



## Good Practice Guide

For the Access and Regeneration of Cultural Heritage in Historic Walled towns

# Conservation Protection and Enhancement



***Chester  
City Council***



North East South West  
**INTERREG III C**

## INDEX

<b>Preface</b> .....	2		
<b>1. Introduction</b> .....	4		
<b>2. Principles and Objectives</b> .....	5		
2.1 Monumental value .....	6		
2.2 Ecological value .....	6		
2.3 Tourist and educational value .....	7		
2.4 Value to the citizens.....	7		
<b>3 Problems, Challenges and Opportunities</b> .....	7		
3.1 Past and present: Defence works in a modern city ....	7		
3.2 Different approaches in restoration .....	8		
3.2.1. Conservation.....	8		
3.2.2. Reconstruction.....	10		
3.2.3. Development .....	10		
3.3. Reversibility and non-destruction.....	11		
3.4. Accessibility.....	11		
3.5. Legal protection .....	12		
3.6. Financial aspects .....	13		
3.7. Looking into the future .....	13		
<b>4. Method of work</b> .....	14		
4.1. Project organisation .....	14		
4.2. Knowledge and information .....	14		
4.2.1 Stock-taking of remains of the fortifications and other monuments and archaeological sites .....	14		
4.2.2. Stock-taking of historical knowledge and source material available .....	15		
4.2.3. Stock-taking of approaches and techniques .....	15		
4.2.4. Town planning.....	15		
4.2.5. Legal opportunities and restrictions .....	15		
4.2.6. Financial possibilities and prospects .....	15		
4.2.7. Political support and partners .....	16		
4.2.8. Technical possibilities and limitations .....	16		
4.3. Reflection and Analysis: Making the plan .....	17		
4.3.1. Description of the present and envisaged future situation .....	17		
4.3.2. Aims and motivation .....	17		
4.3.3. Which approach for our situation? .....	17		
4.3.4. Historical and cultural rationale .....	17		
4.3.5. Technical rationale .....	17		
4.3.6. Financial and economical rationale .....	18		
4.3.7. Town planning rationale.....	18		
4.3.8. Accessibility rationale.....	18		
4.3.9. Time schedule.....	18		
4.3.10. Budget .....	18		
4.3.11. Envisaged contractors and procedures.....	19		
4.3.12. Project organisation.....	19		
4.3.13. Project communication .....	19		
<b>5. Acknowledgements</b> .....	19		
<b>6. Bibliography, links and Resources</b> .....	20		

## PREFACE

### Archway - Access and Regeneration of Cultural Heritage in Walled Towns

The Archway project is a European Network of historic walled towns. In the specific context of historic walled towns and cities, the project aims to develop, expand and share expertise on a range of key urban development issues with the intention of empowering regional policy across Europe. Archway builds on the networking potential of the Walled Town Friendship Circle (WTFC - established in 1989) but it is not restricted to WTFC members. The WTFC itself is a European based network of 140 members from both

existing EU member states and other countries. For further information on the Circle please visit its website [www.walledtowns.com](http://www.walledtowns.com).

The Archway project is a new development for the WTFC in that it seeks to create a basis for continuous exchange of professional expertise and experience. The Archway project will therefore act as a catalyst to realise the potential of the wider and more inclusive European network. The Archway project has been developed with the involvement of the Circle's membership as a whole, in addition to a number of non-member partners and its specific results will have an outreach all over Europe and beyond.

The Archway project is partly financed by the European Union under the ERDF Interreg III C programme. Approved in July 2004 for 36 months, the project, aiming to strengthen and extend this network has Chester City Council as its lead partner; the town of 's-Hertogenbosch is the theme leader for Conservation, Protection and Enhancement, the subject of this Good Practice Guide. Four further themes, being reported in other Guides, are led by Arrabari, Lucca, Piran, and Valletta. Lörrach, and Verona are supporting project partners as is the University of the West of England, Bristol, who acts as Academic Advisor. Pécs were initially a supporting parting too. The budget for the project is 798,200 Euro.

The central challenge the network addresses are the opportunities, demands, restrictions and constraints of sustainable development of historic walled towns. Five key areas have been identified as important themes shared across Europe and relevant beyond the limits of the immediate network. Archway has therefore examined in depth not only Conservation, Protection and Enhancement - the specific subject of this Good Practice Guide - but also the other four – spatial planning, transport, tourism and cultural heritage.

The theme Conservation, protection and enhancement was summarised at the start of the project as enabling the development of a modern environment with the constraints of a historic setting.

The other themes, each the subject for a Good Practice Guide were summarised as:

**Spatial Planning and Development** - realistic spatial planning and management systems to create vibrant and modern places without compromising their historic and local distinctiveness.

**Transport** - the problems of transport, parking and access to and within some of Europe's most attractive and historic places;

**Tourism Development and Visitor Management** - establishing walled towns as a focus for sustainable tourism and economic development without damaging their distinctive and historic qualities;

**Creative development and management of the cultural heritage** and how to harness this as a driver for their economic future in a sustainable way

A thread running through all of these themes is how to overcome barriers to mobility within and around walled towns, which often present their own particular challenges to disabled people and others with mobility difficulties. Other forms of

barriers in terms of social disadvantage, which inhibits access to the historic built environment, are also considered throughout and all the issues are seen as significant within the framework of the Commission's "European Spatial Development Perspective" (1999), which is the basis for the INTERREG programme. Tackling them from the perspective of walled towns makes solutions and best practice relevant across Europe in many distinctive and historic places - particularly for small and medium sized historic urban areas, those with a close relationship with rural hinterlands and those affected by regional, national and international borders and other barriers.

