

Off the Beaten Track:

Urban Regeneration of Hidden World Heritage in L'viv (Ukraine)

Results of a case study project 2011

Technische Universität Berlin
Urban Management Program
in collaboration with
GIZ Cooperation Project
*"Municipal Development and
Rehabilitation of the Old City of L'viv"*
and the City of L'viv

Foreword

by the editors

The field of urban regeneration is probably among the most challenging ones for urban planners. Dealing with existing urban structures and communities in a sensitive way and balancing necessary interventions for improvement with social, economic and environmental factors are complex tasks that require multi-disciplinary perspectives and innovative ideas. It is the attempt to minimize negative impacts while at the same time maximizing the positive effects of improvements that has provoked a constant revision of concepts and instruments throughout the history of urban regeneration. Hence, the international experience shows a multitude of approaches that have evolved throughout time providing valuable lessons learned. A special challenge in this context is the conservation of built heritage and the protection of monuments. This task adds yet another dimension to the complexities of urban regeneration and requires even more innovative approaches of urban management.

It is this very topic that received special attention during the 2010/2011 class of the post-graduate Master Program of Urban Management at the University of Technology Berlin (TU Berlin). Several courses were dedicated to dealing with various aspects within the field of urban regeneration. However, outstanding importance was given to a practical project, which was organized in collaboration with GIZ (*Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH*) – namely the project on *Municipal Development and Rehabilitation of the Old City of L'viv* in Ukraine. In this context, seventeen international Master Program participants had the opportunity to work as young expert consultants. Collectively, the students possess multidisciplinary professional backgrounds (e.g. university degrees in architecture, urban planning, social sciences, civil engineering, public administration, business management, hydrogeology, etc.) with substantial

work experience in public and private sector institutions in their home countries in Asia, South and North America, Africa and Europe.

Cooperation between GIZ and the postgraduate Urban Management Master Program at the TU Berlin dates back to 2003. In the past, projects have been conducted in Aleppo, Syria (2007, topic: informal settlements), Montenegro (2008, topic: sustainable tourism), Bangladesh (2009, topic: urban governance in secondary towns), Cairo, Egypt (2010, topic: informal settlements). These experiences have shown that theoretical training combined with practical on-site project work enables a vivid exchange of innovative ideas and unconventional thinking about appropriate strategies between students and local project partners – a win-win situation for both sides. However, the fruitful cooperation between GIZ and TU Berlin goes well beyond field work. The Urban Management Master Program benefits from the regular involvement of GIZ staff members in teaching courses and from the nomination of a GIZ senior expert, Prof. Günter Meinert, as an honorary professor especially assigned to the program. Furthermore, over the years, numerous short-term training courses on different topics in the field of urban management have been conducted for staff members of GIZ cooperation projects and experts from their local counterparts. Last but not least, GIZ's intense involvement in the Urban Management Program has resulted in the successful recruitment of graduates as high-profile staff members and interns on GIZ cooperation projects and at the Centrum für Internationale Migration und Entwicklung (CIM) posts worldwide and has made an irreversible impact on all those who returned to work as experts in urban development in their home countries.

As already mentioned, this year's project dealt with the topic of urban regeneration in the City of L'viv in Ukraine, which is an outstanding case as it comprises multiple challenges of urban development in a transformation economy. Having experienced a turbulent history, the city has found itself under different rules – Polish, Austro-Hungarian, Ukrainian, German, Soviet – and belongs to the independent State of Ukraine since 1991. Although the changing powers had dramatic consequences for the urban population and eventually led to an almost complete exchange of residents, the physical structures of the historical center remained largely intact. Hence, the city holds an enormous value in terms of its architectural heritage in the historical center and has been listed as a World Heritage Site since 1998. However, the task of urban regeneration and architectural conservation is massive and not made easier by a chronic lack of capacities and resources.

In this context, the GIZ cooperation project *Municipal Development and Rehabilitation of the Old City of L'viv* provides support to the municipal administration in order to manage the urban regeneration of the old city of L'viv in a sustainable and efficient way. The project aims to strengthen the local government and other stakeholders in the urban renewal process with the aim of improving the living conditions of the residents as well as strengthening the city's economic development. So far, the immediate city center has received most attention by local decision makers leaving more peripheral neighborhoods neglected. Outshined by the near historic center, the neighborhood just north of it is actually the cradle of the city as it was here that the area was first settled. Several valuable monuments located here bear witness to the historical significance of the area. However, its former importance is hardly acknowledged – not by residents, the local administration or visitors. Consequently, the

physical, economic and social condition of the area is rather poor and there is an urgent need for urban regeneration.

Hence, this neighborhood was chosen as the main focus for the collaboration project between GIZ and TU Berlin. The assignment for the young professionals was twofold: firstly, a field study of the major problems of the area was to be realized. Secondly, and based on the field study, proposals for intervention were to be developed. Prior to the stay in L'viv, a preparation phase was held in Berlin. In-class sessions comprised research, literature review, presentations and critical discussion of relevant issues such as history, local identity, administrative structures and current urban development tendencies in L'viv. During the first week of the stay in L'viv in May 2011, students conducted rapid field assessments of the physical condition of buildings, the social structure, open space, mobility and local economy in the study area. The final outcome were SWOT analyses on the basis of which visions for future development of the area were formulated. This provided a framework for the conception of six strategic pilot projects during the second week, focusing on the most relevant issues identified. The pilot projects are to be understood as very first steps on the long road of sustainable urban regeneration in the neighborhood. The outcome of this work was successfully presented to a broader audience including representatives from the public administration, local residents, Non-governmental Organizations (NGOs), universities and the local press on May 27, 2011.

In this publication the results of the project are documented. The first chapter introduces the context by providing an overview of the history of the city and discussing the topic of world heritage as well as the GIZ approach to intervention followed by a short description of the study area. The second chapter

documents the results of the five thematic SWOT assessments as well as the visions for development. Finally, Chapter 3 gives a detailed description of each of the six strategic pilot projects. This report aims for extensive dissemination of the project's results and their integration in follow-up activities through the GIZ, contributing to awareness-raising on relevant issues of urban regeneration in the area. Understanding the ideas that have been developed in the pilot projects as initial interventions and creative steps, the further follow-up processes are of crucial importance in order to create consistency and establish permanent institutionalization of innovative strategies for urban regeneration in L'viv. We are looking forward to continuing the interesting debates between TU Berlin, GIZ and their counterparts in the public administration of L'viv.

TU Berlin owes a great deal of thanks to Iris Gleichmann and the entire GIZ staff for their trust, time and endless efforts they put into making this project a success. Furthermore, we would like to express our deepest thanks to the Vice-Mayor of L'viv, Mr. Vasyl Kosiv and to Mrs. Lilia Onyschtchenko, head of the *Heritage Department*, for their strong support and valuable insights.

Moreover, we are grateful to the Mayor Mr. Andrij Sadovyj, Mrs. Iryna Maruniak, head of Halyzka area administration, Mr. Oleksandr Kobzarev, head of the City Institute, Mr. Yuri Stolarov from *Mistoproject*, Mr. Armin Wagner from the GIZ-Project *Climate-friendly Mobility* as well as Mr. Ben Kern for their time, insights and honest interest in the project. We also want to thank all the students, Eleonora Provozin, Olya Savchynska, Olya Meshcheryakova, Lidiia Fedchuk and Pavlo Skolozdra, who assisted us with the fieldwork.

All the local experts who dedicated their time to answer our questions deserve our deepest gratitude. Our special thanks goes to the residents of the study area who received us with much hospitality and openness – we hope to contribute with our ideas to an improvement of your beautiful neighborhood. Last but not least, we want to thank all the young professionals of the *Urban Management Program* for their incredible commitment, impressive dedication and great inspiration – it was a real pleasure to work with you!

Especially, we owe a sincere thanks to Maria Cecilia de Carvalho Rodrigues, Renata Goretti Piedade and Anthony Guadagni who greatly supported and coordinated the writing process. This report holds a lot of their energy, efforts and commitment.

Lukas Born,
Lenka Vojtová,
Carsten Zehner

Foreword

by Iris Gleichmann

The Municipal Development and Rehabilitation of the Old City of L'viv is a joint project of the City of L'viv, Ukraine and the *Deutsche Gesellschaft für Internationale Zusammenarbeit* (the German Organization for International Cooperation), the GIZ. When we at the project were approached by the *Technische Universität Berlin* (TU-Berlin) with the idea of cooperating with Urban Management students on a study of a part of the city, we immediately saw this as a great and mutually beneficial opportunity.

There is an important historical quarter north of the City Center that has, until now, been a low priority in terms of its development within the city as a whole. The GIZ project has yet to analyze the area in detail because it was, and still is, intensely involved with ongoing challenges in the inner city. This northern area was chosen for the study, the results of which we hoped would benefit the students and be a significant contribution to the GIZ project.

Seventeen postgraduate students, accompanied by their supervisors, Carsten Zehner and Lukas Born, and supported by Lenka Vojtova of the GIZ, worked hard and for long hours during a two-week excursion in L'viv. Local residents and city officials were consulted, and public awareness-raising events were organized. Using highly professional research methods, information was gathered and compiled as a basis for suggestions and recommendations. It was interesting to see how these students, coming from some 13 different countries and with backgrounds in different disciplines, brought refreshingly new approaches.

This report summarizes the results of the one semester long work of the students – the preparation, the fieldwork and the follow-up analysis. The methods and ideas shown here will serve as a reference for the further urban development of the study area. The input of local residents and stakeholders was actively sought throughout the study – we hope that the good results of the students' work will now encourage them to become more involved in the development of their part of the city.

We thank all who were involved.

Iris Gleichmann, GIZ
 Director of the Ukrainian-German project
Municipal Development and Rehabilitation of the Old City of L'viv

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List of Acronyms

BID	Business Improvement District
BMZ	<i>Deutsches Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung</i> (German Federal Ministry of Economic Cooperation and Development)
CAP	Community Action Planning
CBO	Community-based Organization
EBRD	European Bank of Reconstruction and Development
EURO 2012	European Football Championship
GIZ	<i>Deutsche Gesellschaft für Internationale Zusammenarbeit mbH</i> (German Corporation for International Cooperation)
IDC	<i>The integrated development concept for the historical inner city of L'viv</i>
NGO	Non-governmental Organization
OSBB	Condominium Ownership Associations in L'viv
SWOT	Strengths, Weaknesses, Opportunities and Threats
TU Berlin	<i>Technische Universität Berlin</i> (Technical University Berlin)
UEFA	Union of European Football Associations
UM	Urban Management Program
UNESCO	United Nations Educational, Scientific and Cultural Organization
ZhEK	<i>Zhitlovy Explotacijny Kontora</i> (Communal Housing Service Enterprise)

Explanation of Ukrainian Terms

<i>Halyzka</i> district	Administrative division where the focus area is located
<i>Pidzamche</i>	'Under the Castle'
<i>Rynok</i>	Market
<i>Staryi L'viv</i>	Old L'viv
<i>Staryi Rynok</i>	Old Market
<i>Vysoki Zamok</i>	High Castle

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Figure 0.0
In front of the Town Hall.
Figure 1.1
Aerial View of the City
Center taken from the
City Hall Tower shows
the green hill of *Vysoki
Zamok* in the background.



1 Introduction



There was a time when the *Pidzamche*¹ neighborhood of L'viv was the jewel of the City. L'viv's fortune depended on merchant trading in a large market just east of the modern day *Vysoky Zamok*, and, as the market grew, the city entered its first age of prosperity. Wealthy patrons from the area commissioned ornate churches and lavish buildings, the beauty of which were largely unparalleled in Central Europe at the time. But, as the neighborhoods wealth grew with the market, it declined with it as well. By the 15th century, the City's central market function had shifted just a short distance to the south, and the once great neighborhood of *Pidzamche* had begun a slow decline, still evident nearly 600 years later.

Today, there are only few indications of the neighborhood's historical significance. Despite its location less than one kilometer from the *Ploshcza Rynok* (central square in the City Center), the neighborhood has become a marginalized central-periphery.

Though the neighborhood is partially included in the UNESCO World Heritage Site, it is overshadowed by the urban fabric and grandiose churches of the City Center, and only a few of the 1 million tourists that visit L'viv annually (Tillman 2011) ever find their way into the area. In modern L'viv, the name *Pidzamche*, once so closely tied to the City's preeminence in Central Europe, is rarely understood to refer to this neighborhood 'Under the Castle' as local residents associate very different spatial areas with that name. Due to these controversial associations and its obviously undefined denomination the neighborhood is referred to as *focus area* (or similar) throughout this report (and not as *Pidzamche*) as the decision about a common name for the neighborhood is up to the residents.

¹ The name *Pidzamche* translates roughly to 'Under the Castle', so named because it sits at the foot of the hill on which the City's first fortified outpost was built.



Figure 1.2
Aerial View of
the Neighborhood
'Under the Castle'

A photograph taken from the City Hall Tower shows the unique urban fabric of the case study area. The green and white roofs in the bottom left of the photo are part of the *Dobrobut* market.
Photo credit: C. Zehner (2011).

1.1 History

The history of L'viv is characterized by almost countless changes in political leadership, each of which has imparted a distinct impression on the City's urban topography. The following section outlines and offers insights into the tumultuous 750-year history of human habitation of the City, beginning with its first appearance in the historical record in 1256 and continuing through the creation of the modern state of Ukraine in 1991.

1.1.1 Foundation of the City (13th Century)

The City was given the name L'viv in honor of *Lev*, the son of its founder, Prince *Danylo Halitsky*, in the middle of the 13th century. Over the course of its history, the city has been known by a variety of names – *Lvov*, *Lwów*, *Löwenburg*, *Lemberg*, *Leopolis* – that were chosen to better suit the ruling power's native tongue, but generally paid tribute to the original name. In modern times, the various names of the City are still commonly used in other European countries as translations of the Ukrainian name² (Czaplicka 2005).

In the mid-13th century, an existing settlement on the slopes of the modern day *Vysoki Zamok* hill was fortified to defend the town against Tatar attacks. Situated at the crossroads of historically important trade routes, the settlement rapidly developed into a prosperous city. The City's early inhabitants were predominantly Orthodox Ruthenian, although *King Danylo* himself was allied through marriage to the Catholic institutions of Central Europe (Czaplicka 2005).

1.1.2 Polish Rule (1340 – 1772)

Around 1340, the Polish *King Casimir III* took over the City of L'viv during the *Galicia–Volhynia Wars of Succession* (Czaplicka 2005). This was the beginning of a lengthy period of Polish Rule, cementing the City as a Catholic stronghold as early as the 15th century (Czaplicka 2005). Following the passage of the *Magdeburg Rights* in 1357, the City gained an unprecedented degree of autonomy and was quickly established as a multi-cultural merchant city with a thriving trade industry (Czaplicka 2005). A large, rectilinear central *Rynok* (market) flanked by a town hall became the focal point of local businesses, and quickly became dominated by Western European Catholic traders (Czaplicka 2005).

This period of Polish rule witnessed a dramatic diversification of L'viv's population, as foreign nationals were granted the legal right to settle in the City's periphery (Czaplicka 2005). This ethnic diversity, and competition between different cultural groups, ultimately led to the construction of many non-catholic churches in the City, many of which still hold significance today. The *Orthodox Dormition Church* (Figure 1.3), built on Ruthenian Street, and the *Armenian Cathedral of the Dormition*, on Armenian Street, are visual testaments to the ethnic divisions within the City during the period (Zhuk 2005).

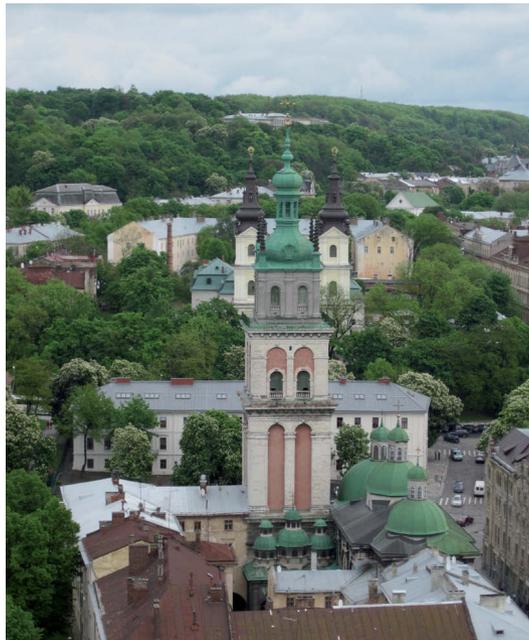


Figure 1.3
The Orthodox
Dormition Church
The steeple of the
Orthodox Dormition
Church is a prominent
feature of L'viv's skyline.
Photo credit: A. Guadagni
(2011).

² For example, the City is commonly referred to as *Lwow* in Poland, and *Lemberg* in Germany and Austria.

1.1.3 The Austro-Hungarian Empire (1772-1918)

Following the first *Partition of Poland* in 1772, the City of L'viv became the capital of the Habsburg province *Kingdom of Galicia and Lodomeria*, the largest province of the *Austro-Hungarian Empire* (Czaplicka 2005). Under Habsburg rule, the City experienced rapid population growth and was transformed into a modern imperial center, serving important administrative and military functions. The newfound prominence led to the establishment of L'viv as a major cultural center and transportation hub within the *Austro-Hungarian Empire* (Czaplicka 2005). As a result of its largely Germanic urban landscape and its important administrative role in the *Kingdom of Galicia*, the City was affectionately referred to as the 'little Vienna of the East' (Hrytsak 2005).

In the 19th century, the Habsburgs began to liberate settlements of Ruthenian peasants within the City walls in order to undermine the increasing Polish influence over the city. The increased autonomy of various ethnic groups within the city led to the development of parallel administrative institutions and fierce competition for power between its Jewish, Polish and Ukrainian inhabitants (Czaplicka 2005). Each ethnic group fought to establish their own cultural and educational facilities as symbols of place-based identity, leading to the construction of many of the most prominent cultural institutions in the City today³ (Czaplicka 2005).

1.1.4 L'viv - 1918 to 1991

Following World War I, L'viv experienced a brief period of Polish rule. Census statistics from the inter-war period indicate a wide ethnic diversity in the City, with inhabitants of Polish, Jewish and Ukrainian ancestry making up the largest proportions of the population, respectively (Bechtel 2006). In 1941, Nazi troops gained control of the City, ending a short period of Soviet rule that began with the onset

of World War II. During the period of German power from 1941 to 1944, nearly all of the City's Jewish inhabitants fell victim to genocide, and all but two of the 42 synagogues were destroyed (Bechtel 2006), virtually erasing all physical remnants of the strong Jewish influence on the City's history.

Following World War II, L'viv was incorporated into the *Ukrainian Soviet Socialist Republic*. The mass murder of L'viv's Jewish population by the Nazis and the forced eviction of Poles by the Soviets led to a near complete loss of the City's multicultural character and a majority of its population (Tscherkes 2005, Bechtel 2006). Immediately following the War, the City was repopulated by an influx of rural immigrants from the surrounding Ukrainian countryside (Hrytsak and Susak 2003). During the era of Soviet rule, the city was redeveloped as an industrial center, with many large Soviet prefabricated apartment blocks erected in the periphery of the historic City, and advertised by the Soviet administration as '*the New L'viv*' (Hrytsak and Susak 2003, p. 143).

1.1.5 L'viv Today

In 1991, L'viv became part of the independent Ukraine. Despite centuries of multi-cultural influences, contemporary L'viv can be considered a homogeneous Ukrainian city with a decidedly Western orientation. Despite its new European values, L'viv is thought of as a declarative, nostalgic reconstruction of the '*golden age*' in the minds of its inhabitants (Czaplicka 2005). With independence and the ongoing transition to a market economy, most of the large industrial sites have been abandoned. The City's current development strategy is to establish L'viv as a scientific, cultural and tourist destination to spur economic development (BUS 2008).

Today, L'viv is home to approximately 725,000 inhabitants, with nearly 88% of residents identifying themselves as ethnically Ukrainian (State Statistics Committee of Ukraine 2004). Since 1993, L'viv has

³ For example, the *L'viv Theater of Opera and Ballet* (the Opera House) and *The Maria Zankovet'ski Drama Theater* were both built during this period.

witnessed a population decrease of nearly 10% (BUS 2008), placing the city in a problematic situation familiar to many other transitional cities: attempting to replace a formerly industrial economy amidst a shrinking population.

EURO 2012

As one of the eight cities in Poland and the Ukraine to host the matches of the 14th Union of European Football Associations (UEFA) European Football Championship (EURO 2012), L'viv will receive a degree of international exposure that is unprecedented in the City's recent history. While being at the center of the European spotlight for the nearly one-month duration of the tournament is certain to have some positive impacts on the City, hosting the tournament itself is not without its costs.

