathedral and Castle WHS Management Plan Steering Group (WHS Coordinating Committee). In particular, the Chapter, Durham City Council and English Heritage have statutory and discretionary powers in respect of building conservation in its widest sense, whilst the University and St Johns have a duty of care for their buildings. The proposed WHS Officer can play a coordinating role in the collection and collation of the necessary information from each of the key stakeholders. The WHS Coordinating Committee and the WHS Officer can ensure that any gaps in the administrative arrangements for effectively and regularly monitoring the Site are filled.

**- Monitoring and Review of the City of Bath Management Plan:**

In order to keep the Management Plan as relevant as possible, there will be a two-tier system of review. The review process will be facilitated by the World Heritage Site Co-ordinator and overseen by the Steering Group and consists of:

- Every year annual progress review, based on the annual work plans (derived from the program of action) and key monitoring indicators, to identify any short-term updates needed to ensure the most effective management of the World Heritage Site
- Every 6 years a comprehensive review of the World Heritage Site Management Plan, in particular management issues and objectives, and the program of action, with production of an updated Management Plan to guide implementation for the next six years

Monitoring indicators are an essential part of the monitoring and review process, though they cannot alone produce an accurate picture of the state of conservation or management in the World Heritage Site. Indicators need to be selected so as to measure the impact of change and intervention of the outstanding universal values of the Site.

**- Monitoring and Review of the Florence Historic Centre Management Plan:**

The Management Plan will be monitored by the Historic Centre Bureau - UNESCO World Heritage, on two different levels of control:

- Assessment of the progress of the selected intervention projects and of possible objectives achieved. Actions will be monitored together with the promoters of each project by means of a quarterly check of selected indicators. Assessments will also be useful to highlight the validity of a project and whether it must be replaced and / or enhanced
- Assessment of the effectiveness of the Plan and survey on the territorial impact in the medium and long term

Considering the complexity of the site, the innovativeness of this managerial tool and its importance to achieve the joint management and coordination of the cultural and landscape inheritance, it is thought to be advisable to perform a biennial check of its effectiveness at least in the first implementation stage. By doing so, it will be possible to update the Management Plan and to adjust it to the changing process of Florence and to the needs which might come to light.

## EVALUATION OF THE MANAGEMENT PLAN PROCESS

Today, "Management Plan" is accepted as a document to guide preserving, enhancing and sustaining the conservation site to context of general process. After defining the process, the three cases of management plan which are the Durham Cathedral and Castle Management Plan, the City of Bath Management Plan and the Florence Historic Centre Management Plan have been investigated in the sections of Describing and Analyzing the Site, Evaluation and Determination of the Conservation Policies and Implementation and Monitoring.

In the study the three cases with the different characteristic and scale have been examined. Whereas the Durham Cathedral and Castle Management Plan have been laid out for a small and defined area, the City of Bath Management Plan and the Florence Historic Centre Management Plan have been laid out for the whole historic center. While the other two management plans are being implemented during the time, the Florence Historic Centre Management Plan has been completed in 2008 and just started to implement.

In these three cases it is seen that participation is in the highest level. There are several non governmental organizations as well as the representatives of governmental and local institutions. On the other hand when we look at the management plans, the number of the stakeholders is related to the complexity of the area rather than the size of the area. So, The Durham Cathedral and Castle Management Plan have as much stakeholders as the other two have.

Finally, after the investigation of each management plan, it has been occurred that all plans have similar procedures:

- Describing and Analyzing the Sites
- Evaluation and Determination of the Conservation Policies
- Implementation
- Monitoring and Review

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