The production of each guide has involved establishing a working partnership of relevant experts in the field. With the theme partner (in this case 's-Hertogenbosch, the Netherlands) taking responsibility for leading the theme specific working groups, organising workshops in their own region and, with the active support of Chester as lead partner and involving the UWE, Bristol, as academic adviser, managing email and web-based dialogue and exchanges of information. Two seminars with seminar papers, transcripts and a seminar report have contributed to the production and underpin the content of this resultant Good Practice Guide, providing rich sources of practical case studies from across Europe.

The partners in the Archway project have skills and expertise both in the general subject area - urban development in and around walled towns - and in participating in EU programmes. The ten partners are all public or public equivalent bodies, and have excellent understanding and experience of the administrative, legal and political frameworks in their own regions within which the management and

development of walled towns operate. This is a highly relevant background for making a collective contribution to developing and disseminating ideas, case study examples and procedures to influence policy at local, regional, transnational and European levels. The fact that eight of the ten partners are part of the existing Walled Town Friendship Circle network is a major factor in helping to maximise the impact of the Archway Project, which is brought together at the Legacy Conference, held in Chester in June 2007. The Legacy Conference ensures the consistency and validity of all five Good Practice Guides, which build on the existing credibility of the WTFC in the field and with common editing by the academic partner, gives cohesion to the whole approach to historic (walled) town management reflected in them. The Legacy Conference, the wide circulation through the WTFC and the Internet availability of the guides ensures effective dissemination both to practicing professionals, administrators and politicians and, with the involvement of the University, to the wider academic urban studies community.

By reviewing the effectiveness of policies, instruments and procedures for the implementation of relevant projects at the regional, national, and trans-national level, by promoting a culture of innovation based on good practice, by sharing information between walled towns and cities, the Partnership can achieve the overall objective of the Archway project of establishing a trans-European professional network, which builds upon the WTFC to launch it as a principal source of European policy, good practice, innovation and excellence in the conservation, promotion, development, management and spatial planning of historic places. The result is to be an open learning network - developing and applying best practice and innovative

new approaches to developing, accessing and managing walled towns - focusing on the sub-topics spatial planning; conservation, transport; tourism and cultural development with a strong emphasis on access and mobility for all and with each clearly related to the needs of the whole management process for historic (walled) towns, ensuring the effective implementation of relevant policies and projects at the regional, national and trans-European level in the future.

## 1. INTRODUCTION

City Walls evolved from often simple, crude and rapidly built defences around military positions into sophisticated and geometrically complex massive masonry or earth developments enclosing important urban settlements. They protected residents, trade and political institutions against aggression for centuries.

However, as attack technology moved on from physical assault to artillery, their defensive relevance diminished to symbolic status.

Today, City Walls are occasionally complete and intact, but often extensively breached by later development as cities expanded and in some cases are completely lost. However, city Walls have become more valued as a powerful symbol of the historic significance of cities - archaeologically invaluable resource and huge cultural and tourist asset.

They are often powerful visual elements in the townscape and key ingredients in local distinctiveness.

In a few, but possibly growing number of cases, City Walls have become defensive in a new way - against the destructive pollution

of the motor vehicle. Whereas Walls were designed to keep people out, they now often serve to attract people, adding immeasurably to the appeal of historic cities and consequently to their economic wellbeing.

It is extraordinary how much of the fabric of City Walls has survived not only the attacks which they were designed to resist, but also the temptation to mine ready-cut stone for later building operations. However, what battering rams, cannons and speculative builders have failed to do, transport engineers have achieved, with the advent of railways to city centres and more recently the arrival of ring roads and other traffic measures of the '70s.

There are many remarkable examples of preservation, salvage and repair and even reconstruction:



- The Dutch town of Naarden where the masonry work of the extensive early modern fortifications was repaired, the profiles of the still existing earth works was restored and the moats were dredged.
- The French town of Carcassonne where the double medieval wall, towers and castle were completely reconstructed in the second half of the 19th century in a romantic neo-gothic interpretation by Eugène Emmanuel Violet-le-Duc

While a worldwide recognition of the cultural, aesthetic and practical value of City Walls hopefully signals the end of the threat of significant destruction of City Walls, there remains the threat of visual damage to the setting of Walls as the pressure of urban redevelopment increases. Even where the walls themselves may be protected, the scale of new development and the value of land in historic city centres pose a major threat. The scale of once impregnable Walls can appear humbled by new development. Some cities have managed to achieve a "Green Moat" around their Walls, to preserve views and provide a dignified setting. Much depends on the context - for example, whether earlier developments had already clustered tight around the Walls, binding them inextricably into the historic urban fabric and on the capacity of the existing planning legislation to resist new development in sensitive locations.

Where walls have been lost, sometimes centuries ago, as city defences expanded or became redundant, there is another debate as to whether they should be simply marked and interpreted, or whether reconstruction is a valid approach.

While most people accept the value of city walls for all the reasons stated earlier, there are very substantial costs involved in maintaining such huge structures: this cost often has to be met from budgets where walls may not be seen as the highest priority. Long-term commitments are required, which are not a popular political choice.