In preparation, the municipality has made enormous investments in the City's physical infrastructure, including the construction of a new stadium, development of roads and the extension of the airport; the stadium construction alone cost an estimated cost €200 million, with the majority of funding guaranteed by the City (Tillman 2011).

1.2 L'viv and UNESCO World Heritage

The idea of creating a movement to protect the physical representations of the world's most significant cultural achievements entered the

international dialogue in the wake of the destruction of the First World War (UNESCO 2011a). However, it would be more than 50 years until, in 1972, the *United Nations Educational, Scientific and Cultural Organization* (UNESCO) established the *Convention Concerning the Protection of the World Cultural and Natural Heritage* (The World Heritage Convention). The ratification of the *Convention* represents the first international charter with the aim of safeguarding properties that represent outstanding values to the international community (Widmer 2008).

The *World Heritage Convention* defines Cultural World Heritage as: *monuments, groups of buildings, and sites 'of outstanding universal value from the point of view of history, art or science and from the historical, aesthetic, ethnological or anthropological point of view'* (UNESCO 1972, p. 2). To be eligible for inclusion in UNESCO's *Cultural World Heritage List*, sites must meet at least one of the first six criteria established by the *World Heritage Convention*.⁴

1.2.1 The UNESCO Criteria for L'viv

In December 1998, L'viv was included in the *World Heritage List* based on criteria (ii)⁵ and (iv)⁶ of the *World Heritage Convention* (Figure 1.4). In its justification for the City's inclusion, the *World Heritage Committee* cited the fusion of architectural and artistic traditions of the Eastern Europe with those of Italy and Germany throughout the historic center, as well as the continuing evidence of different ethnic groups with different cultural and religious traditions that formed independent communities within the city (UNESCO 1998). L'viv's unique heritage is also recognized on the national level, with 11% of the Ukraine's architectural and cultural heritage sites located within the City (BUS 2008).



Figure 1.4
UNESCO Emblem
A UNESCO emblem
adorns the exterior wall
of the L'viv City Hall.
Photo credit: A. Guadagni
(2011).

⁴ For a complete documentation of the criteria for inclusion in the Cultural and Natural World Heritage Lists, refer to UNESCO 1972.

⁵ Criterion (ii): 'to exhibit an important interchange of human values, over a span of time or within a cultural area of the world, on developments in architecture or technology, monumental arts, town-planning or landscape design' (UNESCO 2011b);

⁶ Criterion (iv): 'to be an outstanding example of a type of building, architectural or technological ensemble or landscape which illustrates (a) significant stage(s) in human history' (UNESCO 2011b).

1.2.2 Concerns Regarding the Overall State of Conservation

After more than 10 years on the *World Heritage List*, the *World Heritage Committee* expressed 'deep concern regarding the overall state of conservation of the property, and in particular, serious changes to the urban fabric and considerable threat to the Outstanding Universal Value, integrity and authenticity of the property' (UNESCO 2010, p. 148). The decision urges the State of Ukraine and the City to adopt the necessary measures to safeguard the integrity and authenticity of the property, including developing more substantive guidelines for the restoration and conservation of the urban fabric (UNESCO 2010). The committee further warned that, should effective measures not be taken to address the concerns described above, the site could be included in the *List of World Heritage Sites in Danger* as early as 2011 (UNESCO 2010, p.149). As of July 2011, the Historical Ensemble of L'viv has not been listed as *endangered* (UNESCO 2011c).



1.2.3 Public Awareness and Current Status of Built Heritage in L'viv

According to a socio-economic survey conducted in 2009 as part of the *Gesellschaft für Internationale Zusammenarbeit (GIZ)*⁷ cooperation project *Municipal Development and Rehabilitation of the Old City of L'viv*, 79.1% of L'viv residents have heard about the City's UNESCO World Heritage designation. This level of awareness reportedly rises to nearly 100% for those respondents living in the City Center (GTZ 2009). Although all respondents in the survey considered the rehabilitation of the historical districts to be important, the condition of many buildings leaves much to be desired.

After the much-proclaimed independence of Ukraine in 1991, the ownership of most apartments in L'viv was transferred from the state to the residents. However, communal spaces within the buildings, such as staircases, facades and roofs, remained in public hands (BUS 2008). The resulting complex ownership structure and unclear responsibilities with regard to maintenance, combined with 'post-Soviet' mindsets of certain groups in society, inadequate administrative structures, insufficient financial resources and a lack of a consensus regarding the importance of built heritage, have led to a backlog of necessary repair work, inappropriate and insensitive interventions, deteriorating living conditions and, ultimately, a severely endangered cultural heritage (Figure 1.5).

Figure 1.5
Building Degradation
An example of a building in an advanced state of dilapidation in the focus area.
Photo credit: R. Piedade (2011).

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Figure 1.6-1.9
Medieval Facades at Ploshcza Rynok (central square in the City Center) (top left).
Rich Art Nouveau Facades in a street west of the City Center (bottom left).
Aerial View of a corner of Ploshcza Rynok (central square in the City Center) (top right).
Impressive Station Hall of the Main Train Station opened 1904 (bottom right).

⁷ In 2009, the GIZ was still known by its former name, the GTZ (*Gesellschaft für Technische Zusammenarbeit*). Following the merger of three state-owned German development agencies (InWent, DED and GTZ) in January 2011, the new company changed its name to *Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH*. In this report, the organization is referred to only as the 'GIZ'. The only exceptions will be when citing publications produced by the organization prior to 2011.





1.3 The GIZ cooperation project: "Municipal Development and Rehabilitation of the Old City of L'viv"

The *Municipal Development and Urban Rehabilitation in the Old City of L'viv* project is the result of an official agreement between the Ukrainian and German governments in 2008. It is being implemented by the City of Lviv and the *Heritage Department* of the City of Lviv in partnership with the GIZ.

The overall objective of the project is to manage the urban renewal of the old city of L'viv sustainably and efficiently. Project aims are: (i) to strengthen the local government and other stakeholders in the urban renewal process; (ii) to improve the living conditions of the residents in the focus area; and (iii) to strengthen the economic development of the city. The project is divided into two phases. The first, and current phase began in June 2009 and is to end in December 2012. The results and lessons learned during this phase will be the basis for the program of the second, follow-up phase.

The first phase focusses on the following topics:

- *To ensure the sustainability of the project, the development of new instruments for urban regeneration is crucial. The project is advising municipal officers on how to improve procedures that make sure that work in heritage areas is historically sensitive and is carried out in efficient and sustainable ways.*
- *With support from the project, the City administration has set up an Action Committee involving all municipal departments in order to coordinate the regeneration of the historic parts of the town. In April 2011, the City Council adopted an 'Integrated Development Concept for the Old City of L'viv' (in greater detail below); furthermore, the development of design guidelines regulating building measures is about to be completed. Since September 2010, owners can apply for a program to co-finance restoration works.*
- *In order to strengthen citizens' awareness of and involvement with L'viv's historical built heritage, the project informs residents how historically sensitive repair and renovation is vital to preserving this nationally and internationally recognized cultural treasure for the benefit of present-day citizens and future generations. In addition to flyers and leaflets, press conferences and television interviews, the team organizes citizens' workshops to provide local residents with information and a platform for voicing concerns and opinions on the development of the historic inner city. The project also supports municipal and other local institutions in organizing international symposia and architectural competitions concerned with the rehabilitation of the historical city.*
- *The project has initiated a series of programs to increase the stakeholder engagement. Project-trained local architects offer free-of-charge advice to owners and residents on the technical, financial and legal aspects of renovating historical buildings. The establishment of homeowners and tenants associations is being encouraged to promote effective long-term cooperation between building occupants.*
- *To overcome the shortage of relevant expertise, local craftsmen are offered training in restoration skills. Trainees 'learn-by-doing' by carrying out pilot restorations under supervision. So far, participants have been involved in the on-site restoration of historical doors, gateways and staircases, the repair and restoration of historical window frames, the restoration of historical murals, and the repair and preservation of stonework facade features. After training, several of the participants have established businesses offering specialist historical building renovation services. In addition, participants are offered courses on business management and on passing their learning on to others ('training of trainers'). The introduction of building restoration courses in local vocational institutions is also being encouraged and supported.*

As mentioned above, part of the GIZ's involvement is the elaboration and implementation of an *Integrated development concept for the historical inner city of Lviv* (IDC). The IDC specifies certain pre-existing general objectives and planning strategies of the urban development, particularly the '*Sustainable Development Strategy of the City of Lviv*' and the '*Strategic Plan of the Preservation of the Historic City of Lviv*', on the basis of the General Master Plan of Lviv. The IDC describes all the important actions and projects to develop the Historic City for the next 10 years. It distinguishes between ongoing projects, short, medium and long-term measures, as well as elaborating on project ideas. The implementation of these projects is then a function of available funding and support by the City Council, other public institutions and additional local stakeholders. The IDC identifies projects and activities in the areas of: (i) cultural heritage; (ii) public space; (iii) transport and technical infrastructure; (iv) tourism and culture; (v) business and retail; and (vi) social issues and education (City of Lviv and GIZ 2011).

1.4 The Focus Area of the TU-GIZ Collaboration Project

The primary restoration efforts undertaken by the City of Lviv are focused in the City Center, primarily around the *Rynok* (market) Square surrounding the City Hall. The neighborhood in which this case study was carried out (hitherto referred to as the focus area) is situated immediately north of the City Center, and is considerably less visited despite its historical importance (Figure 1.10). The area is often referred to as *Pidzamche*, meaning 'below the castle', so named because it sits at the base of the *Vysoki Zamok*, the former location of the first fortified settlement in Lviv. However, there is some disagreement regarding the exact geographic boundaries of the *Pidzamche* neighborhood and the name is not ubiquitously applied to the focus area.

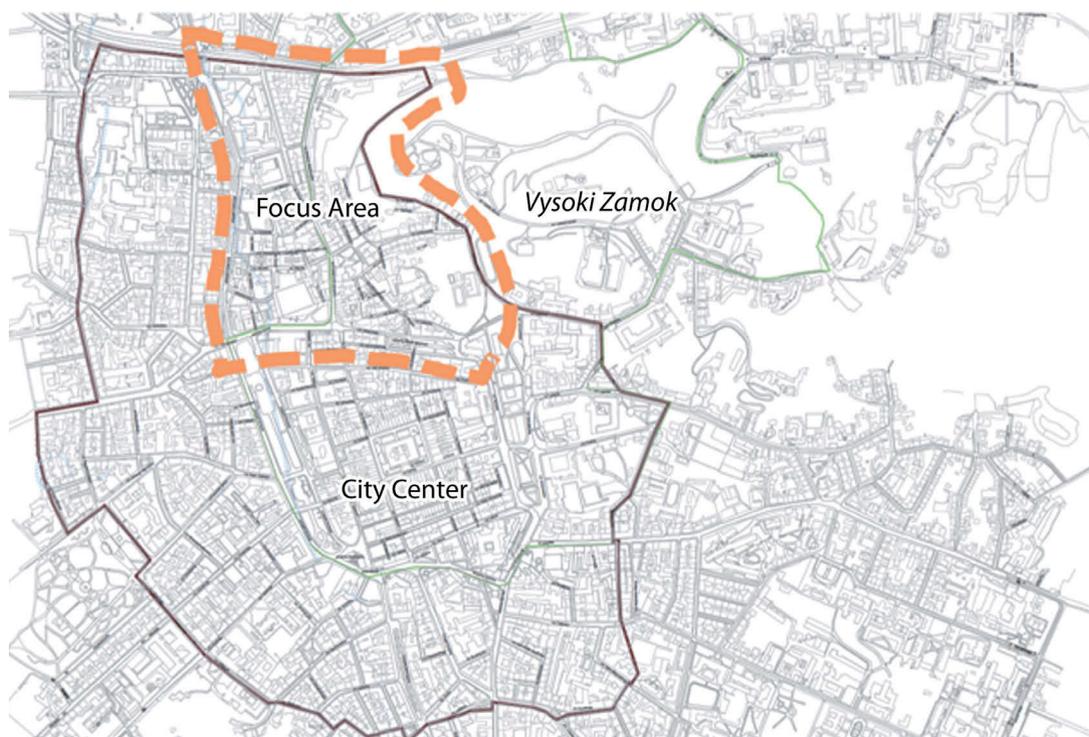


Figure 1.10
Focus Area Overview Map
Project area (dark line);
Focus Area (orange);
Unesco Area (green line).
Design: GIZ, Lviv (2011).



Figure 1.11
Hilly Topography
in the Focus Area
The urban fabric of the focus area is characterized by gently sloping hills, especially in the east.
Photo credit: E. Linderkamp (2011).

Upon first glance, the area differs dramatically from the surrounding cityscape. The urban fabric is diverse and less dense, with the layout of streets defined by the hilly topography (Figure 1.11). The irregularity of the landscape provides more green and open spaces than in other parts of L'viv's inner city, creating a suburban or almost village-like atmosphere throughout much of the neighborhood. However, the buildings are becoming dilapidated and the inhabitants are largely living on or near subsistence level incomes. Although the focus area is home to some historically significant points of interest and roughly half is included in the UNESCO Heritage Area, inadequate physical connections to the oft-visited City Center inhibit more widespread tourist traffic. Strategies for improvement of the area are lacking and funds are scarce. Generally speaking, the area is neglected and currently suffers, rather than benefits, from its proximity to the City Center.

For the reasons mentioned above, the neighborhood was selected as focus area for this collaborative study between the *Technische Universität Berlin* (TU Berlin) *Urban Management Program* (UM) and the GIZ cooperation project *Municipal Development and Rehabilitation of the Old City of L'viv*. The primary goals of the research project were to develop an understanding of the specific characteristics of the focus area as a whole and develop strategies for its sustainable urban regeneration.



Figure 1.12
Visit at Mistoproject and
discussion of planning
strategies for L'viv.
Photo credit: C. Zehner
(2011).

Page 26-27:
Figure 1.13-1.16
Snizhna Street
in the South of the
focus area (top left).
Uzhhorods'ka street
close to Vysoki Zamok
in the focus area
(bottom left).
Typical courtyard
in the focus area
(top right).
Torhova Street
separating the focus
area in the north from
the city center in the
south (bottom right).





1.5 Research Timeline of the TU-GIZ Cooperation Project

The work detailed in this report was conducted in four phases: (i) preparation; (ii) fieldwork; (iii) strategy development and (iv) documentation and report writing. The outcomes of each step are based upon knowledge acquired during the previous stages of investigation. Section 1.0 serves as a summary of the preparatory phase of the project, while fieldwork analysis and the elaboration of strategies and pilot projects for urban regeneration are documented in Section 2.0 and Section 3.0 of this report, respectively.

Preparation (April 18 - May 3, 2011 - Berlin, Germany)

The preparatory phase was used to investigate several critical topics to provide a basis for subsequent phases of field research. The preparation consisted of secondary research and discussions with external experts concerning the topics of urban demographics and economy, history and identity, urban planning and administrative structures and international best practices for the urban regeneration of historical sites. Also during this phase, research teams were formed consisting of 3-4 young professionals with different disciplinary backgrounds. Each team developed the research methods and approaches for the forthcoming fieldwork.

Fieldwork (May 15 - May 22, 2011 - L'viv, Ukraine)

During the fieldwork phase, all teams conducted primary research focusing on five thematic topics (buildings, open space, residents, mobility, local economy) relating to daily life and historic regeneration within the focus area. Both qualitative and quantitative data was collected, and used to compile a detailed SWOT⁸ analysis for each of the thematic research topics. On the basis of the thematic fieldwork and analysis, an integrated SWOT analysis combining all relevant issues was made within the context of a broader, inter-sectoral framework.

Strategy Development (May 23 - May 28, 2011 - L'viv, Ukraine)

During the conceptual strategy development phase, a general framework of objectives for urban regeneration of the focus area was developed and ultimately incorporated into an integrated development vision. Based on the generalized framework set out in the integrated vision, detailed strategies and activities for urban regeneration were developed as potential pilot projects to be employed within the focus area. Altogether, six *pilot projects* were developed by newly formed, mixed groups, and relate to the topics of: (i) management of new physical interventions; (ii) improvement of non-motorized mobility; (iii) improvement of governance for neighborhood rehabilitation; (iv) improvement of the *Dobrobut Market*; (v) creation of a community platform in *Sv. Theodora Square*; and (vi) historical remembrance in *Staryi Rynok* (old market).

Documentation and Report Writing (May 30 - June 30, 2011 - Berlin, Germany)

During this phase the analytical and strategic work conducted in L'viv was documented and this report was written.

page 29-30:
Figure 1.17
Uzhhorods'ka street:
Unfinished street repairs.
Figure 2.1
View across from
St. Nicholas church
showing the typical
urban fabric in the core
of the focus area.

⁸ *Strengths, Weaknesses, Opportunities, Threats*; for a more complete description of the theory underlying the use of a SWOT analysis, see Section 2.0 of this report.



2 Field Work and Analysis



Prior to arrival in L'viv, five research themes were established with the assistance of the GIZ as a means of dividing the fieldwork and initial analysis equally among the researchers. Care was taken to select thematic topics that were both manageable within the project's limited temporal scope and broad enough to be reasonably comprehensive when the findings were integrated. Research topics were divided into the groups of: (i) *buildings*, analyzing general condition and usage and contribution to the urban fabric; (ii) *open space*, examining the uses and quality of public and communally owned spaces; (iii) *residents*, evaluating resident perceptions and identity within the city; (iv) *mobility*, considering vehicular and pedestrian traffic patterns and general connectivity to the rest of the city; and (v) *local economy*, assessing the types and functions of local businesses.

From May 18 through May 20, groups of three to four researchers conducted fieldwork related to one of the five thematic topics described above. Research was conducted within and directly adjacent to the focus area utilizing research methodologies appropriate for the topic of interest, including interviews, surveys, inventories, rapid assessment and participatory mapping activities. Interviews and surveys were conducted primarily using Ukrainian language translation provided by local student volunteers.

The fieldwork was followed by a period of rapid data processing that was used to formulate some initial determinations about the focus area and to develop tools to assist in further analysis. Perhaps the most crucial outcome of the data processing was the development of thematic *SWOT Analyses*, assessing the focus area's *strengths*, *weaknesses*, *opportunities* and *threats* with regard to the research theme. Following the analysis, all thematic results were combined into an Integrated SWOT Analysis, which was subsequently used as a basis for formulating a vision for the urban regeneration of the area.

SWOT Analyses

Developed in the 1960s, the *SWOT Analysis* is an initial assessment tool used widely in strategic planning as a means of identifying strong and weak points within a given area. The *SWOT* is designed to simultaneously interpret and balance the internal factors and external quality and characteristics of the field of study. The internal analysis, represented by *strengths* and *weaknesses*, are those factors that can be seen as an asset or obstruction to the achievement of goals. The external analysis, namely *opportunities* and *threats*, considers untapped opportunities and existing threats from the environment and generally makes some grounded generalizations about future development trends and outcomes. The results of the SWOT are then used as a launching point for developing strategies that use existing strengths to exploit opportunities, minimize weaknesses and effectively cope with threats.

Source: Groenendijk (2003)

The following section discusses the methodological approach, findings and critical analysis of the research conducted. The elements elaborated on in SWOT analyses are also the most heavily addressed in the interventions detailed in the pilot projects in Section 3 of this report.

Page 32-33:
Figure 2.2-2.5
Field work situation
(top left).
Field work situation
(bottom left).
Field work situation
 at Sv. Theodora Square
(top right).
Final Presentation of
 field work results at the
 Center for Urban History
 of East Central Europe
 in L'viv *(bottom right).*





2.1 Buildings⁹

The physical structures that make up the urban topography of historic L'viv were a critical element in the City's 1998 inscription on the World Heritage List (UNESCO 1998). The existing urban fabric is a rare reflection of the City's unique multi-cultural history and imparts a positive image on visitors and residents alike. The authors of this report have conducted a study of the physical structures within the focus area, generating an overview of the different uses, conditions and architectural typologies present.

2.1.1 Research Methodology

The study was conducted using a variety of methodological approaches, including a *reconnaissance survey*, *semi-structured interviews* and *mapping*. The reconnaissance survey utilized the researchers' architectural and planning expertise to make critical observations regarding the architectural typology and condition of the structures within the focus area. The findings from this survey were then combined with the results of interviews to confirm observations and add a first-hand, qualitative assessment to the research.

9 Written by Poonam Amatya, Seyedeh Hoda Nabavi and Julita Skodra



Figure 2.6
Land-Use Assessment.
Design: H. Nabavi (2011).

2.1.2 Outcomes

Following the fieldwork, data and observations were placed on maps, to create a generalized visual representation of the built environment of the focus area. These maps were utilized as an analytical tool to draw further conclusions about the quality and significance of structures in the area of study. Results of this analysis and many of the original maps resulting from the fieldwork are included in the section below.