Finally - and central to the archway project, there is the question of access to city Walls which were not normally designed to allow for the public. With access for all moving up the agenda, along with legislation to enable it, the current debate is not so much about the principle of access for all - which is now built into legislation in many countries and

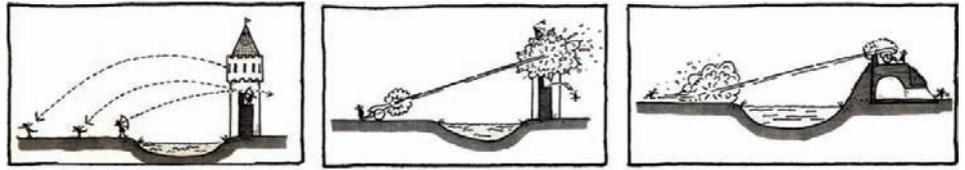
seen as a right - but about the level of access. What level of access can be achieved without engineering works which would physically and visually damaging the monument depends of course on the particular location, but it should be possible to establish some guidelines which balance the desire to give access to all with the protection of monuments. This is a major concern for all who are involved with the ensuring the future well-being of City Walls and at the same time allowing the fullest practical access to them as a public resource.

## 2. PRINCIPLES AND OBJECTIVES

The conservation of city walls is a costly and long term undertaking, demanding a substantial share of often limited resources. As history shows the preservation of city walls is never self-evident. Seen from perspectives as traffic, city planning and your financial department, town walls can even be considered a hindrance and a nuisance. Therefore in every plan or planning considering the conservation of fortifications a thorough investigation is necessary to define their value and to develop sound arguments to seduce and convince the decision makers. Four elements should specifically be taken into consideration: the monumental value, the ecological value, the touristic value and the value to the citizens.

### 2.1 Monumental value

From a cultural and historical point of view town walls often have monumental value and deserve protection and preservation. There is a variety of factors which define if fortifications or (the remains of) a city wall have monumental value and how high this value is.



#### - Historical relevance:

If the town walls played a role in significant events in history, such as well known sieges, decisive battles or other events, this might add to the monumental value. Also relevant is if the defence works are exemplary for the historic development of siege warfare. If they are designed by famous military architects such as Vauban, Stevin or Van Coehoorn this adds to their value. Defence works that were innovative or experimental in the time of their construction or that give a good impression of the state of military thinking, design or construction during a certain period of history are of historical value.

#### - Uniqueness:

A town wall which is unique because of its age, the way of construction, because it is the only wall in a wide area or because of other significant aspects of rarity is of more value than if it is one of many.

#### - Completeness:

A town wall which is in a good state and of which considerable parts still exist is generally of higher value than some scattered bits and pieces which are hardly recognisable. Of value is also if essential elements like moats, outer defence works, fields of fire etc. are still present or recognisable and if there is still coherence between the different remains of the fortification. All these elements contribute to the monumental value

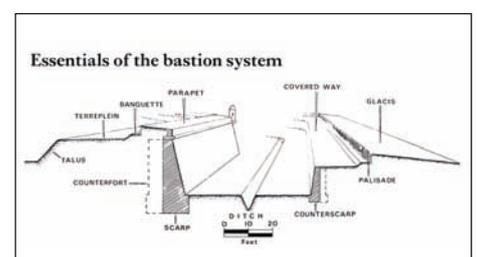
#### - Historical environment:

A town wall which is still in its historical environment, enclosing a historic town centre, surrounded by a moat, etc.

is generally of higher value than a city wall in-between modern office blocs, housing estates and highways.

### 2.2. Ecological value

From both an ecological perspective and the perspective of human well-being town walls can be of value. During the last centuries most fortifications and town walls lost their military value, were subject to neglect and sometimes changed into parks. As a result nature took over many town walls for a long time and by purpose or coincidentally the defence works developed into ecological zones. These can be of high value as green zones or recreational zones in the town landscape, which deserve preservation to maintain the wellbeing of the local inhabitants. Neglected fortifications do even not seldom develop into remarkable small ecosystems were rare flowers, plants, insects, birds and mammals can flourish relatively undisturbed. Some of these areas are even granted downright protection as natural reserves because of their unique and vulnerable ecosystems. An interesting example is that on the south facing brick built defence walls of some Northern European cities due to the local microclimate ecosystems developed that are comparable with Mediterranean rock vegetation, including rare species of moss and algae.



## 2.3. Tourist and educational value

Town walls and historic defence works often look picturesque. They contribute to the tourist attractiveness of your town and as a result create significant economic offspring valuable for the community.

Like other monuments, town walls provide your town with a historic identity. Town walls are very significant monuments as they indicate the boundaries of the old town centre and often even different stages of town extension. Town walls emphasise the historical situation where inside the walls there was mostly another jurisdiction than outside, with other rights and duties, other laws and a different level of security. As a result defence walls provide a lot of valuable visual historic information and form a landmark essential for the history of the town. This is not only attractive for tourists; it also has educational value for both children and adults. Historic town walls confront people with history in an attractive format that stimulates curiosity, interest and historical consciousness.

A condition for the exploitation of the tourist and educational value is the accessibility of the town walls in terms of physical accessibility (can you enter the walls, are there provisions for children, disabled, etc.), visual accessibility (can you get a good view on the walls) and information available (information signs, leaflets, etc.).