Land Use and Density

The focus area is a predominantly mixed-use neighborhood with a relatively high-share of residential properties. While the distribution of large institutional facilities is disproportionately concentrated in the northwest of the area, other services are more evenly distributed in mixed-use structures (combining commercial and residential space) throughout the neighborhood. Institutional complexes in the area include primary and secondary educational facilities, the *Faculty of Law* from the *L'viv State University of Internal Affairs*, government institutions and an in-patient hospital (Figure 2.6).

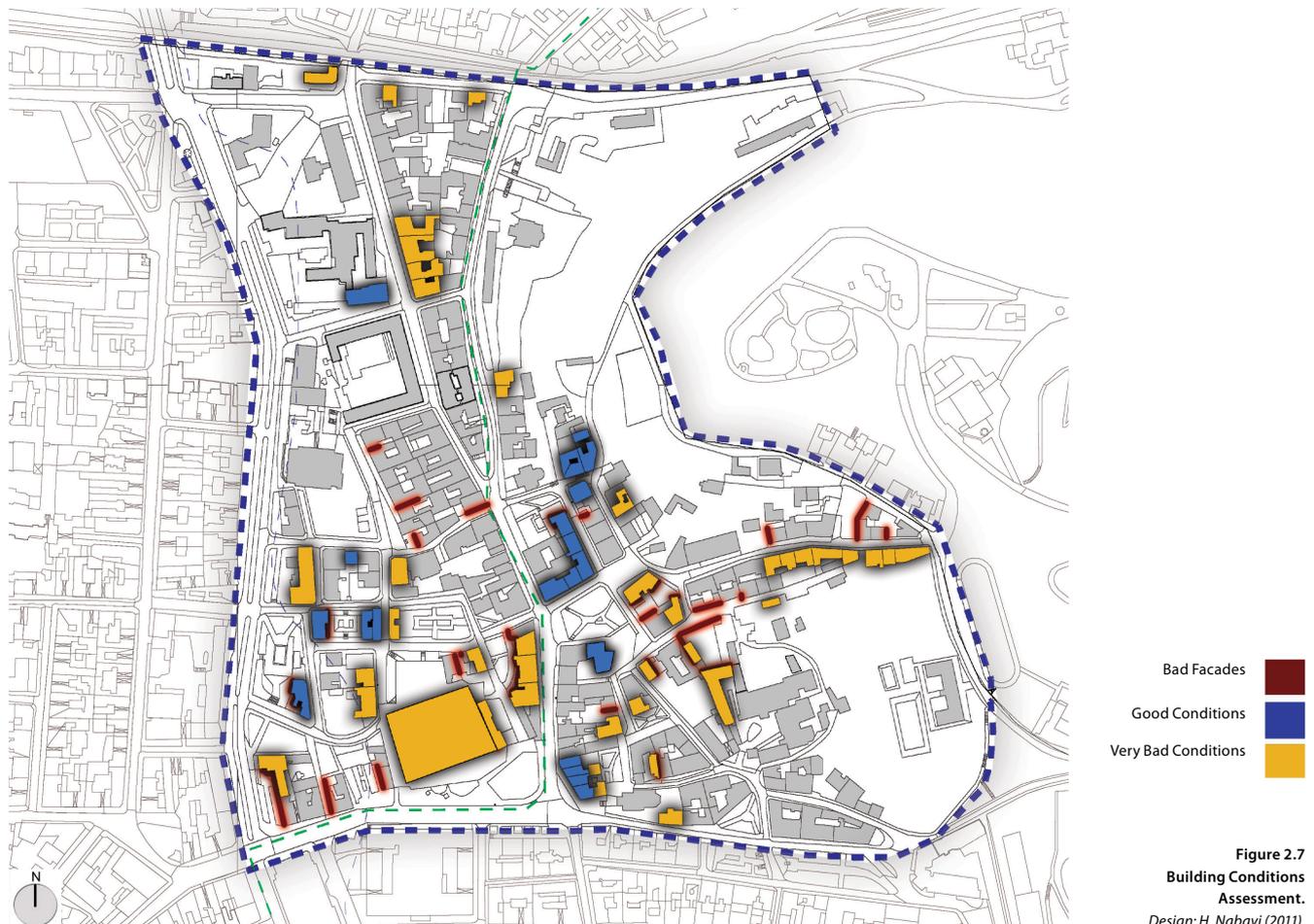


Figure 2.7
Building Conditions
Assessment.
Design: H. Nabavi (2011).

Despite the myriad changes in political regimes through the years, the urban topography of the area as a whole still reflects the medieval structures concentrated in the east of the area, at the base of *Vysoki Zamok*. The area's density is low to moderate and, with the exception of a Soviet-era *land management office* skyscraper in the west, the majority of structures are in the three to four story range. Altogether, the urban fabric is of a human scale, and maintains a calm atmosphere of differing commercial intensities.

The American planner Kevin Lynch (1960) suggests that the content of a city's image with regard to physical form can be classified in terms of paths, edges, districts, nodes and landmarks. As a product of the *reconnaissance survey* of urban fabric and structure, four distinct zones were identified within the focus area. The unique history, urban fabric, centrality and economic activity of the *Central Area* surrounding *Staryi Rynok* convey its importance as an essential element of the neighborhood. The *Urban Village* along the green corridor at the base of *Vysoki Zamok* with its suburban atmosphere stands in stark contrast to the more standard urban topography to

the west. The southern boundary is dominated by the commercial activities focused around the *Market*, while the *educational* and *institutional zone* in the northwest is characterized by large-scale, 'unfriendly' urban architecture.

Building Conditions

In general, the overall condition of the buildings within the focus areas is quite poor (Figure 2.7). The building facades, especially along the southern border with the City Center, reveal the deteriorating state of the neighborhood (Figure 2.8). There was no discernible difference in quality between those buildings located within the World Heritage Area and those to the west.

Ownership

The ownership structure was fundamentally altered following Ukrainian independence in 1991, when the Government of Ukraine launched the *Land Reform and Privatization Program* (USAID 2006). As a result, property that was state-owned under the Soviet regime was transferred to private property in the hands of respective residents¹⁰. Generally, three types of building ownership exist within the city: (i) communal buildings with mixed ownership, under the maintenance of *ZhEKs* (2,200 in *Halyzka* district); (ii) private buildings, such as hotels and shopping malls and (iii) condominiums (associations of individual apartment owners from one building, locally referred to as *OSBBs*), an emerging ownership-management structure in L'viv that remains unimplemented in the focus area.

Most residential buildings have a mixed ownership structure, with individual apartments owned by the residents, and the municipality maintaining ownership of the common areas such as the roof, facade and staircases. This complex ownership structure has had negative impacts on the physical condition of the buildings and restoration processes. Residents generally feel as if they have fulfilled their responsibilities towards building maintenance by paying monthly dues to the *ZhEK*, but both the *ZhEKs* and



Figure 2.8
A dilapidated building
along the southeastern
border of the focus area.
Photo credit: P. Amatya
(2011).

¹⁰ Information about ownership obtained in a May 23, 2011 interview with Ms. Iryna Maruniak, Head of the Halyzka District Administration.

the municipality lack the available resources to maintain the City's large building stock. Courtyards, also owned by the municipality, are largely neglected residential spaces within the focus area, with only a few well-maintained examples identified by the researchers.

Maintenance

The *ZhEKs*, communal enterprises inherited from the former soviet regime, are responsible for the maintenance of public property within buildings¹¹. Seven different *ZhEKs* provide service to the *Halyzka* district, the administrative unit in which the focus area is located. The *ZhEKs* are supposed to regularly inspect the buildings within their coverage area and maintain a database of prioritized repair needs, taking residents' notifications into consideration. Buildings with maintenance issues, such as water leaks, that could quickly lead to increased property damage are listed as *high priority* repairs. Those buildings that pose a less immediate threat are placed on a waiting list.

The restoration budget is distributed based on the priority list; however, the current annual financial allotments for restoration work covers only 5% of the financing actually needed for the *Halyzka* district as a whole¹². The majority of the World Heritage Site, including the eastern portion of the focus area, is

maintained by a single *ZhEK* known as *Staryi L'viv* (Old L'viv). The large burden for historical renovations carried by a single *ZhEK* has two rather undesirable consequences: (i) the required restoration works are too extensive for one minimally staffed unit; and (ii) the City Center is the dominant draw for renovation investment, leading to the substantial neglect of the focus area.

2.1.3 SWOT Analysis

The findings of the field research were used to formulate a SWOT analysis. The thematic SWOT analysis provides an overview of the critical issues relating to the buildings and urban fabric within the focus area, and reflects the potential for restoration and improvement of physical structures. For a complete description of the SWOT analysis developed specifically for the residential components of the focus area, please refer to Table 2.1.

Strengths

One of the main strengths of the focus area is its cultural significance, developed primarily as a result of the rich historic, aesthetic and social heritage interwoven into the urban fabric. The roots of the city of L'viv are in the focus area, making the neighborhood a place of exceptional importance in the City. The area also presents wonderfully preserved urban blocks with historic buildings, maintaining a veritable snapshot of the City's history. An overlap of a map of the neighborhood produced in 1844 with a present urban layout shows that the urban

11 The *ZhEKs* have several additional responsibilities within the City, including collecting service fees for utility usage and cleaning the streets.
12 Information obtained in a May 23, 2011 interview with Ms. Iryna Maruniak.

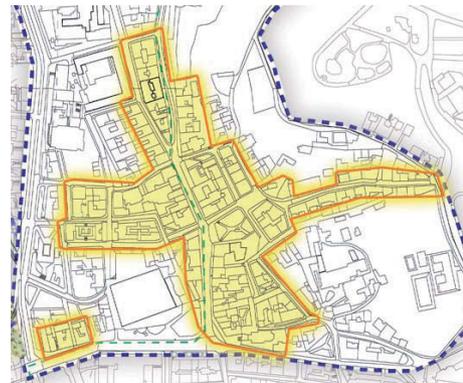
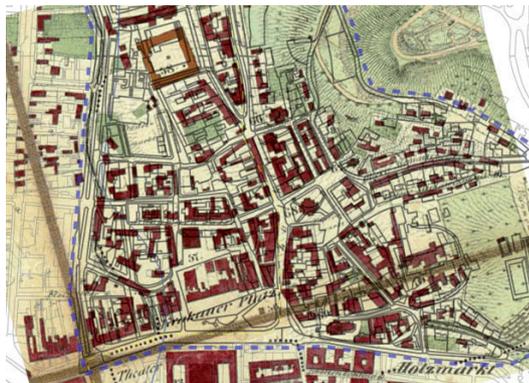


Figure 2.9
Comparison of Historic and Contemporary Urban Fabric Structures depicted on a map drawn in 1844 (left) are still identifiable within the contemporary urban fabric (right).
Source: Center of Urban History of East Central Europe (left); Design: J. Skodra (2011) (right).

fabric of the neighborhood has remained reasonably unchanged (Figure 2.9). The architecture of the study area strongly reflects the various styles, historic periods and cultures of the different ethnic groups who have dominated the city's development over the last several hundred years.

The medieval urban layout and well-preserved religious complexes (notably *St. John the Baptist Church*, *St. Nicholas Church*, *St. Onufriy's Monastery*, *Church of All Saints* and *Church of Maria the Snowy*) currently draw some tourist activity to the area. The medieval layout has developed into a compact urban layout,

with widely diverse public and private land-use. Overall, the charming urban fabric combined with an appropriate ratio of built and open space present significant opportunities for future development, especially for the central part of the focus area. In addition to the rich urban fabric, this area has very good access to the City Center in the south of the focus area.

Weaknesses

The complex ownership structure of buildings seems to have led to considerable neglect, especially of residential units within the focus area. This continued

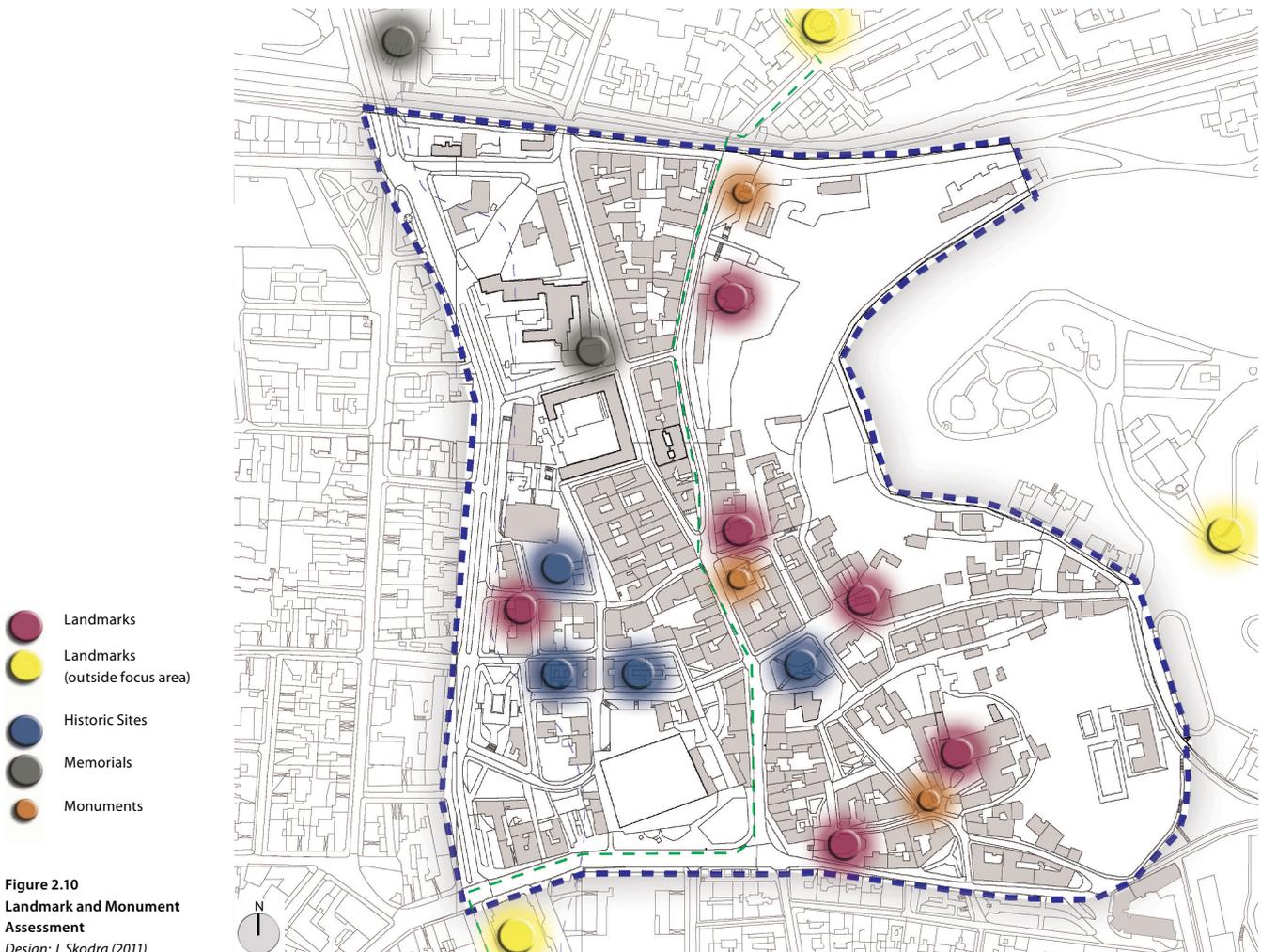


Figure 2.10
Landmark and Monument
Assessment
Design: J. Skodra (2011).

neglect has led to a number of buildings outside the heritage protection zone falling into dilapidated states and losing their monetary and historical value. The sites of the destroyed Synagogues have been transformed into green spaces or playgrounds; although the City has mounted a few plaques, no substantial monuments or memorials have been erected at the sites to recognize the cultural significance of these spaces (Figure 2.10).

Physical barriers, such as the railroad in the north and busy arterial roads in the south and west, hamper access to the neighborhood, creating a feeling of isolation in the neighborhood, despite its geographical centrality. Furthermore, as in all centralized systems, there are difficulties in solving localized problems. In this case, restoration regulations and difficulties in securing finances for the required interventions have inhibited the City of L'viv's ability to implement a comprehensive development strategy for the area.

Opportunities

The well-developed mixed-use urban structure and

presence of important public and economic institutions in the area present an opportunity to develop new businesses with the potential to enhance the self-reliability of the neighborhood. Though no OSBBs currently exist in the area, they have gained some traction in other parts of the City and represent a certain potential to renovate a number of historic structures. The few positive examples of renovation and the positive attitude of the inhabitants create a reasonable foundation for development projects.

Threats

The poor condition of most of the buildings, mainly due to the complicated ownership structure and inefficiency of ZhEKs, may lead to further deterioration if not the eventual collapse of buildings. The lack of concerted renovation activities by the ZhEK has led to a large number of resident initiatives making repairs to the exterior of their buildings; unfortunately, many of the construction methods and materials used for these repairs are contrary to reconstruction principles applied to UNESCO Heritage landscapes.

SWOT-Table

Strengths	Weaknesses
<ul style="list-style-type: none"> • Focus area as the birth place of the city, with significant landmarks and valuable buildings; • Unique and attractive urban fabric; • Mixed-use planning, with existing public services and economic functions within the area; • Part of the area on the UNESCO World Heritage Site; • Good ratio of built to open space; • Numerous, varied green spaces; • Proximity to the City Center; • Positive individual examples of renovation; and • Positive attitude of inhabitants towards development. 	<ul style="list-style-type: none"> • Dilapidated condition of buildings; • ZhEK cannot meet demand for maintenance and restoration; • Island situation created by physical barriers between the focus area and surrounding neighborhoods; • Fragmented ownership of buildings; • Noisy, obstructive railroad tracks in the north; • Bad condition of buildings closest to City Center, which is a deterrent to prospective visitors; • Individual home repairs not in accordance with historical conservation guidelines; and • Damage to buildings and infrastructure caused by the covered River Poltva.
Opportunities	Threats
<ul style="list-style-type: none"> • Extension of the City Center towards the focus area; • Tourism development, by linking the Opera and Vysoki Zamok to the area; • Potential for establishing a condominium ownership structure in residential buildings; and • Willingness of local government to improve the area. 	<ul style="list-style-type: none"> • Lack of clear strategy and budget for restoration; • Lack of restoration regulation; • Lack of interest for private investments in buildings; • Long, complicated decision-making process; • Collapse of buildings; and • Demolition of the Market and surrounding buildings, according to the Master Plan.

Table 2.1
Buildings SWOT Analysis.

Page 40-41:
Figure 2.11-2.14
Façades in the focus area showing the wide range of different historic and modern windows (top left).
Village like situation and building activities in the focus area inside the world heritage boundaries at Knyazya Leva street close to Vysoki Zamok (bottom left).
Rybna Street south of Staryi Rynok (top right).
Typical urban fabric in the core of the focus area (bottom right).





2.2 Open Spaces¹³

The quality, spatial distribution and maintenance of open spaces should be considered of equal importance to any other feature of the urban topography (Figures 2.15 + 2.16). This section details the fieldwork and findings of an assessment of the varying types, uses and quality of the open spaces within the focus area. For the sake of this report, *open space* is defined as any park, playground, greenery, sidewalk or plaza with potential for public use.

2.2.1 Research Methodology

Several methodological approaches were employed during the analysis of open spaces in the focus area. The research team used *observations* to determine different typologies of open spaces, their quality and uses, which were used to create a *detailed inventory* of the open spaces throughout the focus area as a whole. Qualitative data was derived from *interviews*

with residents in various open spaces within the focus area and was used to corroborate observations and analyze local perceptions related to open space.

2.2.2 Outcomes

Observation and Interventory

Open spaces within the focus area were classified according to four criteria: (i) function, analyzed by the physical form and facilities available at each space; (ii) physical quality, regarding the condition of facilities, paving and general maintenance; (iii) connectivity to other areas, based on their potential as connection points to other areas; and (iv) activity, based on the type and intensity of use of the space. The tabulated results of the survey and observations are provided in Figure 2.17.

The outcomes of the observation have been summarized as three main findings. First, many open spaces

13 Written by Sang Hyun Jeon, Erastus Sila Mutuku and Hwon Yoon



Figure 2.15
Well Maintained Open
Space in the Focus Area.
Photo credit: C. Zehner
(2011).

within the focus area have no clearly delineated function. It could be said that these plots have the greatest potential to be developed in accordance with local demands. Second, some specific open spaces hold potential as areas of connection with other points of interest within the City, such as the City Center and *Vysoki Zamok*. Third, the intensity of use and activities in many plots within the focus area indicate potential for the future development of these plots.

Interviews

Data gathered during interviews conducted within the focus area indicates that the catchment area for users of open space reaches well beyond the area of study. The proportion of open space users reportedly living within the focus area was roughly equal to those living outside the focus area. This suggests that the open spaces within the focus area are quite popular amongst residents of surrounding neighborhoods, and act as a draw for the neighborhood

as a whole. Reasons for visiting the open spaces ranged from casual meetings with friends, parents and guardians supervising a child's recreational activities, sport (especially for younger generations) and leisure.

Evidence from the interviews does not point to a clear consensus with regard to the residents' willingness to contribute to the maintenance of open spaces. Less than half of the respondents expressed willingness to participate in the renovation and maintenance of the parks and playgrounds, with a small but vocal minority asserting that such activities were the responsibility of the *Halyzka* District Administration, not the citizens. A majority of respondents expressed sentiments that the district office should invest more resources in improving the area's open spaces. Respondents frequently pointed to the poor quality of benches, absence of waste bins and inadequate tree canopy as being most in need of attention (Figure 2.18). Additionally, a large number of respondents expressed concern regarding the quality of playgrounds and recreational parks, indicating that they should be repaved as a means of beautification and to increase safety for children and the elderly.

Respondents also pointed to the behavior of private vehicle owners as negatively impacting the quality of the public space. Many respondents expressed the opinion that parking, both in registered street spaces (legal) and on the sidewalks (illegal), should be reduced to the minimum level possible in order to lessen pollution and other negative implications associated with motorized vehicles. The suggestion was also made that the installation of speed bumps along the roads adjacent to parks could reduce vehicle speed and significantly contribute to increased public safety.

Furthermore, a large percentage of mothers interviewed during the fieldwork expressed concerns over the issue of security within open spaces. However, there is no official data to support that crime poses an imminent threat to public safety in the area, and no overtly suspicious activities were observed.



Figure 2.16
Examples of Well-
managed Open Spaces
in the Focus Area.
Photo credit: L. Born
(2011).



Figure 2.18
A poorly managed playground between Syans'ka Street and Pidmuma Street (left), and a playground used as an informal dump (right).
Photos credits: E. Mutuku (2011).

2.2.3 SWOT Analysis

On the basis of available information, a thematic SWOT analysis for open space was made. The current open space situation is not good, mainly in terms of physical condition and space amenity. A compiled version of this SWOT analysis is provided as Table 2.2.

Strengths

Despite the relatively low quality, open spaces are quite intensively used in the daily lives of local residents as gathering points, playgrounds, and leisure facilities (Figure 2.19). The high proportion of open spaces in the neighborhood and the proximity of these areas to historic sites is an important asset unique to the focus area. The eastern portion of the area is recognized as part of the World Heritage Site, which has tremendous potential to attract

both locals and tourists alike. Meanwhile, the location of open spaces and the willingness of locals to contribute to the improvement of these spaces can be seen as positive factors for the rehabilitation of the neighborhood.

Weaknesses

The physical and psychological disconnection between open spaces and the prevalence of underdeveloped open space within the focus area significantly detract from the potential quality of these spaces. Poor paving, physical barriers and lack of universal accessibility within open spaces create difficult access to many of the neighborhood's public destinations, especially for children and the disabled. Most street furniture is in very poor condition, which prevents its usage. Increasingly, many of the open spaces are being used as disposal sites for solid waste, substantially decreasing their quality



Figure 2.19
A recently renovated playground in the focus area.
Photo credit: E. Mutuku (2011).

and potentially leading to public health problems. Some open spaces, especially those located in the northern portion of the focus area, are gated and have no clearly defined use for the community.

As already mentioned in the Building-SWOT, the open spaces that were formed on the sites of demolished synagogues following the Nazi era do not function satisfactorily as places of remembrance.

Opportunities

The clearly defined relationship between open spaces and the public transportation system can be advantageous in creating a more congruent network of the open spaces. Certain areas within the neighborhood, notably *Sv. Theodora Square*, with its rich history, human scale architecture and existing greenery, hold immense potential for future development as high-quality, multi-purpose public

spaces. Furthermore, the *Dobrobut Market* and the surrounding open spaces hold potential for further development, which can increase the residents' quality of life, and substantially improve the image of the neighborhood within the City. In particular, the plots of former synagogues have high potential for improvement and consequently achieving more local recognition and eventually future tourist development. Though not universal, the willingness of a large number of members of the community to participate in the improvement of open spaces can be seen as an opportunity to create a network of open space and contribute to the subsequent maintenance of these spaces. In addition, the high share of open spaces, compared to the very dense inner city, and diverse street structure inside the focus area will be an advantage in creating attractive open spaces as a unique feature of the neighborhood.



Figure 2.20
Open Space in
the Focus Area.
Photo credit: C. Zehner
(2011).

Threats

The advanced state of deterioration of many public spaces within the focus area can be seen as an indication that such open spaces are undervalued by the *Halyzka* District Administration. Lack of security in open spaces is perceived as a threat to many residents of the area. In particular, activities associated

with the *Millennium Nightclub* are considered to be especially detrimental to *Sv. Theodora* Square during the late evening and night. Dilapidated buildings near the Market also negatively affect the neighborhood's atmosphere. Most residents expressed concern regarding traffic through the neighborhood, which is considered especially threatening to children using local playgrounds.

SWOT-Table

Strengths	Weaknesses
<ul style="list-style-type: none"> • Part of World Heritage Site; • Traces of historical square near the Market; • Popularity of open spaces; • High-share of open spaces; • Diverse uses of open spaces; • Historic significance and value of open spaces; • Residents' willingness to use open spaces; • Intensity of different outdoor activities (commercial, leisure, child care); and • Proximity to <i>Vysoki Zamok</i>, the main recreational area in the northern part of the City. 	<ul style="list-style-type: none"> • Lack of dedicated bicycle lanes; • Facilities are unaccommodating to physically challenged people; • Lack of child-friendly traffic control; • Lack of street furniture, parking lots, and pavement; • Open spaces used as dump sites for solid waste; • Fragmented open spaces without appropriate connections; • Gated and restricted open spaces; • Diverse but undefined open spaces; • Deteriorated and unused open spaces; • Perception of insecurity in open spaces at night; and • Lacking uses of open spaces (sports, youth etc). • Too little attention given to plots of former synagogues
Opportunities	Threats
<ul style="list-style-type: none"> • Squares next to tram or bus stops; • Large underutilized open space next to existing night club; • Improvement of connectivity with <i>Vysoki Zamok</i>; • Residents' willingness to participate; • Visualization of history in open spaces; • Participatory strategies for maintenance of open space; • Improvement and re-qualification of open spaces; • Development of new uses for open spaces; • Open spaces integrated into mobility networks; • Open spaces as catalysts for positive development of the area. (e.g. development of open spaces of former synagogues will value the importance of the sites and can attract more tourists) 	<ul style="list-style-type: none"> • Further dilapidation of buildings; • Traffic as a hazard to public safety; • Illicit activities associated with night club; • Further deterioration of open space; • Increasing loss of open spaces to vehicle parking; and • Non-recognition of historical significance and cultural value of open spaces.

Table 2.2
Open Spaces
SWOT Analysis.

Page 48-49:
Figure 2.21-2.24
Empty lot on the
ground of a former
synagogue (top left).
Empty lot in the focus
area (bottom left).
Playground near
Sv. Theodora Square
(top right).
Entrance to the
Church of All Saints
(former Benedictian
Roman Catholic
Church) at *Vicheva*
Street (bottom right).





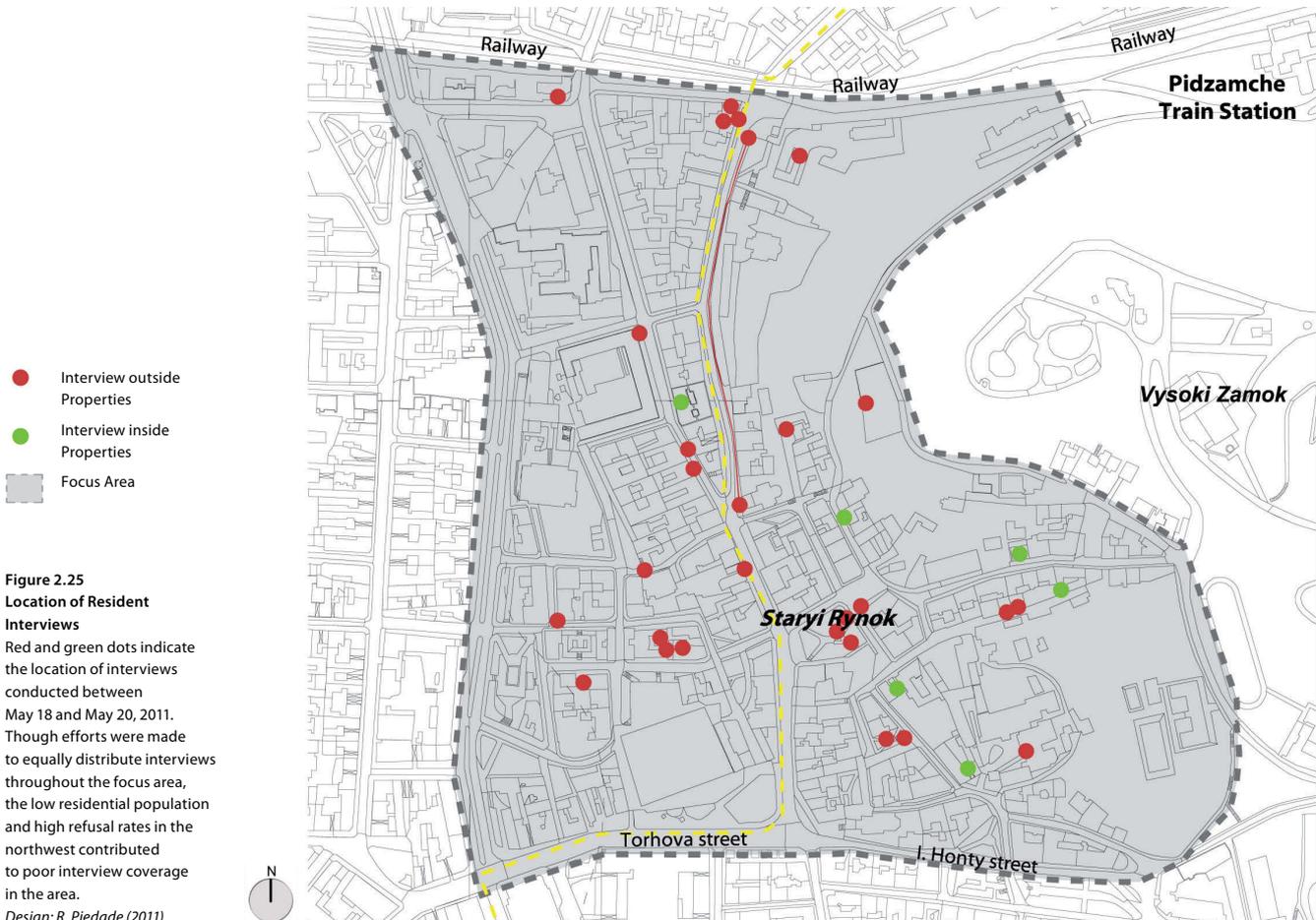
2.3 Residents¹⁴

In order to adequately account for the social aspects of the focus area, a portion of the fieldwork was dedicated to assessing residents' perceptions of and roles within the neighborhood. A 2009 survey commissioned by the GIZ effectively established a base-line quantitative analysis of socio-economic status and other characteristics of residents within the focus area. The empirical research conducted as part of this report was designed to supplement the existing knowledge base with a more qualitative assessment of quality of living and perceptions of residents about their neighborhood.

2.3.1 Research Methodology

The fieldwork conducted for this section was undertaken with a mixed-method approach (Denscombe 2007). The primary method of *resident interviews* (35 semi-structured, open-answer dialogues with individuals and small groups, chosen through a non-probability sampling technique) was supplemented with *mental mapping* (Lynch, 1960). This is done as a means to provide insight into the respondent's perception of important features within the neighborhood and as an initial assessment of residential awareness of the neighborhood's historical

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significance. It was further complemented by *rapid survey assessment* to investigate residents' awareness of the boundaries of the UNESCO Heritage Site and *critical observation* to substantiate information obtained during interviews and fill in data gaps where possible (Figure 2.26). Throughout the research, two or more research methods were employed concurrently in order to provide a more complete narrative of the respondents' impressions of and interactions within the neighborhood.

2.3.2 Outcomes

Infrastructure

When asked specifically about the main changes to the neighborhood in recent years, respondents primarily noted improvements to physical infrastructure undertaken by the municipality. Repairs to the roadways, playground construction and improvement of street lighting and waste management systems were regularly identified by respondents as positive changes. Despite the highly visible improvements to infrastructure in recent years, when questioned about what neighborhood changes they would like to see in the future, the great majority mentioned they would improve the condition of streets and buildings and increase the number of parks and playgrounds. Continuous degradation and neglect of buildings and facades are still seen as negative transformations.



Community Meeting Points

When asked about the main places to gather within the neighborhood, respondents consistently mentioned the courtyards and communal spaces of their own residential buildings, *Vysoki Zamok* Park, other local parks and squares, churches and the City Center. With the exception of the religious organizations, none of the respondents were aware of any community centers within the neighborhood. The most commonly mentioned gathering places seem to mirror those sites associated with the perceived uniqueness of the neighborhood within L'viv. *Vysoki Zamok* Park, the proximity to the City Center and to other regions of the city and the relative quiet of the area were mentioned as favorable qualities unique to the focus area. Moreover, the historical significance of the neighborhood and the relevance and beauty of the old buildings or historical structures, especially those of religious significance, appear to factor heavily in the neighborhood's image.

Social Cohesion

Residents were also given a number of questions that sought to assess the relationship between neighbors and identify the existing social networks within the community. A majority of respondents reported having frequent conversations with their neighbors regarding the condition of their buildings. However, a large number of residents cited that these conversations were pointless, as repairs are generally initiated on an individual basis. Perhaps as a result of the former political regime, the sense of neighborhood community remains fairly undeveloped, with only basic reliance on neighbors for day-to-day needs, but no direct cooperative action. Most, but not all, respondents reported good, trusting relationships with their neighbors. Additionally, research also identified recent demographic shifts that have resulted in a more diverse and mixed social configuration, especially due to the incorporation of younger families into the community.

Community Identity

During interviews, it became apparent that the application of the name *Pidzamche* to the focus area is likely erroneous. Most respondents indicated that *Pidzamche* is a formerly industrial neighborhood

Figure 2.26
Mental Mapping
Two residents of the focus area participate in a mental mapping exercise on May 19, 2011.
Photo Credit: I. Cornejo-Reindl (2011).

located immediately north of the focus area, but does not continue south of the railroad tracks (Figure 2.25). Generally, there appears to be limited agreement on the name of the focus area itself. When asked what the neighborhood was called, a majority of respondents reported the name of the street on which they reside, stating that there is no administrative or commonly used name for the area. In the area of *Staryi Rynok*, a number of respondents reported that the area was called Central L'viv, but did not make any clear distinction with the area south of *Torhova* Street, despite the dramatic difference in urban fabric.

Condominium Ownership

When asked about their opinions regarding the formation of *OSBB* (owners associations; condominiums) in their buildings, most were aware of the concept and viewed the idea favorably, but reported that they had never openly discussed the idea with their neighbors. A large number of respondents held the opinion that an *OSBB* in their building would probably function better than the *ZhEK*, especially with regard to solving the smaller maintenance issues that arise within a building. Primary impediments to the formation of *OSBBs* were identified as a perceived lack of motivated young leaders required



for implementation and operation of such association, as well as resistance from the elderly residents. Moreover, several respondents expressed the sentiment that OSBBs were more likely to be successful in new, large structures within the city.

Renovation Processes

In general, results point to feelings of powerlessness among residents with regard to neighborhood renovation. Although the younger generation generally expressed a more positive outlook towards the future, the elderly, especially those whose livelihoods are threatened by the rising cost-of-living and their stagnant subsistence-level income, seem skeptical. Despite these feelings of powerlessness, the women's role in residential buildings deserves special attention, as they appear to effectively organize the repair efforts in the focus area.

Security

With regard to neighborhood safety, none of the respondents mentioned crime as a negative aspect of the neighborhood until directly asked. However, when asked, a majority of respondents reported that the neighborhood was not safe. The residents' perception of crime within the neighborhood seems to contradict the findings of the 2009 GIZ survey, with large number of respondents reporting that the neighborhood was not particularly safe.

Unesco World Heritage

The primary outcome from the mental mapping exercises was related to the awareness of the UNESCO World Heritage site boundaries within the neighborhood. Although residents generally displayed a keen awareness of historical structures and places of interest within the city, the *Historical Ensemble of L'viv* was usually identified as the City Center.

The rapid assessment survey was administered to 94 individuals in the focus area. Survey results generally support the 2009 GIZ Survey findings, with a reasonably high percentage of respondents (61%) reporting awareness of L'viv's UNESCO status. However, a much smaller number of respondents (25%) positively identified the focus area as partially within the Historic Ensemble. Resident awareness of

the actual boundaries of the World Heritage Site also appears to be geographically dependent. Interviews conducted in the southern section of the focus area were approximately twice as likely to correctly identify the official boundaries of the UNESCO area (Figure 2.27).

Observations Regarding Social Determinants

Critical observation was employed during interviews and during excursions within the focus area. A banner was identified near a sports park in the southeast of the focus area that called for volunteers and donations for the rehabilitation of the sports ground. The call for volunteers is a positive indication of civil engagement within the community in addition to reflecting perceived impotence of local authorities. Instances of graffiti were also noted in various locations throughout the neighborhood. The messages expressed by the graffiti ranged from displays of racism and prejudice regarding sexual orientation to examples of pride in both the Ukraine and in L'viv.

2.3.3 SWOT Analysis

The findings of the field research were used in conjunction with the results of the 2009 GIZ survey to formulate a thematic SWOT analysis. For a complete description of the SWOT analysis developed specifically for the residential components of the focus area, please refer to Table 2.3.

Strengths

Bearing in mind results of the fieldwork described in the previous section, one of the main strengths of the focus area is the high rate of ownership, which provides a higher degree of residential stability and encourages individual initiatives to undertake building repairs and renovations. A common sense of pride of *Vysoki Zamok* and awareness among the residents with regard to the historical legacy of the neighborhood is also considered as a positive contribution towards community identity.

Furthermore, several existing residential networks were identified within the focus area, as well as a few examples of residents' investment in improving both the privately owned and communal parts of their buildings. This last observation indicates existing initiative towards upgrading the physical condition of the neighborhood. Additionally, the neighborhood's generational diversity is a considerable strength, mainly attributable to the individual initiative of the younger families.

Weaknesses

With regard to the residents' day-to-day life, one of the primary weaknesses identified in the focus area is the lack of a cohesive community identity. Despite its distinct physical borders and widely recognized

historical importance, residents do not perceive the focus area as a consolidated neighborhood, nor is there an agreed upon name for the area as a whole.

Neglect of the urban fabric and physical infrastructure, due in great part to the limited capital available for that purpose and the preponderance of subsistence-level income groups of residents, additionally contributes to the generally negative perception of the neighborhood. Moreover, the neighborhood lacks institutional representation and organization among the residents with regard to physical improvement of commonly owned properties such as buildings, which discourages residents' engagement in neighborhood improvements.



Figure 2.28
Resident of
Pidzamche.
Photo credit: C. Zehner
(2011).

Opportunities

The openness of young generations - especially young families - to be active in the neighborhood has tremendous potential for realigning the decision-making processes within the community. Equally important is the aforementioned organizational capacity of women in buildings and the general neighborly trust between the residents, which are assets for further development of new community associations.

Research suggests that residents are willing to invest both social and financial capital in the renovation of the physical environment, and is therefore indicative of potential for future involvement in restoration programs. For that reason, current resident

initiatives represent a major opportunity to improve the quality of the common facilities and could serve as basis to develop bottom-up planning approaches. Religious networks are also a prime opportunity for rapid community mobilization.