## 2.4. Value to the citizens

In the rapidly developing society of today, town and city centres are becoming more and more alike. This is among others due to global architectural styles and national

and international chains of shops and restaurants which you can find in almost every town. Historical monuments provide the city with a visible cultural history and therefore with a unique identity. Especially fortifications are relevant in this context. More than many other types of monuments, they provide a town with a visible structure by surrounding the city centre, defining the border between city centre and suburbs, and illustrating the growth and development of the city in history. For example in cities like Moscow and Amsterdam the gradual enlargement is clearly visible by the remains of successive rings of fortifications. This is highly valued by many citizens as it makes their town the place where they feel at home. They enjoy the uniqueness, the particularities and the beauty. It is a link to the past, a contribution to well-being and an anchor to prevent detachment that is much needed in today's society.

## 3 PROBLEMS, CHALLENGES AND OPPORTUNITIES

If the conservation, protection and enhancement of town walls had only advantages, this Good Practice Guide should not have been written. Truth is that the conservation of town walls is containing a wide variety of dilemma's, paradoxes, conflicting interests, drawbacks and burdens. These can make it complicated to develop a sound and sustainable policy for your local situation. The most common of these issues are listed below. Some of them are valid for monuments in general, others are specifically at hand with fortifications.

## 3.1. Past and present: Defence works in a modern city

The most complete defence works are often found around towns which lived a very quiet if not sleepy life during the last centuries. For towns, which had a significant increase of population or of industrial development the town walls or defence works became a squeezing corset, and were often partly or completely demolished somewhere in the late 18th, 19th or early 20th century. Apart from the fact that historical consciousness and the importance of preserving heritage were not yet common sense in this period, the demolition took place with good reasons. The defence works often occupied scarce space in densely built up areas, and were economically inefficient. Walls, moats and narrow gates and bridges hampered access to the city and made modern motorised traffic and transport impossible. Declared military obsolete there was no reason to maintain the defence works, so after years they started to collapse, becoming dangerous and untidy places. As a result they were often replaced by romantic parks, modern ring roads or fashionable boulevards. Today, in a modern city still many of these arguments are valid. Building space in city centres is scarce and thus expensive and profitable. Traffic is demanding more and more space. And the maintenance of historic defence works is very expensive and will be hardly ever directly profitable. Monumental defence works, especially if large parts are still present, hold modern town development in an iron grip, severely limiting the possibilities and demanding the most of creativity.



Chester Walls.

On the other side of the balance are the opportunities that town walls offer for a city. They strengthen the historic identity of a town, provide a highly estimated aesthetic element and strongly increase the attractiveness for tourists. Especially early modern and modern defence works provide open space and green zones in town centres. They are highly valued by inhabitants and tourists alike as recreational zones and they increase the quality of life.

### 3.2. Different approaches in restoration

Restoration is never simply rebuilding a monument as it was before. Theories and approaches on conservation and restoration find their origin in the 19th century and have developed ever since under the influence of sciences, technical innovation, political ideology, culture, society, etc. They contain a complex mixture of values, opinions and technical possibilities and limitations. As a result one approach is not necessarily better or worse than another. A judgement is very much dependent on local circumstances, aims and expectations and financial and technical possibilities. In the following paragraph the three most common approaches are described with their advantages and drawbacks. Authorities

involved should carefully deliberate which approach to choose, taking into account the wide range of elements described in this guide. In reality very often a mixture of different approaches will be the outcome, in which different parts of the fortification will receive a different status and different treatment, defined by the possibilities and requirements on the spot.

#### 3.2.1. Conservation

The main principle of conservation is to fixate the remains of the fortifications as they are now, and protect them from (further) disintegration and damage. This demands a continuous maintenance with respect for old materials and techniques.

##### Advantages:

- Conservation pays the most respect to history. The historic development of the fortifications (building, destruction, rebuilding, improvement, extension during the centuries, and finally often neglect and partly demolition) can be made visible.
- Conservation is the most suitable approach to protect and enhance ecosystems on and around the fortifications as construction activities are limited compared to the other approaches. During the last decades several special restoration techniques are developed to strengthen masonry and brickwork from inside or behind, without affecting the surface or damaging the environment.
- Conservation is often the cheapest solution as construction work is limited to keeping into good shape what is still there

##### Disadvantages:

- If the fortifications are heavily damaged, severely reconstructed or incorporated in other buildings during the centuries it might be difficult for

those interested to imagine how it once was. Some scattered pieces of brick work and indefinable heaps of earth might be of academic interest, they are hardly interesting for tourists and neither a big asset to the beauty of your town or the well-being of its inhabitants.

- Straightforward conservation brings history to a standstill and as such is in fact also an anti-historical act. The town fortifications were a dynamic part of the town for centuries. They were built, adapted and demolished as was seen fit. Why should they now remain as they are till the end of times?



's-Hertogenbosch Leuvensepoort.



### 3.2.2. Reconstruction

Reconstruction aims to rebuild the town fortifications as they were during a certain moment in history. This is a major operation in research, design and construction

#### Advantages:

- The town fortifications will rise again in all their glory. It will strongly reinforce the historic character and identity of your town.
- It will attract tourism, especially if combined with a marketing strategy, and thus increase economic activities in your town

#### Disadvantages:

- Reconstruction aims to reconstruct the fortifications as they were on a certain moment in history. This means in many cases that valuable and interesting remains of later periods have to be demolished.
- As accurate detailed historical images and descriptions are often missing reconstruction demands a lot of interpretation and reinventing history. Although the result might be beautiful it will most often give an impression of what it might have looked like, more than how it really once was. The extreme example of this is the 19th century reconstruction of the town of Carcassone by Viollet-le-Duc. Another problem illustrated by Carcassone is that research is continuously developing and that a reconstruction might be hopelessly outdated several decades later.
- Reconstruction is the most expensive option. It demands a huge investment, of which only part might be earned back by extra income trough tourism.