Threats

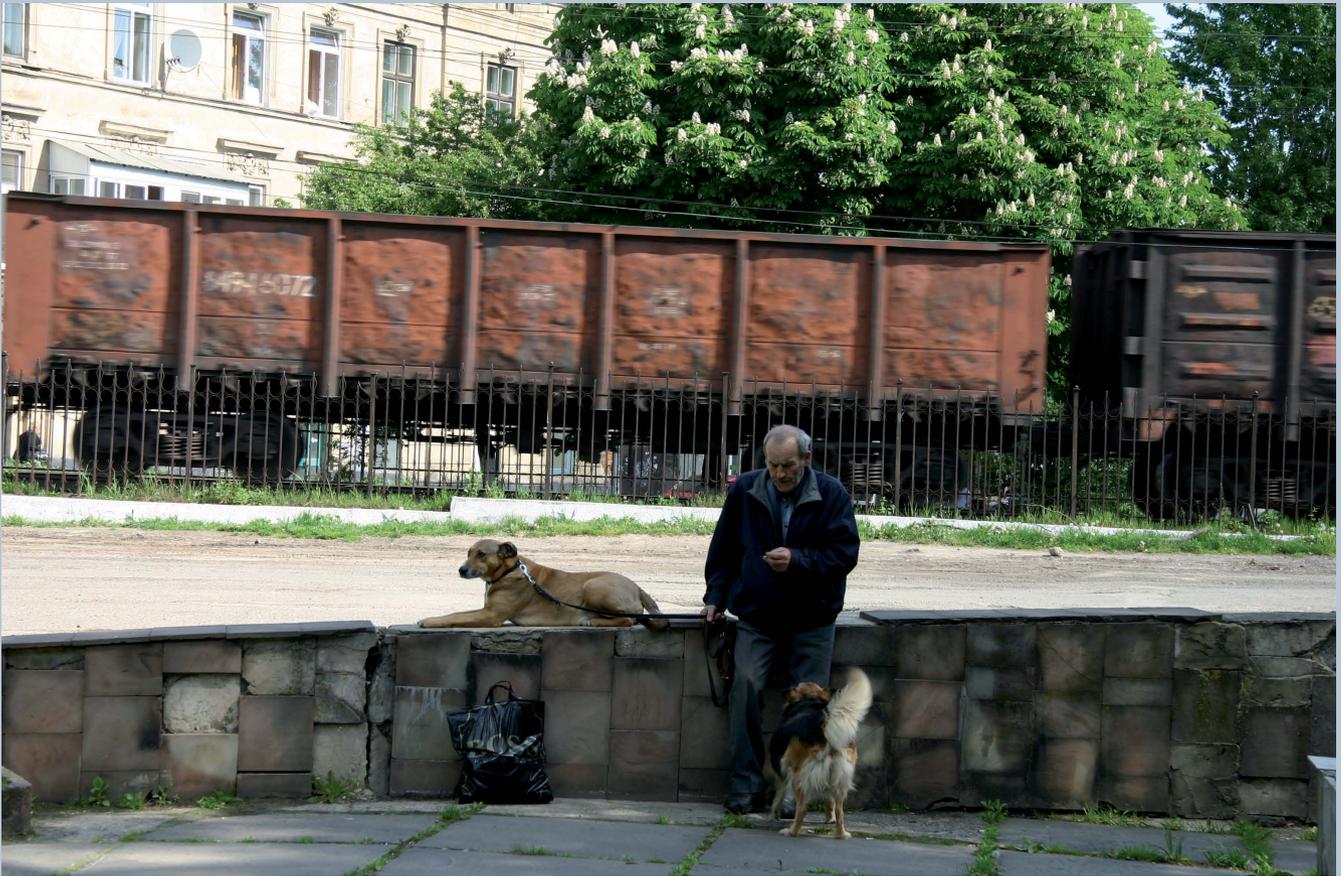
Rising living costs within the focus area are a distinct threat to residential stability and the continuity of cultural identity within the community. Moreover, further physical degradation can lead to cultural impoverishment and eventually force the residents to leave their properties. Ultimately such patterns of neglect could contribute to the continuation of social fragmentation and further degradation of social networks.

SWOT-Table

Strengths	Weaknesses
<ul style="list-style-type: none"> • High rate of owner-occupied apartments; • Sense of pride in Vysoki Zamok; • Awareness of neighborhood's historical legacy; • Individual initiative to undertake residential repairs; • Demographic diversity among residents; • Perceptions of a self-sustaining community; • Proximity to City Center; and • Existing informal residential networks. 	<ul style="list-style-type: none"> • Lack of cohesive neighborhood identity; • General neglect of urban fabric and physical infrastructure; • Preponderance of subsistence-level incomes; • Lack of formal Community Centers; • No organization of residents' renovation activities; • Passive attitude of residents, especially the elderly; • Limited capital for structural improvements; • General unawareness of UNESCO boundaries; and • Perceived sense of danger due to criminal activity in the neighborhood.
Opportunities	Threats
<ul style="list-style-type: none"> • Younger generation open to institutional changes; • Organizational capacity of women in the buildings; • Neighborly trust as a basis for community organization and participation; • Existing small-scale private initiatives for neighborhood beautification; • Investment of local resources (social and capital) in renovations; • Community mobilization through existing religious networks; and • Historical awareness as a basis for action. 	<ul style="list-style-type: none"> • Increasing cost of living; • Further physical degradation could lead to the eviction of residents and cultural impoverishment; • Continued social fragmentation and degradation; and • Unappealing regional reputation as a basis for further neglect.

Table 2.3
Resident SWOT
Analysis.

Page 56-57:
Figure 2.29-2.32
Typical Doorway into
a courtyard (top left).
The railway line in
the north of the focus
area (bottom left).
Residents (top right).
Children (bottom right).





2.4 Mobility¹⁵

Beyond the dimension of accessibility, urban mobility is a critical issue regarding the social and economic welfare of a city and its citizens. The following section presents the methods used to assess the mobility within the focus area, as well as the subsequent findings of the analysis.

2.4.1 Research Methodology

The analysis of the current mobility situation in the focus area employed three primary approaches: (i) *assessment of the physical transportation network* (quality of street surfaces, traffic volume and intensity, universal accessibility, parking for private vehicles and pedestrian and cycling amenities); (ii) *mapping of pedestrian mobility patterns* (pedestrians were followed until they reached their destination with route and final location outlined on a map) and (iii) *survey of residents' mobility patterns* (using quantitative interviews targeting residents of the area and qualitative interviews focusing on the behavior of cyclists).

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2.4.2 Outcomes

Categorization of Transport Network

Four streets in the vicinity of the focus area can be defined as urban arterial roads¹⁶, supporting a high traffic volume and serving a distributive function for the city as a whole: *Prospekt Chornovola*, *Torhova* and *Ivana Honty* Streets, in the western and southern borders of the focus area and the *Zamarstynivska* and *Bohdana Khmelnytskoho* streets, along the north-south axes (Annex 5.4 Focus Area Street Map). Several public transport lines use these main roads, including the tram, buses and *marshrutkas* (mini-buses). The railroad, situated along the northern border of the focus area, is an additional main axis and a primary connection point to the City's periphery. However, it is also a clear boundary that divides the area from its northern vicinity. The network of minor access roads¹⁷ throughout the focus area is characterized by a lower traffic volume and can be defined as urban residential roads with an access function (Figure 2.33).

Parking Situation

The parking policy is a critical issue in the focus area. With only one municipal parking lot comprising approximately 20 metered spaces for the whole area, a majority of drivers park their vehicles on the street - a practice which is allowed and free of charge. Virtually the only street parking regulation is that a 1.5 meter corridor is left unobstructed to allow pedestrians to pass along sidewalks. However, even this moderate regulation is not respected and is rarely enforced, resulting in widespread congestion of pedestrian paths. This situation highlights the lack of a coherent private vehicle strategy in L'viv. In the focus area, the use of the area to the north of *Dobrobut* Market as an informal parking lot for customers appears to be quite problematic (Figure 2.34).

16 Arterial roads serve 'a distributor function allow[ing] drivers to enter and exit all kinds of urban or rural areas' (OECD 2006, p.71).

17 Access roads are generally smaller, residential streets 'allow[ing] actual access to properties alongside the road or street' (OECD 2006, p.72).



Figure 2.34
Muliarska Street
The poor quality of the road surface and problematic parking situation along Muliarska Street is rather typical within the focus area. The pink building on the right is one of two remaining synagogues in L'viv.
Photo credit: A. Delatte (2011).

Pavement Quality

The street and sidewalk surface in the focus area is quite uneven and generally in rather poor condition. Whereas some of the residential streets appear to have been repaved over the course of the last decade, a large percentage of the street surface is in need of repair. Cobblestones are a more common road covering than asphalt throughout the entire focus area.

Pedestrian Crossing Facilities

The crossing paths at the primary pedestrian entrance points into the focus area are problematic for the mobility of residents and visitors to the area. The current roadway configuration offers dramatic variability in the safety and convenience of pedestrian crossings. The crosswalks on the western urban arterial road, *Prospekt Chornovola* Street, are regulated by traffic lights or zebra crossings. The well-organized traffic flow at the intersections allows a

secure connection between the focus area and the neighborhoods to the west.

However, the organization of street crossings along the southern urban arterial road, *Torhova* Street, is not nearly as good. The current pedestrian crossings in this area are insufficient and inappropriate considering the high number of public transport lines servicing the street and the high pedestrian volume in this area. The analysis of pedestrian mobility patterns identified that approximately 50% of all pedestrian paths into the focus area enter from along the intersection with *Torhova* Street. The lack of pedestrian amenities leads to an informal crossing pattern along the entire length of street (Figure 2.35). The significant absence of crossing facilities in the entire focus area generates a dangerous conflict between motorized vehicles and pedestrians, especially at the intersections of *Bohdana Hmelnyckoho* and *Zamarstinivs'ka* Street.



Figure 2.35
Torhova Street
Informal crossing patterns between the City Center and the *Dobrobut* market create conflict between vehicular and pedestrian traffic.
Photo credit: A. Delatte (2011).

Pedestrian Activities in the South of the Area

The primary finding of the pedestrian paths sequence analysis was the existence of a concentration of pedestrian activities in the southern part of the focus area, nearest to the City Center. High pedestrian flows were additionally observed around *Staryi Rynok*, *Dobrobut Market*, especially in the southeastern corner of the Market, and along the *Zamarstinivs'ka Street* adjacent to the *Faculty of Law* at *L'viv State University of Internal Affairs*. The proximity to public transport stations and the relative importance of these sites in daily life likely explains the increased pedestrian volume. Increased pedestrian flows were also observed between *Staryi Rynok* and *Vysoki Zamok*, and between *Dobrobut Market* and *Danylo Halyts'koho Square* (Figure 2.36).

Residents' Modal Share for Various Activities

The results of the 36 resident interviews indicate that, despite a 31% private vehicle ownership rate,

97% of residents use public transport for daily activities. Together, mini-bus and tram usage accounts for more than 50% of the public transit rides (Figure 2.37). Evidence obtained during interviews suggests that most residents of the focus area commute to the City Center for leisure, work and special purchases, while day-to-day purchases, such as groceries, are usually made within the focus area (Figure 2.38). The most common means of transportation for trips within the focus area is walking (Figure 2.39).

Bicycle Mobility

The results of interviews conducted with cyclists suggest that the greatest problem facing bicycle mobility is the poor condition of road surfaces and the absence of dedicated bicycle lanes. Respondents indicated that the intensity and volume of motorized traffic in L'viv makes cycling rather dangerous. Cycling is not a widespread transport system in the area (Figure 2.37).



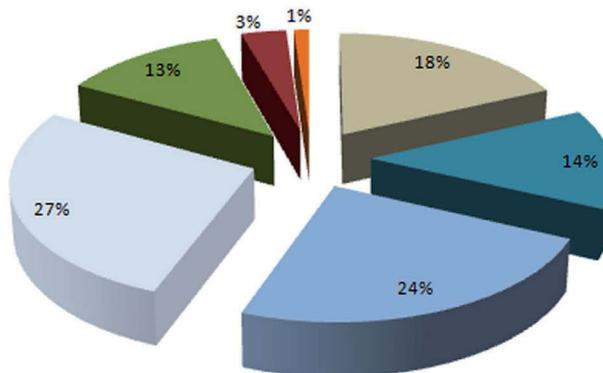


Figure 2.37
Modal Share of Resident Transportation
 Design: X. Lin and R. Piedade (2011).

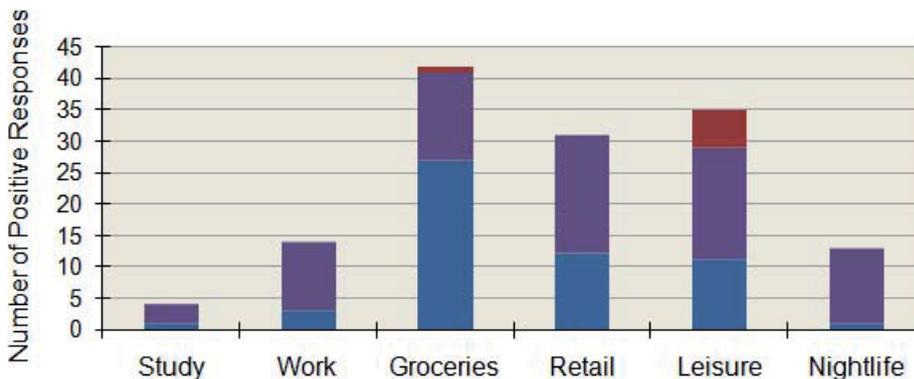


Figure 2.38
Activity Concentration by Area
 Design: X. Lin and R. Piedade (2011).

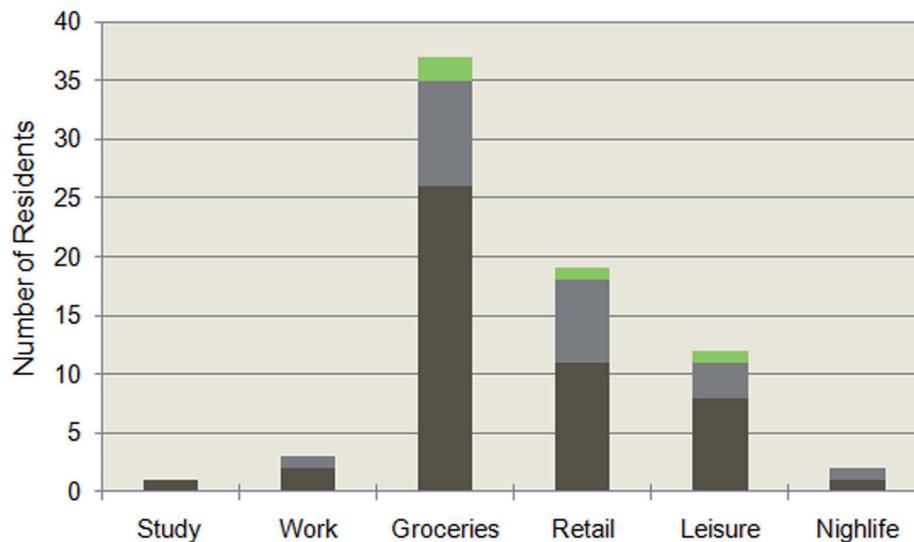


Figure 2.39
Modal Share for Different Activities within the Focus Area
 Design: X. Lin and R. Piedade (2011).

2.4.3 SWOT Analysis

The thematic SWOT analysis described below provides an analysis of the primary issues related to urban mobility within the focus area as well as between the focus area and adjacent districts. A complete description of the SWOT analysis specific to mobility and transportation is provided in Table 2.4.

Strengths

The strategic position of the focus area, contiguous with both the City Center and *Vysoki Zamok*, represents a major strength for the neighborhood. These short distances to primary points of interest allow a strong physical connection with the rest of the City

and encourage the use of non-motorized means of transport. The prevalence of walking as a primary mode of transport, low private vehicle use and good connection to the public transportation network contribute to a relatively quiet atmosphere in the neighborhood. The recently installed tourist signs indicate the willingness of the municipality to appreciate the historical richness of the area and attract visitors from other parts of L'viv.

Weaknesses

In general, non-motorized transport infrastructure is deficient in the entire focus area. The lack of accessibility for physically challenged people, lack of separated bicycle lanes, non-existence of lowered curbs for crosswalks and lack of services for the visually

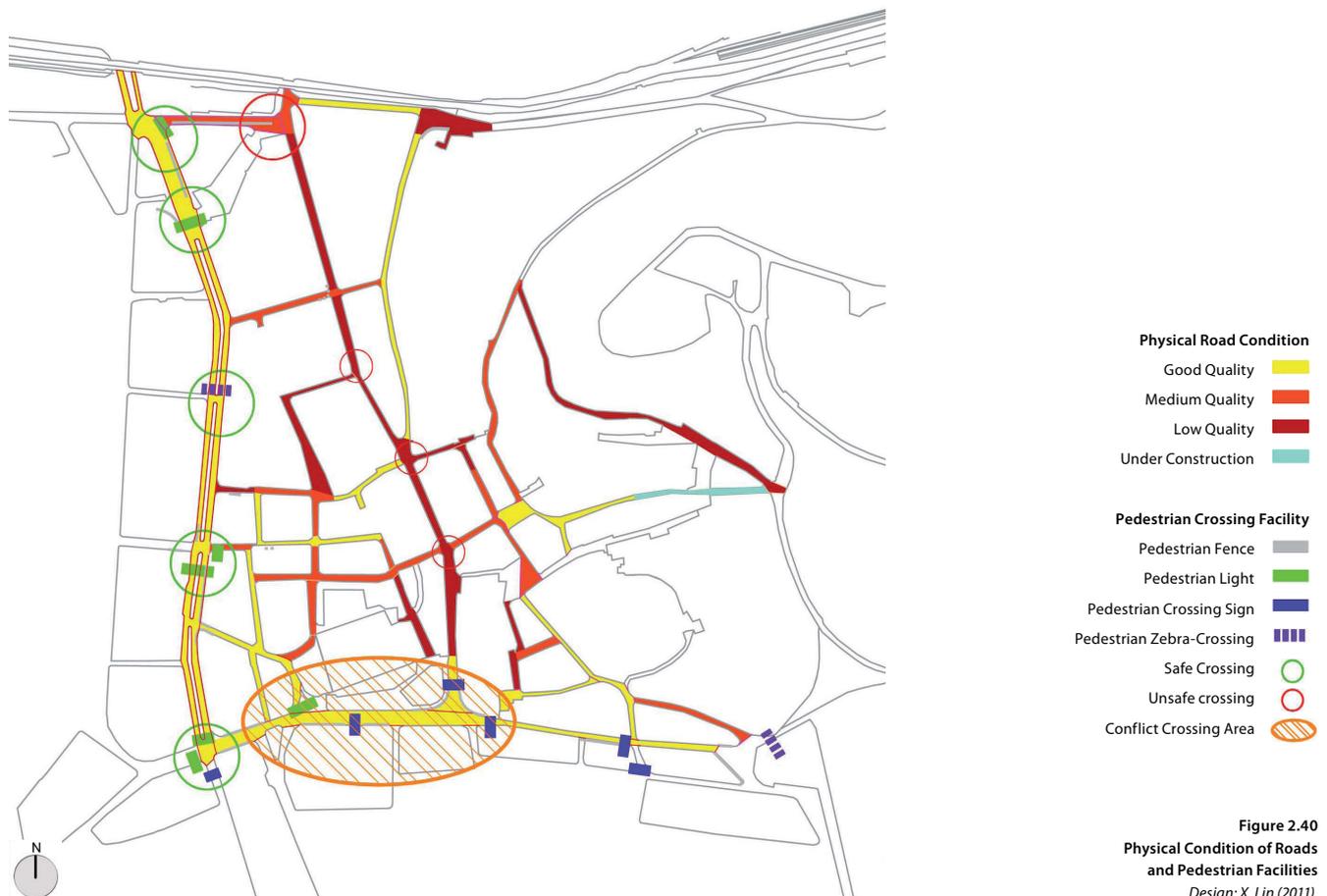


Figure 2.40
Physical Condition of Roads
and Pedestrian Facilities
Design: X. Lin (2011).

impaired seriously weaken the overall transportation strategy (Figure 2.40). The poor condition of many street surfaces and sidewalks negatively affects both the flow of vehicular traffic and the overall image of the area. Although cobblestone streets reflect the historical value of the area, they are uncomfortable for cyclists and exacerbate noise associated with motor vehicle traffic. The lack of a well-enforced parking strategy on the city-level directly affects pedestrian safety and the quality of public spaces. In general, pedestrian and cyclist needs are not adequately accommodated in the city-wide transportation plan.

The inadequate connection between the focus area and neighboring districts is hindering the economic development of the area. A majority of commuters treat the area as a transit corridor, rather than a destination. The poorly arranged entrance points at *Torhova* Street, beneath the railroad tracks to the north and along the streets near *Vysoki Zamok*, more closely resemble obstacles than enticing access points to a lively neighborhood. Finally, the minimal financial resources available for the development of

transportation infrastructure are a critical weakness, severely limiting opportunities for improvement.

Opportunities

Exploiting the proximity to the City Center and *Vysoki Zamok* by improving the connection with these points of interest is the primary opportunity identified during this analysis. The area holds the potential to develop attractive pedestrian pathways, which can steer visitors to the historic churches in the area. Though the informal pedestrian crossings between the Opera House and *Dobrobut* Market can be interpreted as a threat, they also present an opportunity to employ a *Shared Space Concept*¹⁸, creating a harmonious symbiosis between the public transportation system, private vehicles and pedestrians. A reconfiguration of this area will also improve the connection between the focus area and the City Center.