- Full reconstruction has serious consequences for town development and traffic. The defence works will lie as a ring around the historical city centre and access is limited by narrow gates and bridges, often inaccessible for cars. Modern has to be carefully developed, not to detonate with its historical environment.



Pater vink Tower, Maastricht (NL).

### 3.2.3. Development

“Modern innovative buildings should not be regarded as disruptive influences but, instead, as potentially enriching the cultural heritage. [...] Strategies for the creative design of townscapes are [...] urgently required, in particular in towns and cities where the deterioration in the quality of the buildings has reached a state which prevents people from living or



Spiral parking garage, 's-Hertogenbosch.

investing there” says proposition no. 159 of the European Spatial Development Perspective (ESDP).

Development aims to integrate historical remains and monuments into modern town development and attempts to find new roles and functions for historical constructions. Old walls can be incorporated in new buildings and still remain visible. Fortresses can become restaurants or Archives. Underground ammunition stores can become practice halls for rock bands. And a bastion can contain the entrance of an underground parking garage. By doing so the approach to historical fortifications can develop from a traditional restoration project into a multidisciplinary spatial planning plan, in which archaeological, building history, ecological, landscape, traffic, tourist and technically innovative aspects have their own specific roles to play. By placing the restoration of the fortifications within a broader framework, not only public and political support for the plan can be increased, but the fortifications are also given a renewed function for the city as a recreational destination, ecological and public linking zone and new tourist attraction.



Upper barraca Malta.

#### Advantages:

- Town development can continue, while at the same time respect is paid to history. History continues and is not brought to a standstill. If done well it has the potential to be more than a compromise between past en future

- Development is an efficient solution in areas like big cities where space is scarce and expensive.
- It can be the most cost effective solution as money invested in restoration can be earned back by exploitation of the monument.

**Disadvantages:**

- Development changes the character of an historical monument. Although ideally nothing should be done that can't be undone, damage to the historical monument is almost unavoidable.
- Development might not be cost effective in small towns or villages where land prices are lower and economic activity less intense.
- The character of fortifications might make it more difficult to find new functions than with other types of monumental buildings.

**3.3. Reversibility and non-destruction**

Reversibility is an important concept in modern conservation and restoration approaches. By painful experience conservators of museums and monuments started to realise several decades ago that conservation and restoration is strongly under the influence of fashion and technical innovation. This means that a restoration which might have been top of the bill in, for example, the 1950's, is nowadays hopelessly outdated, if not appalling. This might not be a problem if the earlier restoration can be undone without damaging the remains of the original, so that with a new restoration the latest techniques and approaches can be applied on the original. The principle is thus to do as little damage as possible to the original remains, and enable the reversibility of all conservation,

reconstruction and development activities. In reality this will not at all be possible in every situation. Reversibility and the non-destruction principle put severe limitations to the variety of possibilities. Sometimes a decision to demolish or damage part of the fortifications can be inevitable.



Alava, Spain.

**3.4. Accessibility**

Accessibility is a key concept in the conservation of town fortifications. If the works are not accessible the general public is not able to enjoy them, which makes the conservation for a large part irrelevant. Access is the only way to capitalise on their monumental, historical, cultural, ecological, and educational value. This is often not so easy, as fortifications are by their nature made to be inaccessible. They are designed to keep people out, and therefore it is often not so easy to make them easy accessible without destroying

their original character. There are three levels of accessibility that should be taken into account:



Langres, France.

**- Physical accessibility:**

At least part of the town defences should be physically accessible for those interested. Sometimes free access is possible, but formats like a museum or guided tours are also very suitable. Special attention should be paid to disabled people, children and elderly people as fortifications are often difficult to access for them. This can cause severe dilemmas as locations as narrow walls, defence towers and winding chairs will be simply inaccessible for, for example, wheelchairs. The construction of lifts and ramps is expensive and might also spoil the view of monuments and do damage to their monumental character and appearance. Still the utmost should be tried to enable access for all interested. Acceptable solutions will often demand creativity, both in construction and financial feasibility.

**- Visual accessibility:**

A beautiful conserved or reconstructed town wall is hardly worth the money invested if no one can see it. This can happen when fortifications are situated between dense buildings, covered by dense plantation or situated on private property. Attention should be paid to creating fields of view or special viewpoints, so that the beauty and value of the defence works can be enjoyed by the public.

**- Conceptual accessibility:**

People should be enabled to understand what they see. This demands an easily accessible infrastructure of information shields, leaflets and booklets, guided tours, etc., providing historical information and context.

**3.5. Legal protection**

A variety of laws, regulations and programmes exist, local, national as well as international aiming to protect monuments and support their conservation. Most national governments have their own laws and programmes, but also the European Union is active in this area and well known is of the course the UNESCO World Heritage List.



Langres, France.