18 *Shared Space Concept* was elaborated by the Interreg III B North Sea Programme in 2003-2008 and intended to develop policies and methods for an integrated approach towards the planning of public space.



Figure 2.41
Frequent Illegal Parking
Photo credit: C. Zehner
(2011).

The street network around the *Dobrobut* Market holds potential to improve pedestrian mobility in the area: a rearrangement of the delivery service for the Market could minimize motor vehicle traffic, allowing for the development of a new pedestrian thoroughfare to the east and north of the Market. The growing concern regarding traffic problems on behalf of the residents of the area can serve as a basis for future participatory practices in the proliferation of non-motorized transportation mechanisms. Also, the ongoing development of a comprehensive cycling strategy for the City of L'viv, developed by the municipality in cooperation with GIZ cooperation project *Climate Friendly Concept for Sustainable Mobility*, presents an opportunity to support the overall improvement of mobility in the focus area.

Threats

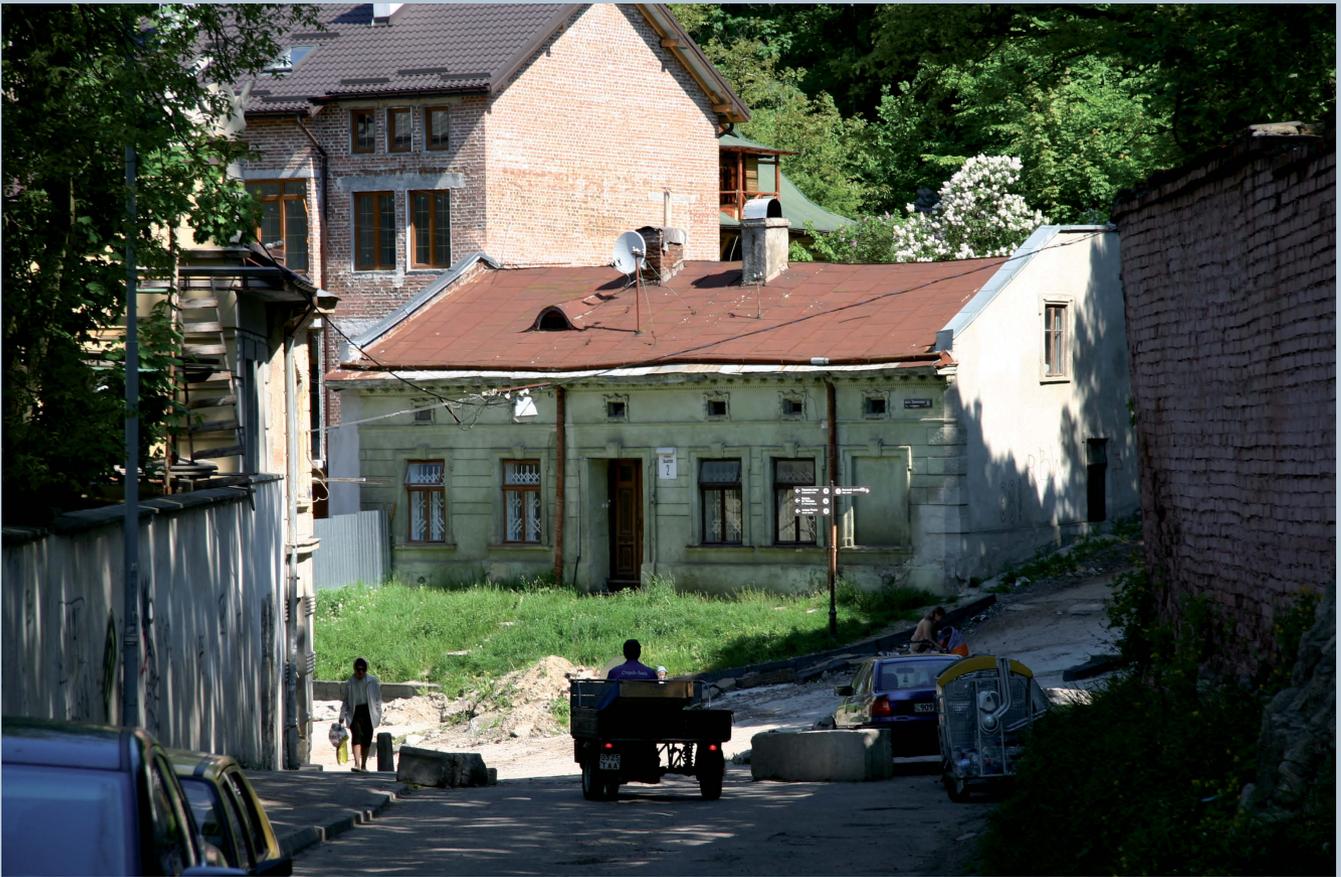
The increase in motorized mobility represents a significant threat to the focus area. Indeed, the consequences of increased motor vehicle usage will be felt most directly by the pedestrians and cyclists. Moreover, the neglect of the current public transportation infrastructure can lead to the degradation of the whole network, especially the tramway. To overcome these threats, pedestrians' needs must be considered in the early phases of transport planning. A political willingness to develop a non-motorized friendly transport system is critical in this context.

SWOT-Table

Strengths	Weaknesses
<ul style="list-style-type: none"> • Proximity to the City Center and Vysoki Zamok; • Well-developed public transportation network; • Residents' awareness of traffic problems; • Various points of interest within the area; • Existing cyclists' organizations; and • Low traffic volume inside the focus area. 	<ul style="list-style-type: none"> • Low-quality of street and sidewalk surfaces; • Lack of an enforced parking strategy; • Unsafe pedestrian mobility infrastructure; • Neglect of non-motorized transport in transportation planning; • Poor interconnection between the focus area and abutting neighborhoods, especially the City Center and Vysoki Zamok; • Air and noise pollution due to motor vehicle traffic; and • Lack of financial resources.
Opportunities	Threats
<ul style="list-style-type: none"> • Potential to improve pedestrian crosswalks between City Center and the focus area; • Potential to improve the connectivity between the focus area and Vysoki Zamok; • Potential to improve pedestrian areas around the Market and the playground to the north; • Proliferation of non-motorized mobility; • Citizen awareness regarding traffic reduction; • GIZ Climate Friendly Concept for Sustainable Mobility support; and • Willingness from the municipality to develop a cycling strategy. 	<ul style="list-style-type: none"> • Increase in traffic volume; • Increase in parked vehicles on footpaths; • Neglect of the public transport system; and • Failure to incorporate pedestrians' needs in planning process.

Table 2.4
Mobility SWOT Analysis.

Page 66-67:
Figure 2.42-2.45
Village like structures
on the slopes of Vysoki
Zamok (top left).
Parking cars on a
sidewalk (bottom left).
Railway line at V'yacheslava
Chornovola avenue
entering the focus area
from the north (top right).
Tramline north of the
focus area close to
Pidzamche Railway
Station (bottom right).



2.5 Local Economy¹⁹

An assessment of local economic activity is critical to develop an understanding of how the focus area functions within the City. Although mostly residential, the focus area comprises diverse economic activities, mostly satisfying local consumers' needs. The City's main strategies for the future involve stimulating economic development²⁰; still, the municipality has not developed a clear strategic plan for addressing the economic characteristics of specific residential areas.

2.5.1 Research Methodology

The economic analysis of the area was approached using a progressive and dynamic process, in which each phase of investigation built upon the last. Three methodological approaches were applied for data collection: (i) *expert interviews* (e.g. with Alexander Kobsarev, Head of the *City Institute*; Volodymyr Kharko, Vice-dean of *Economics Faculty, Management Department of Ivan Franko National University*), (ii) a

business inventory (local businesses were observed, photographed, cataloged and mapped) and (iii) an *economic activity survey* (20 semi-structured, face-to-face interviews with shop owners and employees within the four business concentration zones e.g. in *Dobrobut Market*).

2.5.2 Outcomes

Evidence collected during the *economic activity survey* indicated that although the focus area is primarily residential, there is a diverse array of local businesses that largely fulfill residents' basic needs. Evidence from the expert interviews indicated that basic necessities are easily obtained in the area at affordable prices. The subsequent *business inventory*, detailing a total of 191 different businesses operating within the area, corroborated this information. The observed activities at each location were cataloged and classified into the following six categories and further displayed on a map: (i) retail; (ii) service; (iii) grocery; (iv) food service; (v) empty shops and (vi) unidentified activity (Figure 2.46).

19 Written by Maria Cecilia Carvalho Rodrigues, Edwin Linderkamp and Saman Tahmasebi

20 Comments made by City of L'viv Vice-Mayor Mr. Vasil Kosiv on May 16, 2011.

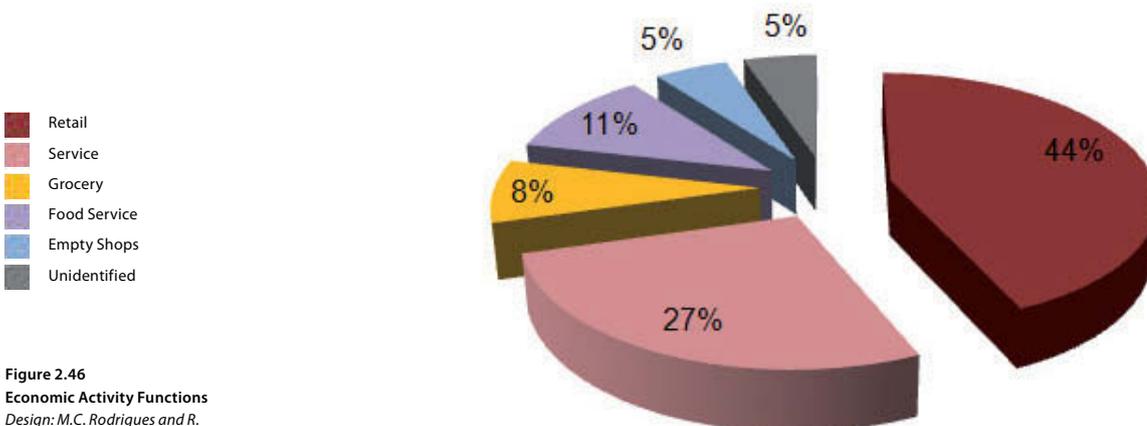


Figure 2.46
Economic Activity Functions
Design: M.C. Rodrigues and R. Piedade (2011).

Business Concentration Areas

Based on the concentration and spatial distribution of businesses and on the characteristics of the area where they are located, with regard to physical structure, availability and diversity of commercial activities, four distinct types of economic zones were identified: (i) *Dobrobut Market*, (ii) High Business Concentration Areas, (iii) Medium Business Concentration Areas and (iv) Low Business Concentration Areas (Figure 2.47, see further description below).

Dobrobut Market

Due to the singular land use and extremely high concentration of economic activities, *Dobrobut Market* and the area adjacent to it is a category in its own right (Figure 2.48). The category has been further sub-divided into the *formal market*, indicating all businesses formally operating in the designated area, and the *informal market*, referring to the accumulation of small-scale vendors surrounding the formal market.

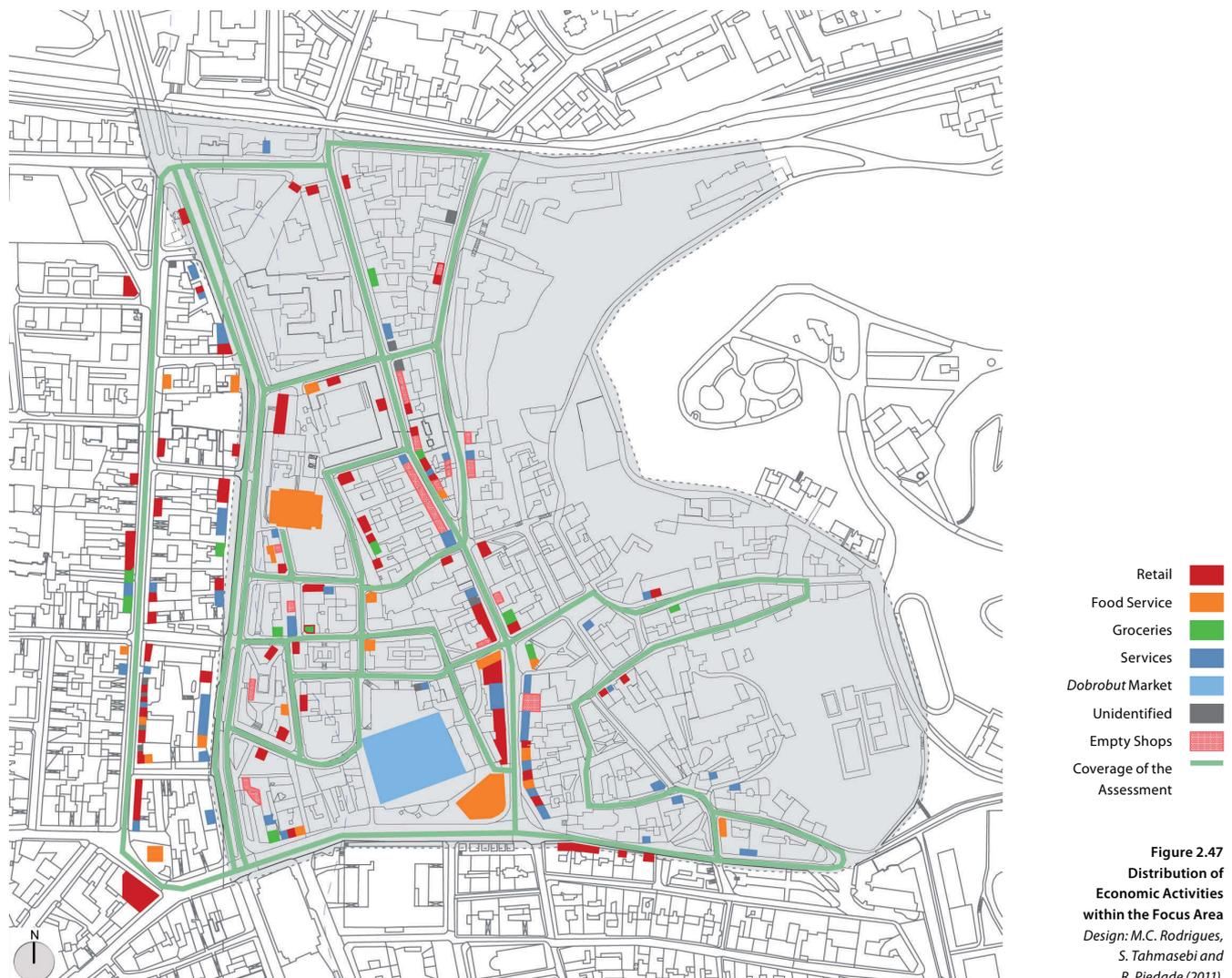


Figure 2.47
Distribution of Economic Activities within the Focus Area
Design: M.C. Rodrigues, S. Tahmasebi and R. Piedade (2011).



Figure 2.48
The Formal
Dobrobut Market
Photo credit: M.C. Rodrigues
(2011).



Figure 2.49
The Informal
Street Market
Photo credit: M.C. Rodrigues
(2011).

The formal *Dobrobut* Market is located near the City Center and offers a wide range of products, from food supplies to manufactured goods. The Market makes up a large number of individually owned commercial units, generally staffed by only one employee at a time. Women make up the highest proportion of workers. The majority of owners and employees interviewed as part of this study live near the market and use public transportation for their daily commute. The Market is open seven days a week from 10 a.m. to 6 p.m., with minimal variation in sales volume over the course of a given week. The Market attracts a high share of consumers from different parts of the city and some tourists. Interestingly, business owners mostly expressed indifference with regard to the possibility of the Market closing to make way for a hotel development tentatively planned for the location.

Attracted by the large gathering of consumers in the area, a high-concentration of *informal vendors* has accumulated in the open spaces surrounding the formal Market. The vendors, predominantly elderly women, sell fresh food items from plastic boxes or on small rugs on the streets or sidewalks (Figure 2.49). While some of the interviewees come on a regular

basis, others sell their products only intermittently. Though some respondents indicated they were residents of the area, the informal market seemed to draw vendors from a larger area than the formal market. Some of them sell homegrown vegetables, while others purchase their produce from wholesalers. There is no organizational structure governing the space between sellers, and a majority of respondents indicated dissatisfaction with their informal employment conditions. Many vendors indicated that joining the formal *Dobrobut* Market would be preferable, but the initial investment of setting up a more permanent kiosk and the saturated market conditions limited their ability to do so. The informal vendors are evicted by the police on a daily basis.

High Business Concentration Areas

The *business inventory* identified the highest concentration of economic activity along the southern and western borders of the focus area. These *High Business Concentration Areas* have the greatest diversity of shops, where resident and non-resident consumers shopped for their basic daily needs (Figure 2.50). Interviews conducted in these areas suggested that businesses in these areas have longer opening hours than the others.



Figure 2.50
High Concentration
of Business Activities
Photo credit: S. Tahmasebi
(2011).

Medium Business Concentration Areas

The *Medium Business Concentration Areas* represent a lower volume of daily customers and higher rate of empty shops (Figure 2.51). They are located on the periphery of the *High Business Concentration Area*, with a few well-established businesses located near *Sv. Theodora Square*.

located in the least ideal business location, the interviewed owners expressed satisfaction with their location and seem to have strategic plans for expanding their businesses. Their customers are targeted, mostly from different parts of the city, and are attracted especially by the hospital, the *Vysoki Zamok* and the *Faculty of Law* at the *L'viv State University of Internal Affairs*.

Low Business Concentration Areas

Low Concentration Business Areas are located in less developed parts, with rundown buildings, a lower volume of pedestrian traffic, and the lowest rate of economic activity (Figure 2.52). Despite being

Rent Prices

The rent prices vary within the focus area. Many of the business owners in the *Low Business Concentration Area* indicated that they were attracted to their



Figure 2.51
Medium Concentration
of Business Activities
Photo credit: S. Tahmasebi
(2011).



Figure 2.52
Low Concentration of
Business Activities
Photo credit: E. Linderkamp
(2011).

current location by the low rent. Similar variety in price and rent structure can be found in the Market, where the conditions and location of shops determine the price; for instance, the covered part of the Market has higher rent prices than the stands placed outside. In the *Dobrobut Market*, a majority of respondents expressed dissatisfaction with high lease rates, especially with regard to the dramatic increase in the last five years.

Employment Opportunities

In the *expert interviews*, the focus area was described as a 'sleeping area', with a primarily residential structure and few job opportunities. Despite having a similar rate of unemployment to the rest of the city, the average income of residents in the focus area is lower than the city-wide average²¹. Shop employees in the *High Concentration Business Area* reported dissatisfaction with their current income and that they often rely on additional sources of income to meet monthly expenses.

Competition

A majority of shop owners interviewed in the *Dobrobut Market* and the *High Concentration Business Area* indicated that competition between businesses was not problematic despite the large number of shops. The services and products offered by local businesses are differentiated enough to prevent stiff competition. Most respondents indicated that the superior quality of their products gave their business a competitive edge in the market, attracting customers from all over L'viv. The sellers in the informal market are in frequent competition with the vendors of the *Dobrobut Market* and have to struggle with the daily police evictions. In addition to the low rent, shop owners in the *Low Business Concentration Area* reported being attracted to the area by the lack of competition.

Physical Appearance

The largest number of empty shops was identified in decaying buildings, which were the least renovated

in the focus area. The few active businesses where interviews were conducted had attractive interior displays, and often displayed evidence of physical improvements to the exterior, mostly as result of investment on the part of the business owner in renovating the ground floors. However, the renovation works did not consider the physical structures of heritage-protected buildings. In the *Medium Business Concentration Area* most businesses have an attractive display. In the *High Concentration Area*, most of the buildings with integrated businesses are close to the City Center or in the most bustling avenues within the focus area and are renovated on the ground floor. The physical structure inside the *Dobrobut Market* is comparatively better than at the informal market, but could be improved in order to increase consumer frequency and satisfaction.

Tourism

In the *expert interviews*, tourism was viewed as holding the greatest potential for L'viv's economy and a tourist strategy adopted by the local government on the city-scale was mentioned²². Still, despite its heritage monuments and the proximity to the City Center, the focus area has not yet been established as a tourist destination. Other findings from the interviews included the need for creating new tourist attractions, improving the connectivity to the *Vysoki Zamok* and the possibility of transferring the arts and handicraft market, currently located near the Opera House, to the southeast border of the focus area.

2.5.3 SWOT Analysis

In this section the local economic assessment of the focus area is presented based on the findings of the fieldwork. The current issues identified by assessing the four *business concentration areas* and reviewing outcomes from interviews support the local economy SWOT analysis described below. A complete summary of the SWOT is included in Table 2.5.