It might be very profitable to apply for an official monumental status for your local historical town defences. By obtaining monumental status it is possible to gain access to specific funds for restoration and maintenance, which can severely lower the financial burden of the local community. Monumental status can also be of strong legal help to prevent demolition of (parts of) monuments by private owners, by obtaining public ownership of private monuments, or to create strong arguments against demolition for the sake of new infrastructure, town planning or other construction works.

If your town walls do not yet have a monumental status and you consider application, take into account there is also a reverse side to such a status. It will place a burden on your community to protect and maintain the defence works for the length of days. Although you might be entitled to receive special funds they will never cover the total costs of conservation and maintenance. Moreover, if your town walls have a monumental status you are suddenly not allowed anymore to tear parts of it down or develop parts of it as you think fit. They are now officially protected, also against actions of the local authority. And this might severely restrict your plans for spatial planning and town development.

**3.6. Financial aspects**

The maintenance and repair of non-monumental buildings and constructions can easily be calculated. If the investment necessary is not cost effective anymore, demolition is the logical consequence. Luckily the historical value of a monument justifies the use of other than only comical arguments when deciding for preservation.

Conservation and maintenance of monuments is expensive and generates little direct income as often only a small part of the budget can be covered by entrance and parking fees. Any plan on conservation of town walls therefore generates the question where and how to generate the necessary financial resources. To solve the financial issue there seem to be two main approaches. On the short term a systematic search for subsidy and support should be initiated. Opportunities should be investigated at the regional/provincial/departmental level, the national level, the European Union and other inter- or super governmental levels. And of course private foundations can be approached. Cooperation and exchange in National or international heritage organisations and projects can also be very helpful to acquire knowledge, experience and information on fundraising. This kind of temporary funding can be extremely useful to finance a project that is limited in time, such as the restoration of (part of) the fortifications. But of course the maintenance and exploitation of town fortifications is a long term burden. In this respect it is important to look at the possibilities to create multipliers. A restoration, conservation or development plan should include solid planning on tourism and exploitation. Well restored town walls with stunning looks do attract tourists, who do not only visit the defence works, but also buy in shops, eat in restaurants and stay in hotels. The town centre will also become more attractive for its own citizens and people living in the region to spend time and money in shops and on terraces. The town becomes more attractive for people to live in, which will also increase economic activity. This will attract new shops, restaurants and enterprises, which do not only see a possibility to earn money, but also want to be associated with the image

of a characteristic historical city. The whole image of the town as a place for living, working and leisure will improve as the result of a solid and well executed plan. Such a development will have a multiplying effect on economic, social and cultural life in your town. These multiplying effects might pay back a considerable part if not all of the investments via the increased income of communal taxes and raising prices for rent and real estate. A solid restoration plan should thus include approaches which aim to generate multiplier effects for the town as a whole in order to carry the long term burden for maintenance and repair.

### 3.7. Looking into the future

Long term planning is necessary, not only financially. The town and its direct surrounding might change significantly in the coming decades due to demographic, economic or environmental developments. As town walls put a clear stamp on the possibilities and limitations of town planning it is important to try to predict the future, and consider what consequences the conservation plan may have for the future, what problems may arise and how they can be solved.

## 4. METHOD OF WORK

This paragraph aims to provide a clear and simple structure how to work. As this structure should be universal it does not go into detail very much, but is more or less a check list that you can use to tick off all aspects that you should take into account. The method of work is divided into three parts: Collecting knowledge and information, developing a plan, and putting it into practice.

### 4.1. Project organisation

A project normally starts with an idea. But as soon as this idea becomes serious a solid project organisation is needed to accomplish the preparation, the fundraising, the lobbying, the implementation, the monitoring of the work, the financial management, the evaluation, the follow up etc. A tried model to run a project is to work with a project group and a management team. The project group contains representatives of all partner organisations, relevant authorities and organisations, and, if desired, local stakeholders. The project group develops policy outlines, makes strategic decisions, exploits its network, and monitors the work of the management team and the final responsibility for the project. The project group takes care that the interests of the different partners and stakeholders are sufficiently served during the process.

The management team consists of professionals from different disciplines (for example an architect, an engineer, an archaeologist, a historian, a traffic planner, a financial expert, a communications expert, etc) and is responsible for the daily progress of the preparation and execution of the plan, including all practical work, like financial administration, monitoring construction work, contracting constructors, etc. The management team reports to the project group and advises the project group from the perspective of its practical experience in the project.

The tasks and responsibilities of both bodies should be clearly defined to prevent misunderstandings about mandates and competencies.

### 4.2. Knowledge and information

Before developing a plan on the conservation of town fortifications it is important to collect all relevant information. This is necessary to be able to develop a sound coherent and responsible plan. The following information should be collected:

#### 4.2.1 Stock-taking of remains of the fortifications and other monuments and archaeological sites

What parts of the fortifications still exist? What state of maintenance are they in? What parts did exist, but are demolished? Is it possible that parts of it are still there but hidden under the surface or incorporated in later construction? What is their historical, monumental, ecological and educational value?

What other monuments and remains are still there or are possibly there (archaeological sites)? What is their historical, monumental, ecological and educational value? What state are they in?

Could conservation plan for the fortifications do damage to other monuments or (potential) archaeological sites?

Today archaeologists do not automatically start excavating when they expect to have found a location as digging does destroy the site for ever. They often only dig when a site is threatened to be destroyed by, for example, construction work. But what they often do is making maps of actual and likely archaeological sites, which include their expectations what could be found where. These archaeological maps are of high value for the development of a conservation plan.

#### 4.2.2. Stock-taking of historical

knowledge and source material available

Has any historical research been done on the fortifications of your town? Have books or reports been published on this topic? Are there specialists on this topic? Is there any historical source material available such as town descriptions, eye-witness reports of sieges, maps or drawings which contain information on the town fortifications?

#### 4.2.3. Stock-taking of approaches and techniques

What are the latest international approaches and techniques for restoration? What philosophies are behind? What are their advantages and disadvantages? Are there controversies between different schools of restoration? What are their arguments?

#### 4.2.4. Town planning

Are concrete plans for town development existing? What is their political status? (For example: approved, rejected, or in preparation.) What are the expectations on future demographic, economic and environmental developments for the town? How does a fortifications plan fit into these plans and expectations?

#### 4.2.5. Legal opportunities and restrictions

What are the possibilities of local, national and international laws and programmes for the protection and conservation of monuments? Can they be of help to acquire funding, advice or cooperation?

Do these laws and programmes only have advantages, or do they also create obstacles, limitations and obligations?

Are there any legal restrictions or problems, for example with property or environment?

If (parts of) the town fortification are private property, are the owners interested to cooperate, or do they possibly have to be expropriated? Are remains of the fortifications part of other (private) buildings or constructions, which might not simply be changed or restored?

Are (parts of) the fortifications situated in natural reserves, or other protected areas, which might interfere with conservation or accessibility?

#### 4.2.6. Financial possibilities and prospects

Monuments possess a huge cultural and historical value. If this value is generally accepted and even put down into legislation, this has serious consequences for the resources necessary to preserve these monuments for present and next generations. This gives rise to the problem how to transfer a cultural and historical value to a financial value necessary for maintenance and repair. Some high profile monuments that are well known and have a high level of uniqueness, like Stonehenge or the Pont du Gare, can generate considerable income from entrance fees. But for the majority of European monuments the number of visitors is insufficient, or the possibilities to demand entrance fees are absent or limited, which is often the case with town walls. The owners of monuments are as a result dependent on subsidies and grants from local, regional and national authorities. These subsidies mostly cover only a percentage of the costs, causing a deficit that has to be supplemented in another way.

An important approach to generate extra financial means is to find mutual reinforcing parallels between the maintenance obligations for a monument and other relevant elements in its direct

surroundings. By creating smart strategic alliances the scope of funds and donors that can be addressed for financial support can widen significantly. Of course in the process of creating these alliances the original aim of preservation of the monument should not be lost.

To realise this widening of scope the following questions can be asked: Can restoration of the monument contribute to the reinforcement of the natural and ecological value of the monument and its surroundings? Can restoration reinforce regional (cultural) tourism? Does the monument contribute to relevant social aspects like reinforcement of (local or regional) identity, reinforcement of social cohesion or social security? Or can the solution for a local issue, such as flood prevention or traffic congestion, be integrated in the restoration or maintenance plan?

The aim is to create a win-win situation for all the partners involved. By creating smart alliances between different stakeholders and smart combinations between different developments and interests both money and support can be generated. A creative search for alternative themes like environment, social development, recreation, rehabilitation, art policy, employment programmes, etc. can open new and initially unexpected possibilities to develop town walls.

#### 4.2.7. Political support and partners

Monuments demand long term commitment as the process of maintenance and repair, and the question how to develop the monument in an ever changing environment is repeating itself every few decades, if not years. Guarding the proper use of the monument and insuring a steady flow of financial means for maintenance demands solid

administrative attention. This is an important task for heritage organisations and owners of monuments, who have to develop political insight and a good nose for the right political moment. Also here counts that more political attention can be generated if connections can be made between the monument and other issues in society. Important questions to ask are: What is the best political moment (elections, budget negotiations) to communicate about the monument? How are the administration and the lobby organised? Are connections to be made between the monument at hand and topical political issues?

**4.2.8. Technical possibilities and limitations**

Is the technical knowledge and experience needed available in your community or your country? Knowledge and experience in one country can significantly differ from another country. Is this knowledge and experience affordable, or should a simpler solution be developed?

Does landscape, geological and environmental circumstances or climate restrict your possibilities? Fortifications in wet lowlands can demand other approaches than in dry rocky landscape. For example in The Netherlands fortifications are often incorporated in vital regional waterworks and cannot simply be changed

**4.3. Reflection and Analysis: Making the plan**

When all information has been collected the time has come to analyse it, reflect on it and project it on the situation at hand. Using the information you and your team can select the most adequate philosophy where aims, approach, situation,

possibilities, architect, constructors, etc. all match each other into a coherent plan. Such a sound, coherent and complete plan is the basis for a successful conservation project. It should contain the following elements, but not necessarily in this order or configuration.

**4.3.1. Description of the present and envisaged future situation**

What is the state of the town defences nowadays? What is left and in what state?

What will it look like in the future according to the plan?

Include maps, pictures and drawings for visualisation

**4.3.2. Aims and motivation**

What is the reason for the plan? What are the arguments? What will it lead to?

The main reasons behind the plan and the advantages it will bring should be clearly and convincingly stated.