21 Comment made by Mr. Volodymyr Kharko in interview conducted on May 17, 2011.

22 Information provided by Mr. Alexander Kobsarev, in interview conducted on May 17, 2011.

Strengths

The focus area is home to a wide variety of local businesses. Diverse commercial activities and services cover the local residents' different needs, all within a comfortable walking distance. The goods and services available within the neighborhood are generally perceived to be of suitable quality. Rent prices are lower than in other parts of the City, providing reasonable opportunities to potential businesses to enter the market. The *Dobrobut* Market additionally offers a wide range of products that satisfy local needs. The Market, as the most important economic center in the neighborhood, acts as a point of entry and a *pull factor* to this area, especially from the City Center. Other destinations such as the hospital and the *Faculty of Law* attract visitors from different parts of the City.

Weaknesses

The subsistence level income of residents, poor physical conditions of buildings and shops, rundown empty spaces and an inefficient building

maintenance system inhibit new investments in the area, hindering economic development. Although the number of business activities is considerable, it remains unclear to which extent businesses depend on each other and how much they are cooperating. Although the area houses several important historic sites, its potential for tourism has yet to be realized. This is likely due, in part, to a number of physical characteristics, including a lack of accessibility and weak internal connectivity. Although the *Dobrobut* Market attracts a large number of consumers, the physical appearance of the Market and the shop displays are not inviting, especially around entrance points. Also, the extensive informality around the Market and the lack of structured working places lead to bad working conditions, which in turn prevents sustainable income generation for a large number of more marginalized businesses. The perception of insecurity in certain parts of the focus area, especially at night, creates a bad reputation for the neighborhood.



Figure 2.53
The Informal Street Market
Photo credit: M.C. Rodrigues
(2011).

Opportunities

The area has a wide range of stakeholders, which provide a strong base for the creation of cooperative networks for the promotion of local economic development. Such networks can create *'a process by which public, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation'* (World Bank 2011). Furthermore, the massive amount of renovation work required in the area presents potential for cooperation between the municipality and private sector firms. The current offering of natural, homegrown products at the *Dobrobut Market* suggests the potential for the development of a specialized market for organic products. The historical structures in the focus area can be seen as a starting point in the development of a thriving tourist industry and lead to an increase of small businesses for local income generation. Also the large number of empty shops and non-developed spaces indicate the possibility of an expansion of economic activities in the area.

Threats

The area suffers from lack of a clear local development strategy. The Market's closure to make way for a hotel is considered as a serious threat, as it plays a significant role as a source of employment and economic activity. The further degradation of buildings is another serious threat, which hinders investment in new businesses within the focus area. The lack of a clear strategy for developing a tourism industry within the focus area neglects a considerable source of revenue for local businesses. Also, besides its positive effects, the proximity to the City Center ends up acting as a dominant investment pull, detracting investments and innovative plans that may otherwise be applied in the focus area.

SWOT-Table

Strengths	Weaknesses
<ul style="list-style-type: none"> • Proximity to the City Center; • Mixed-use planning in the area; • Diverse commercial activities and services; • Low rent prices; and • Wide range of products provided by <i>Dobrobut Market</i>. 	<ul style="list-style-type: none"> • Subsistence level incomes; • Poor physical conditions of buildings and shops; • Poor accessibility and internal connectivity; • Extensive informality; and • Perceptions of insecurity.
Opportunities	Threats
<ul style="list-style-type: none"> • Wide range of stakeholders as a basis for cooperative networks; • Public-private cooperation for renovation works; • Development of a specialized <i>Organic Market</i>; • Sustainable tourism development; • Adaptive reuse of empty shops; and • Increase of new businesses for local income generation. 	<ul style="list-style-type: none"> • Lack of a local economic development strategy; • Lack of a local tourism strategy; • Potential closure of the market; • Worsening of building conditions; and • The City Center as a dominant investment pull.

Table 2.5
Local Economy
SWOT Analysis.

Page 76-77:
Figure 2.54-2.57
Shops in the focus area
(top left).
Dobrobut Market
(bottom left).
Temporary Shops at
Staryi Rynok (top right).
The Informal Street Market
close to *Dobrobut Market*
(bottom right).



2.6 Integrated SWOT Analysis and Visions for Development

2.6.1 Integrated SWOT Analysis

On May 21st and 23rd, 2011, the findings of the thematic SWOT analyses were combined to form an *Integrated SWOT Analysis* (Figure 2.58). The integrated SWOT (Table 2.6) emphasized cross-cutting elements that were consistently identified by thematic groups, and those deemed to be of particular significance to the area as a whole. These intersectoral findings are considered to be the most comprehensive analysis of the focus area undertaken as part of this study and consequently serve as a basis for the development of the general vision for development (2.6.2) as well as the pilot projects and proposals in Section 3.0 of this report.

2.6.2 Visions for Development

Both the outcomes of the thematic SWOT analysis and the May 22, 2011 public action at *Sv. Theodora Square* (see 2.7) allowed the development of five complementary *visions* that mirror the expected changes in the focus area in the next 20 years. Furthermore, the importance of the historical assets and the wide-range of opportunities found throughout the work, led to the development of a motto that served as a guiding phrase for the development of the pilot projects: *'Built in the past, walking into the future.'* The collection of the discussed slogans and mottos can be found in the Annex 5.6 Slogans for the Focus Area. However, it is proposed that a participatory process be held in the community in order to develop a name and motto for the neighborhood involving all residents.



Figure 2.58
Development of Integrated SWOT
Students of the TU-Berlin *Urban Management Program* discuss the elements to be included in the integrated SWOT Analysis on May 23, 2011.
Photo credit: L. Born (2011).

The development vision for the neighborhood can be summarized as five thematic ideals:

- (i) The area is a showcase of a livable historic neighborhood, which provides a high standard of building conditions for its residents while preserving the value of historical heritage;
- (ii) The area is an attractive place to visit also due to its system of high-quality open spaces offering various functions and recreational opportunities for all generations;
- (iii) The area is family-friendly and widely recognized as a special place with a strong local identity, to which its residents are proud to belong and actively participate in improving their neighborhood;
- (iv) The area is famous for its pedestrian and bicycle-friendly environment and is accessible for all generations of residents, disadvantaged groups and tourists; and
- (v) The area is appreciated for its lively local economy providing a wide range of activities and facilities meeting demands of both residents and tourists while ensuring a strong and sustainable basis for local income generation.

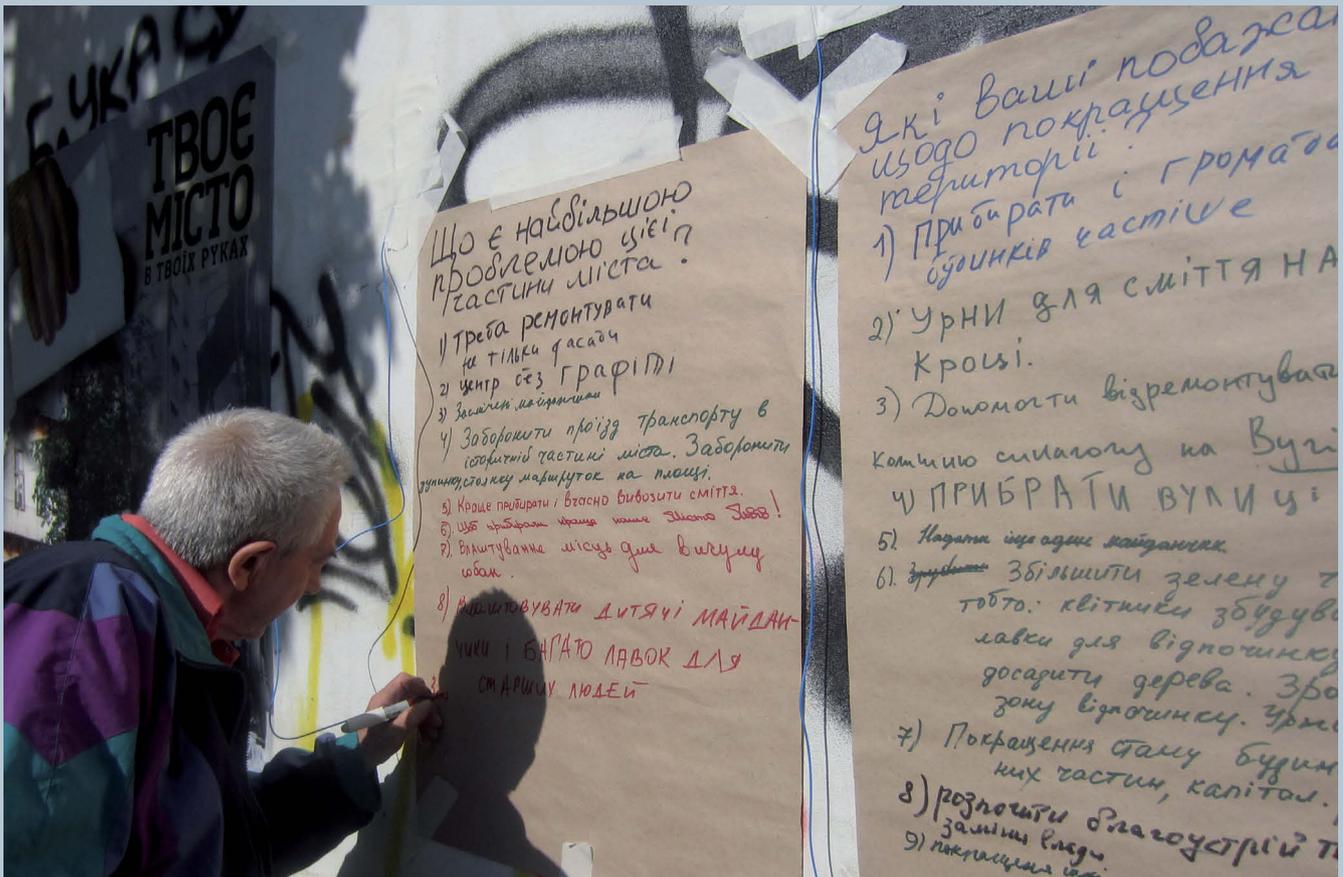
SWOT-Table

Strengths	Weaknesses
<ul style="list-style-type: none"> • Proximity to the city center and Vysoki Zamok; • Tangible historic heritage; • Unique and attractive urban fabric; • Multiple historic place of interest; • Connection to public transit lines; • Varied structural usage; • High rate of owner occupied residences; • Lively local economy; • Wide availability of public services; and • Beneficial neighborly relationships. 	<ul style="list-style-type: none"> • Poor accessibility to city center and Vysoki Zamok; • Neglect of physical fabric; • Lack of clear development strategies • Minimal resources for physical improvements; • Threatened informal livelihoods; • Perceptions of criminal activity; • Weak organizational representation within the community; and • Lack of cohesive neighborhood identity.
Opportunities	Threats
<ul style="list-style-type: none"> • Cultural heritage as a basis for common identity; • Improved accessibility as a basis for increasing share of tourist visits and associated revenue; • Improvement of existing economic activities; • Improvement of open-spaces for multi-purpose activities; and • Willingness of residents to become involved in physical upgrading. 	<ul style="list-style-type: none"> • Loss of cultural heritage through continued neglect; • Loss of UNESCO Heritage designation; • Unsustainable tourism cheapening actual historical significance; and • Continued neglect leading to the further deterioration of the regional reputation.

Table 2.6:
Integrated SWOT Analysis.

Page 80-81:
Figure 2.59-2.62
Neighborhood Action on Sv. Theodora Sq.: Residents writing down their wishes (top left).
Neighborhood Action on Sv. Theodora Sq.: Model of the Square (bottom left).
Neighborhood Action on Sv. Theodora Sq.: Children (top right).
Neighborhood Action on Sv. Theodora Sq.: Residents writing down their wishes and hopes for the area (bottom right).

Page 82-83:
Figure 2.63-2.66
Neighborhood Action on Sv. Theodora Sq.: International examples of urban gardening or agriculture (top left).
Neighborhood Action on Sv. Theodora Sq.: Residents (bottom left).
Neighborhood Action on Sv. Theodora Sq.: Bicycle racing (top right).
Neighborhood Action on Sv. Theodora Sq.: Residents interested in information material of GIZ (bottom right).









2.7 Neighborhood Action on Sv. Theodora Square

The fieldwork and the analysis phase were concluded with a public event organized by the Urban Management students and the GIZ in Sv. Theodora Square on May 22, 2011. The aim was to initiate the process of appropriation of this central open space through atypical uses and to encourage communication among residents. Moreover, community-planning exercises were realized.

The invitation was made by leaving flowers and short notes with intriguing messages on residents' doors, during the previous night. Over the course of the

following afternoon, several activities took place on the square, which created a lively atmosphere and attracted numerous visitors. Residents of the focus area and other passers-by wrote down their problems with and their hopes for the neighborhood (Annex 5.3 Wishes and Problems with the Focus Area), children were able to draw their perceptions of both the square and the neighborhood, mapping exercises were done, a community model was built and seeds were planted in the empty spaces (Figure 2.59 - 2.67). Furthermore, parallel activities took place, such as a football match with children, a bicycle competition and music from a local artist. Simple events like this are fruitful starting points for community identity building.



Figure 2.67
Public Action on
Sv. Theodora Square
Residents of the focus area
record their thoughts and
hopes for the neighborhood
during the community event
held on May 22, 2011.
Photo credit: A. Guadagni
(2011).

page 85-86:
Figure 2.68
Neighborhood Action
on Sv. Theodora Sq.:
Children.

Figure 3.1:
The main street of the
focus area (Bohdana
Khmel'nyts'koho street)
leading into the City Centre
with the Towers of
Preobrazhenska Church.



3 Pilot Projects: Interventions and Strategies for the Focus Area



This section presents six different pilot projects formulated on the basis of medium-term development visions for the focus area. The pilot projects reflect the key issues and significant locations identified in the findings of the fieldwork and subsequent thematic assessments, as well as of the integrated SWOT analysis documented in Section 2.0 of this report. Furthermore, they are based on the focus area's specific potentials, its residents' priorities and

international best practices. However, the pilot projects are to be understood as very first steps for initiating urban regeneration activities. It is important to consider a follow-up process in order to elaborate a general strategy that goes together with the institutionalization of working structures and instruments for strategic urban regeneration – in the focus area and beyond.

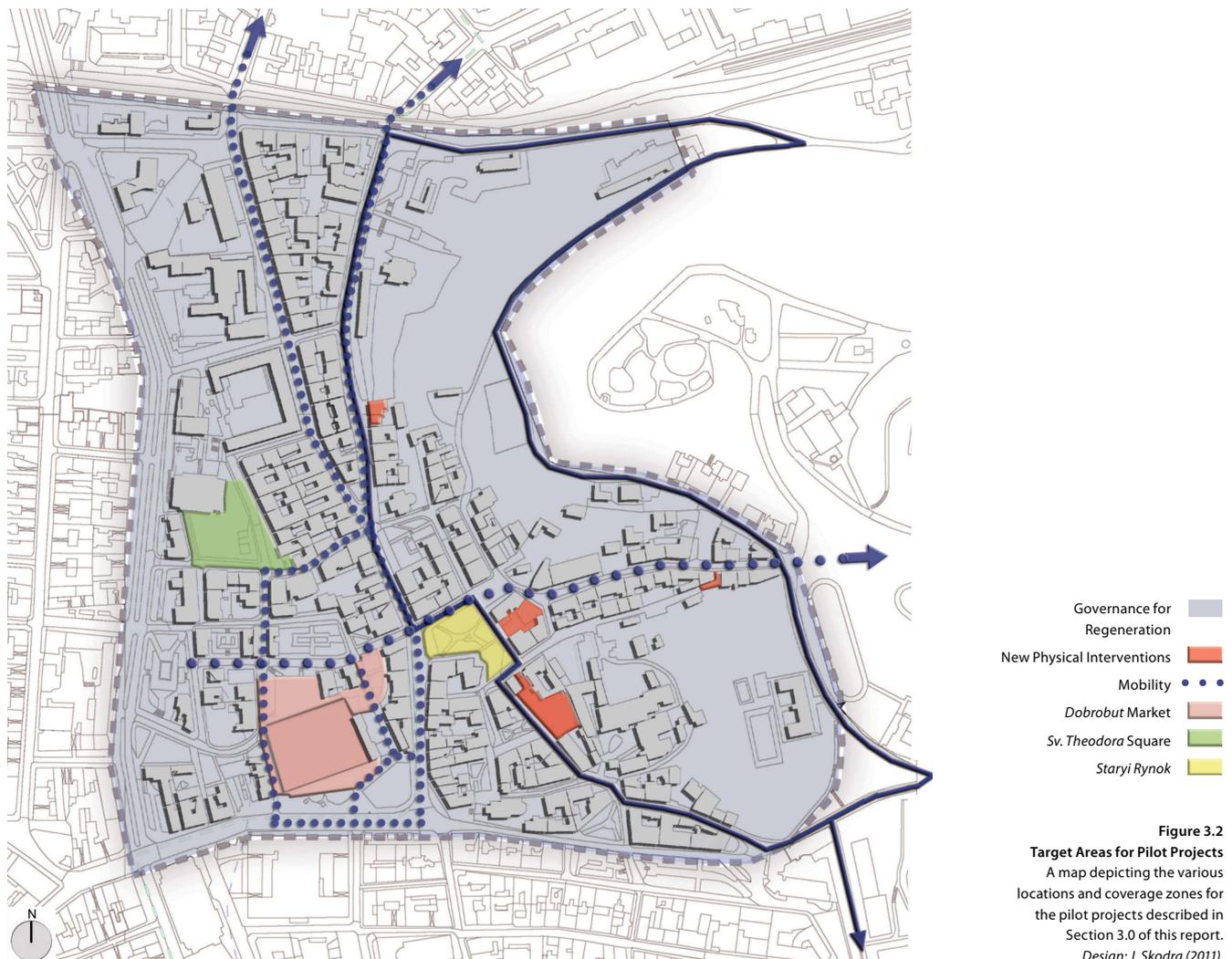


Figure 3.2
Target Areas for Pilot Projects
 A map depicting the various locations and coverage zones for the pilot projects described in Section 3.0 of this report.
Design: J. Skodra (2011).

The projects described here illustrate specific strategies toward the improvement of spatial conditions and living standards within the focus area, propose mechanisms and management tools to physically safeguard the historical urban landscape, facilitate stakeholder involvement, foster investments in the area and improve quality of open and communal space and of connectivity. They are namely the (i) *Management Instruments for New Physical Interventions*; (ii) *Improving Non-Motorized Mobility*; (iii) *Improving Governance for Neighborhood Rehabilitation*; (iv) *Economic and Physical Improvement of Dobrobut Market*; (v) *Sv. Theodora Square: A Community Platform*; and (vi) *Saryi Rynok and Temple Synagogue: Making History Visible*. A visual overview of the targeted locations for each project is provided in Figure 3.2. The proposals for interventions consider the social, economic and physical aspects of urban rehabilitation, dedicating particular consideration to community engagement and participation as well as multi-stakeholder governance in decision-making processes.

3.1 Management Instruments for New Physical Interventions²³

The proposals elaborated on in this section will address mechanisms for the effective management of new physical interventions within the focus area. Four of the six pilot projects have been designed to garner investment for regeneration projects and to stimulate local initiative towards the improvement of local spaces within the area. Each project is discussed within the context of the focus area, but care has been taken to ensure that each project is both applicable to and replicable in other parts of the City.

The pilot project for new physical interventions, therefore, is a set of recommendations to establish specific mechanisms and instruments to assess the potential of open, vacant or underutilized plots and buildings within the focus area. The project will also help create management tools to

physically safeguard the historical urban landscape, while socially and economically revitalizing the neighborhood.

3.1.1 Strategies for New Physical Interventions

In order to identify potential sites for new physical interventions in the neighborhood, an assessment of all open, vacant or underutilized spaces was conducted. Each space was then categorized into one of four main groups: (i) open lots for potential development; (ii) squares and greenery eligible for renovation; (iii) undefined open spaces and residual areas between the existing buildings; and (iv) vacant or underutilized buildings for adaptive reuse.

The *open plots* for potential development are mainly voids in the urban fabric with the potential to attract investment and house new permanent structures or temporary constructions. The *squares and greenery* for renovation are areas that require infrastructure improvements and could also host short-term activities, temporary constructions or artistic interventions and installations. The *undefined open spaces* generally have no clear public or private function and are sometimes appropriated by informal public activities. Though the ownership of these sites is not always clear, they also hold potential for more seamless reintegration into the urban fabric. The *vacant or underutilized* buildings can be targeted for adaptive reuse, promoting development that meets the needs of the community while maintaining the areas sense of historical continuity.

The compilation of information regarding the potential sites for physical interventions can serve as a basis for the better understanding of needs for distribution of investments. The definition of mechanisms will approach new activities and functions of the sites and the management of neighborhood demands through participatory processes. Planners may combine this data with current basic instruments on decision-making to steer sustainable development of the neighborhood.