**4.3.3. Which approach for our situation?**

What approach do you choose: conservation, reconstruction or development? In reality in most situations a mixture of all three approaches will be chosen. One part of the fortifications might be fit for conservation, while for another part the situation will demand development. And for other parts reconstruction might be appropriate to illustrate what the whole town wall once looked like. What choice to make for what part depends on the whole spectre of factors at hand? To mention the most important: monumental value, ecological value, educational value, traffic developments, town planning requirements, and financial and technical possibilities.

**4.3.4. Historical and cultural rationale**

As you are dealing with historical monuments you have a responsibility towards history and towards possible laws on the protection of monuments. This has to be accounted for.

In what way does your plan pay respect to history and the historical situation?

Did you have to make difficult choices, for example to demolish or do damage to part of the fortifications? What decisions did you make and on what grounds?

What research has been undertaken? Which literature and what source materials have been consulted? Which specialists have been consulted and what did they advise?

**4.3.5. Technical rationale**



What are the technical arguments behind your plan? Many decisions will not only be defined by historical, esthetical or touristic arguments, but by technical possibilities, limitations and their consequences.

What technical arguments played a role in the decisions you made? Where you limited in your possibilities for technical reasons? On what grounds did you choose for specific technical solutions and approaches? What are the effects of your

technical choices on for example durability and long-term maintenance?

Did you think about reversibility and non-destruction? How did you try to limit damage to the existing historical remains? Why was reversibility and non-destruction in some situations not feasible?

#### **4.3.6. Financial and economical rationale**

Who will pay for maintenance, repair, reconstruction and/or development of the town fortifications, now and in the longer term? What is the balance between public and private donors? What conditions and demands have to be met to qualify for these donors? Can any problems be foreseen to meet these demands? Are there other possibilities to finance the fortifications plan? What were the reasons to choose for this alternative and not for other possibilities? What is to be expected of the long-term commitment of the present donors? Can new donors, for example local stakeholders, be interested in a later stage of the work? Will the plan also generate money, for example through entrance fees or through economical exploitation of (part) of the fortifications?



What are the financial expectations and how realistic and reliable are they? Are they critically assessed by a professional financial body? Are the financial means available sufficient or is more acquisition necessary to realise the plan at hand?

#### **4.3.7. Town planning rationale**

What are the advantages of your plan for town development and wellbeing of the population? What are the disadvantages? Can they be solved?

What are the long term consequences of your plan for town planning and development?

How does your plan fit in the existing city planning? Does it collide with existing planning or with expected future developments? If yes, how can these problems be resolved? In how far existing plans have to be changed or adapted?

#### **4.3.8. Accessibility rationale**

What is the policy on accessibility? Include physical, visual and conceptual accessibility.

What provisions are envisaged to enable access for disabled, elderly people and children? On what locations access is limited for these specific groups and why?

#### **4.3.9. Time schedule**

The plan should include a clear visualised time schedule, preferably in a table, which includes which activities will take place when, by whom, on what location. Such a time schedule is essential for the planning of the works and for making the budget. It shows if works do not interfere with each other and what costs have to be made when. When the plan is being executed it provides a helpful beginning

for a detailed working scheme and is a clear indicator if the activities are still on schedule.

#### **4.3.10. Budget**

How much money is available and how will it be spent? How does the available budget meet the estimated costs for maintenance, repair, development and/or reconstruction? How much money has to be paid when for what? Which donor will pay how much money on what moment? Do income and expenses match at any given moment during the time schedule of the project? Is enough money available for contingencies, in case unexpected problems come to surface during construction work?

#### **4.3.11. Envisaged contractors and procedures**

Inviting tenders for restoration or construction work on monuments demands serious attention as special skills and experience is expected from designers, architects, engineers and constructors. During work on monuments often unexpected problems come to the surface that can easily have serious consequences for the budget and the time schedule. Arrangements with the contractors can be made beforehand including fixed prices for different sorts of extra work. Another possibility to keep the costs in control is the Design and Construct method, where the final result is agreed on in the contract and not the procedure of work. This approach optimizes the specific restoration skills of the contractor. Of course when contracting the laws and regulations concerning tendering are to be followed. When European grants are involved, the guidelines for European tenders have to be taken into account.



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#### 4.3.12. Project organisation

Describe the project organisation. What different project bodies do exist? What are their tasks and responsibilities? Which people are involved? What are their knowledge and skills, and who are they representing? Convince the reader of the plan that your project organisation is competent and committed enough to bring your project to a successful end

#### 4.3.13. Project communication

Communication is vital to make your plan into a success. To seduce and convince partners, donors, decision makers and stakeholders you need at least an attractive plan and an accessible catchy summary in a nice looking handout.

To keep your partners and stakeholders informed about the progress and success of the plan, but also about the causes of problems and delays and the approach you use to solve them, a website which is regularly updated and something like a newsletter can be very useful.

Construction work can cause serious nuisance through noise, blocked roads, dust, etc. It is important to inform local

stakeholders such as neighbours, shop owners, etc. about the nuisance they can expect by sending letters, organising information sessions, and providing a telephone number for information and complaints.

To attract positive attention to your plan it can be useful to organise official events at the start and the end of the work and at important stages in-between. Invite stakeholders, partners and donors to visit the works and see the progress. And of course invite the press by sending out press releases and personally inviting journalists of appropriate media.

The above described is an outline of a simple communication plan. Adapt and specify it for your own situation and extend it if necessary and useful.

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## 6. BIBLIOGRAPHY, LINKS AND RESOURCES

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