²³ Written by Poonam Amatya, Ingrid Cornejo Reindl and Renata Goretti Piedade

3.1.2 Instruments and Guidelines for Implementation

In order to realize the potential and development possibilities of each of the sites in the four categories above, certain instruments and guidelines must be instituted. Furthermore, the neighborhood development should be steered by the Municipality, but evolve through the inclusion of the residents in decision-making processes. Community needs and priorities must be included in the plans, instruments and guidelines to ensure sustainable development and management. These proposals rely on a coordinated effort between planners and the community, which may ultimately evolve into an ongoing, independent, self-reliant process.

Land-Use Management Plan

The inventory of areas with potential for development of new physical interventions can be used to generate a Land-Use Management Plan, where all open, vacant or underutilized spaces can be registered based on physical status and the potential for new interventions, as described in Figure 3.3.

The *physical status* and *potential for new physical interventions* criteria would be used to determine which type of physical intervention is most appropriate for each site, such as restoration or conservation, new or temporary constructions, or artistic interventions. The assessment may also allow planners to define by which means environmental protection measures can be initiated in the area. The *ownership status* criterion would help to establish the potential physical intervention and functions, as well as strategies for approaching owners and identifying financing mechanisms for implementation. The *potential functions*, integrated with neighborhood participation, would allow consistent maneuvering of decisions towards sustainable development of the focus area in both the short and long-term. Potential partnerships for investments, the last criterion, would stimulate and draw attention to the areas that were once overlooked by both investors and the municipality.

General Guidelines for New Physical Interventions in the Focus Area

In order to steer the participatory development process, a set of flexible guidelines should be developed and periodically updated to fit the dynamic regeneration process. The guidelines should also establish the rights and responsibilities of the various stakeholders in order to ensure even participation. The creation of an external *Management Council* that represents interests from all project sectors is strongly recommended in order to objectively monitor project implementation.

Financial Mechanisms

The creation of structured financial mechanisms to effectively manage investments in redevelopment activities will help define investment priorities and manage non-monetary contributions from within the community. Municipal planners can prioritize which properties are eligible for private rehabilitation works and manage the investments in these properties based on the size and the economic relevance of the new investment. The community would then have the opportunity to define the most appropriate intervention and monitor its eventual implementation.

Depending on the specific context of each intervention, a public-private partnership may be established. Fiscal and financial incentives, such as those detailed in Section 3.3 of this report, could be offered by the state to encourage investments in the area. However, in return, financial investments should only be made in socially responsible neighborhood projects such as improvement of local infrastructure, restoration of buildings or upgrading of open spaces. In the case of open areas and spaces already appropriated by the community, sponsorships and volunteer contributions could also apply for municipal funding to initiate rehabilitation projects. Local businesses, or even large investors, could also adopt small elements within the neighborhood.



Area	Physical Status	Ownership Status	Potential Physical Interventions	Potential Functions
Green spaces 	Open and underutilized	State-owned	Design and execution of landscape projects, with involvement of community and contributions from investors	Development of parks, memorials, entertainment areas. Installation of urban furniture.
Buildings or lots 	Vacant neglected or underutilized as waste dumps	Unclear or State-owned	Restoration, conservation or infill with new or ephemeral developments with the involvement of the community and experts and by means of contests when applied	Mixed-use buildings, temporary activities
Undefined open spaces 	Underutilized or unorganized	Unclear	Temporary constructions or artistic interventions	Seasonal commercial activities, open-air bars and cafés, open-air markets
Dobrobut Market* 	Utilized, but lacks organization	Multiple private ownership	Design a proper structure to organize activities	Improve current commercial activities

Figure 3.3
Land-Use Management Assessment
General outcomes from the assessment of underutilized open and built spaces within the focus area.
Design: P. Amatya and R. Piedade (2011).

* To be addressed in a specific Pilot Project in this Report

Physical Criteria

The guidelines for ensuring physical and aesthetic quality associated with private investments in the neighborhood must be defined with regard to three aspects, namely *location*, *function*, and the *building approach*. Regulating the location of such interventions would help identify which plots of land are most suitable for new private developments, adaptive reuse of existing structures or temporary constructions supporting temporary activities. The *functional* aspect serves to delineate proper uses of undeveloped or underutilized spaces and enhance the existing mixed-use structure of the neighborhood. The *building approaches* must consider: (i) Aesthetic Guidelines for Urban Development; (ii) Green Guidelines for Urban Development and (iii) Universal Accessibility for Urban Development.

The development of clear *Aesthetic Guidelines for Urban Development* will ensure that new physical interventions will reflect contemporary and innovative urban design that is conscious of the historical, social and economic context of the neighborhood. The *Guidelines* must also strike an appropriate balance between modern utility and the historical urban topography, respecting the volume and height of neighboring buildings (Figure 3.4). For that, architecture should provide solutions that

suit local conditions, making use of suitable materials and resources, utilizing the knowledge of local craftsmen. Specific regulations should steer redevelopment away from *pseudo-historical* design and facadism (Figure 3.5), in order to pay tribute to the authenticity of the Historical Ensemble of L'viv.

Creating *Green Guidelines for Urban Development* is a means to initiate the environmentally responsible regeneration of the focus area. New physical interventions must be designed in accordance with local climatic conditions while minimizing the use of exhaustible resources. The utilization of local materials, resources and craftsmen will foster the *eco-friendly* identity of new interventions and both design and construction processes should comply with environmental protection requirements.

Establishing strict regulations regarding *Universal Accessibility for Urban Development* will encourage a shift in the understanding of physical mobility within the neighborhood. Contemporary buildings and new interventions must allow all users – regardless of individual capacities – to access all spaces. This will, therefore, promote inclusiveness and help dismantle the physical and psychological barriers that victimize the elderly and disabled.



Figure 3.4
Contemporary
Architecture along
Auguststraße 26,
Berlin

An example of modern architecture effectively incorporated into a historical neighborhood in Berlin. The design respects the height and ground floor openings of neighboring structures, while avoiding facadism and replication of the historic architecture.

Photo credit: R. Piedade (2011).

Figure 3.5
Facadism in Moscow, Russia
The architectural design attempts to evoke the apartment blocks of the turn of the 20th century but does not achieve the same aesthetics or proportions. Photo credit: Lukas Born (2006).



International Best Practices:
International Instruments and Guidelines for Physical Interventions in Historical Contexts

The *Burra Charter* developed by the *Australia ICOMOS*, sets standards for those who provide advice, make decisions about or undertake works in places of cultural significance, including owners, managers and custodians. (Source: *Australia ICOMOS* 1999)

The *Vienna Memorandum*, section C, article 13 interprets that changes in functional use, social structure, political context and economic development manifest themselves through structural interventions in the historical urban landscape and may be understood as part of the tradition of the city. The memorandum enforces the vision of the city as a whole with forward-looking action on the part of the decision-makers, counting on the dialogue with all other actors and stakeholders involved. (Source: *UNESCO* 2005)

Toolkit for the *Old City of Aleppo*, Syria provides crucial information on strategies, procedures, instruments and techniques, as well as their applications in urban conservation and development of *World Heritage Cities*. (Source: GTZ 2006)

Department of Resources Recycling and Recovery (CalRecycle), California State promotes innovative programs and technologies for developers to enhance the construction and renovation of buildings following green guidelines. One example is the *New Home Construction: Green Building Guidelines*, from Alameda County that provides accessible information for designing new buildings. (Source: *California Department of Resources Recycling and Recovery* 2011)

City of Wismar (Germany) regulates all interventions in the protection zone of *UNESCO World Heritage* through a framework for urban design and architecture. These guidelines (*Gestaltungssatzung*) are legally binding and control interventions both on historical buildings as well as new constructions in a detailed way in order to ensure consistency and sensitivity regarding old and new design. (Source: *Hansestadt Wismar* 1994)

3.1.3 Proposals for Application and Replication

In order to illustrate the recommendations described, four examples of physical intervention are presented as concrete proposals for action (Figure 3.6). The intervention projects intend to involve different actors in alternative roles, thereby promoting sustainable development of the neighborhood. Solutions should be incrementally improved and adapted for application elsewhere in the City.



Proposal	Location	Intervention
Proposal I: Rehabilitation of a Vacant and Neglected Historic Building	Vacant and neglected building next to the Saint Onufriy's Monastery in B. Khmelnytosk street	Provision of a neglected building with a new adaptive use: a Neighbourhood Center; and restoration process as capacity training program
Proposal II: Reconstitution of the Historic Urban Block	Block in front of Saryi Rynok, in between Pyl'nykar'ska street and Mukashivs'ka street	Reconstitution of part of the urban fabric, enhancing the use of the courtyard as part of the public space
Proposal III: Urban Farm	Large open area between buildings in Uzhhorodska street	Community-driven urban farm with recreational area, educating people on environmental management
Proposal IV: Community Youth Center as part of a Resident's Initiative	Existing playground and sports ground on Chornomorska street + plot facing Kniazia Lva street, in between Saryi Rynok and the playground	Improvement of the physical quality of an existing playground and sports ground as part of the consolidation of a complex for a Community Youth Center

Figure 3.6
Location Map and
Description of Proposals
The locations of the physical interventions described in this section are indicated in red.
Design: P. Amatya and R. Piedade (2011).

Proposal 1 - Rehabilitation of a Vacant and Neglected Historic Building

This proposal reflects the need to create participatory mechanisms to address the physical decline of the focus area. Physical decay, and in many cases dilapidation, of buildings is in great part due to the structure's functional obsolescence in the current economic and social context. The general objective of this proposal is to introduce new functions for historic buildings that are better aligned with contemporary needs. The creation of new private businesses, for example, can make productive use of otherwise unused structures and generate public revenues. The project will also impart the technical capacity for restoration and management upon the residents, which will enable further internal project development.

The proposal centers on the adaptive reuse of a historic structure to create a Neighborhood Center in the community. The Neighborhood Center will support a variety of projects in the area, and will kindle community involvement in the project by contributing a sense of common identity. The concept and function of the Neighborhood Center is further detailed in Section 3.3 of this report.

• *Location*

The building inventory associated with the creation of the Land-Use Management Plan identified a vacant building next to the *St. Onufriy Monastery* in *B. Khmelnytskyh Street* as a suitable location for this proposal (Figure 3.7). The centrality of the building within the focus area and the large amount of foot traffic along the street make it an ideal location to house the functions of the Neighborhood Center.



Figure 3.7
Current status of
the neglected
building along
Khmelnytskyh Street
Photo credit: P. Amatya
(2011).

• *Implementation Strategy and Stakeholders*

The strategy for implementation of the acquisition and adaptive redevelopment of the physical structure will be treated as two distinct development phases. In the first phase, municipal authorities and neighborhood activists will push for the acquisition of the building. Depending on the current ownership of the plot, the private sector might also be involved. In the second phase, a participatory planning process involving the community will be carried out in order to define the basic framework for the physical renovation. The restoration process will then be implemented with the assistance of technical experts from local agencies and universities, who will conduct 'on-the-job' training as a capacity building measure for local participants (Figure 3.8). The involvement of the inhabitants from the beginning of the assessment would

help to generate a general understanding of the management of historic buildings, followed by the actual restoration work which would provide them with the restoration skills.

Proposal II - Reconstitution of the Historic Urban Block

Further deterioration of buildings and open spaces within the focus area will lead to slum formation, social polarization and a weak mutual identity within the community. Therefore, the objective of this proposal is to generate a model for the reconstitution of the historic urban fabric. The project has been designed to alter the physical structure of the neighborhood and enable the economic and social integration of new developments into the existing historical landscape.



Figure 3.8:
Conceptualization
of Proposal I
 A conceptualized
 image of a possible
 outcome of the
 rehabilitation of a
 neglected building
 along Khmelnytsok
 Street.
 Photo credit and design:
 P. Amatya (2011).

The intervention is based on creating new semi-public adaptive uses for courtyards within the block structure, creating social and economic functions from otherwise unused spaces. The quality of the new developments will also reinforce the sense of place that supports community identity and an attachment to the neighborhood (Berke and Conroy 2000).

- *Location*

Although there are many potential blocks (like the square formed by the playground on the plot of a former synagogue at *Mstyslava Udatnoho*, *Vesela* and *Sianska* just north of the *Dobrobut* Market, see Figure 3.9) the block south of *Stryi Rynok*, in between *Pyl'nykar'ska* Street and *Mukashivs'ka* Street, holds exemplary potential for such an intervention. The block was selected because of the current fragmented status of its interior and the vacant lots lining its eastern and western entry points (Figure 3.10). The proposed intervention can benefit from its proximity to several points of historic interest in the focus area, and allow for

mixed-use development that caters to both local and tourist needs. Small neighborhood businesses could occupy the ground floor of the new development and create a thriving economic corridor utilizing the outdoor spaces of each of the buildings. Alternatively, the plot facing *Stryi Rynok* could also be closed with a building, which would reconstruct the original urban fabric of the square.

- *Implementation Strategy and Stakeholders*

The design of the new urban block could be the subject of a local architectural competition, following the general guidelines for aesthetics, green building and accessibility. Nevertheless, contests and proposals for changing the physical environment must go hand in hand with participatory processes. The private development of the vacant plots requires substantial interest from local investors. The *Management Council* would monitor and assist the maintenance of the structures, thereby possibly adjusting guidelines for further implementation.



Figure 3.9
Vacant Plots near
Dobrobut Market
Photo credit: L. Born
(2011).



Figure 3.10
Reconstitution of the Historic Urban Block
 Picture 1, 2 and 3: open plots to Staryi Rynok;
 Picture 4: the open plot to the back street and the fragmentation of the urban fabric.
 Images 5 and 6 show the reconstitution of the urban block. This proposal could enable the enforcement of the courtyard's image as a strong characteristic of the neighborhood.
 Design: R. Piedade (2011).

Proposal III - Urban Farm

The creation of an urban farm within the focus area would contribute to the sustainable development and to the expansion of community activism within the focus area as a whole. The aim of this proposal is to (i) create an area where families and children can experience nature and agriculture, (ii) to promote community-based agriculture and farming in under-utilized urban plots, (iii) to encourage the exchange of knowledge and mutual responsibility for the neighborhood and (iv) to improve the sense of security within the area, as it can minimize the space in which indigent derelicts congregate.

• *Location*

The large open area along *Uzhhorodska Street*, along the path to *Vysoki Zamok*, is an ideal location for the implementation of this proposal (Figure 3.11 and Figure 3.12).

• *Implementation Strategy and Stakeholders*

The implementation of a community-driven urban farm requires the collective action of all participants. After forming a network of interested individuals and families, an application can be submitted to the municipality for the provision or temporary lease of the land. The small initial investment to construct fences on the land could be provided by the municipality or by a private sponsor. However,

once the farm is established, the sale of the agricultural outputs should be adequate to cover continuous operational costs. Local universities can also provide technical support where necessary.



Figure 3.11
 The vacant plot on *Uzhhorodska Street* with potential to be developed as an urban farm
 Photo credit: P. Amatya (2011).



Figure 3.12
Conceptualization of Proposal III
A conceptualized view of an operating urban farm located in the vacant plot on Uzhhorodska Street. Photo credit and design: P. Amatya (2011).

Various pilot projects to stimulate sustainable urban development can also be implemented at the urban farm. The collection of rainwater for agricultural application can introduce ideas regarding sustainable water usage, while domestic and agricultural organic waste can be composted and used as fertilizer on the farm. Hence, this project will not only promote capacity development and community engagement, but also provide an opportunity to practice environmental management techniques.

The example of community-driven urban farm in *Ziegenhof*, Berlin is both applicable and replicable within for the focus area. The farm incorporates traditional agricultural activities, such as vegetable cultivation and animal husbandry, as

well as activities for children and open recreational spaces. As the urban farm incorporates community efforts and interests, the management of the property can be entirely driven by community action, with virtually no continuous expenses incurred by the municipality. Another applicable project is the *Prinzessinnengärten* in Berlin (www.prinzessinnengarten.net) – an urban agriculture initiative involving the local community in gardening and education (Figure 3.13).



Figure 3.13
 Prinzessinnengärten
 in Berlin
 Photo credit: L. Born
 (2011).

**Proposal IV - Community Youth Center (CYC)
 Based on Residents' Initiative**

The proposal to stimulate the community development of a Youth Center arose from the identification of existing residents' initiatives in the focus area. During the fieldwork associated with this report, a banner calling for volunteers and sponsors for a project to improve a sports ground within the focus area was observed (Figure 3.14). The sports ground had recently undergone some renovations, including the installation of a large street art exhibition by local students. The calls for public participation and the evidence of previous residents' initiatives within the focus area are a positive indication that community based action has potential to significantly improve the focus area.

The main objective of this proposal is to reinforce the residents' commitment to neighborhood improvement, while linking the efforts of public and private entities towards a unified goal. The project is divided into two strategic interventions: (i) the support of current residents' initiatives to improve the physical quality of their local youth facilities; and (ii) a temporary or permanent commercial intervention on the adjacent plot to enhance the generation of local income for further investment in the development and maintenance of a CYC (Figure 3.15).

Figure 3.14
A banner calling for
volunteers and donor
organizations for the
renovation of the
sports park and
playground

Photo credit:
I. Cornejo-Reindl (2011).



- **Location**

The implementation of the various components of this proposal requires two adjacent plots of land. The existing playground and sports park along *Chornomorska Street* (Figure 3.16) and the underutilized plot along *Lwa Street* (Figure 3.17) have been identified as appropriate sites for this intervention.



Figure 3.15
Schematic overview
of the intervention area
for Proposal IV
Design: R. Piedade (2011).

- **Implementation Strategy and Stakeholders**

The first step towards the implementation of this proposal is to create a link between the leaders of the current initiative and the municipal authorities, in order to generate a strategic plan and basic design for the CYC. The proposal can be used to attract external investment by means of sponsorships, considering the imminent EURO 2012. The strategic plan would establish a step-by-step process for the redevelopment of both sites, beginning with the most visible components of the intervention, namely the outdoor athletic facilities.

The temporary or permanent commercial activities located on the adjacent plot can be developed when sufficient interest from local investors has been generated (Figure 3.18a/b). Though the initial investment will come from private interests, it is crucial that the commercial activities at this location are managed by the community and integrated into the structure of the CYC.

The institutional development of a Community Youth Center in the focus area will have widespread effects on the neighborhood as a whole. In addition to the direct outcomes of improved facilities for local youth, the process itself can contribute to an increased sense of trust and cooperation between the various actors involved in the project.



Figure 3.16
Current condition of the plot
adjacent to the sports park
The plot can be used for
temporary commercial
activities as part of Proposal IV.
Photo credit: I. Cornejo- Reindl
(2011).



Figure 3.17
Current condition of
the plot adjacent to
the sports park
The plot can be used
temporary commercial
activities as part Proposal IV.
Photo credit: I. Cornejo- Reindl
(2011).

Figure 3.18a
Temporary Intervention
and Consolidated building
Photo collage super-imposing
the C-42 project from Manuelle
Gautrand in Paris over the
same vacant plot.
Design: I. Cornejo- Reindl
(2011).



Figure 3.18b:
Temporary Intervention
and Consolidated building
A conceptualized image of
a temporary commercial
construction in the
vacant plot adjacent to
the sports park.
Design: I. Cornejo- Reindl
(2011).



3.1.4 Conclusion

Since the *Management Instruments for New Physical Interventions* are a set of guidelines and recommendations to foster sustainable development within the focus area, it is expected that new structures and relationships will emerge to safeguard the Historical Ensemble of the City. New actors will, therefore, be

involved in the decision-making process - defining the location, function and aesthetics of new developments (Figure 3.19). The *Management Council* will assist the process, ensuring communication, transparency and accountability. The promotion of sustainable development will, therefore, be the product of a broader overview of the focus area, by means of incremental actions towards the future.



Figure 3.19
Stakeholder Analysis
 Expected relationship between the various stakeholders involved in the management of new physical interventions within the neighborhood.
 Design: I. Cornejo-Reindl (2011).

Page 104-105:
 Figure 3.20-3.23
 Old Musician in the City Centre (top left).
 Street in the City Center (bottom left).
 Street in the City Center (top right).
 Façade in the City Center (bottom right).





3.2 Improvement of Non-Motorized Mobility²⁴

The main objective of the proposals and strategies outlined in this section is to improve the interconnection between the City and the focus area through the use of non-motorized transportation. This can be achieved by implementing two general strategies, specifically bicycle mobility (Figure 3.24 and Figure

3.25) and the improvement of pedestrian infrastructure. The strategies are designed to enhance the physical connections with adjacent neighborhoods, with an emphasis on linking the City Center to points of historic interest within the focus area, such as *Vysoki Zamok*, creating a mobility circuit that is practical for both residents and tourists alike (Figure 3.24 and Figure 3.26).

24 Written by Elnur Abbasov, Emilio Berrios Alvarez and Erastus Sila Mutuku

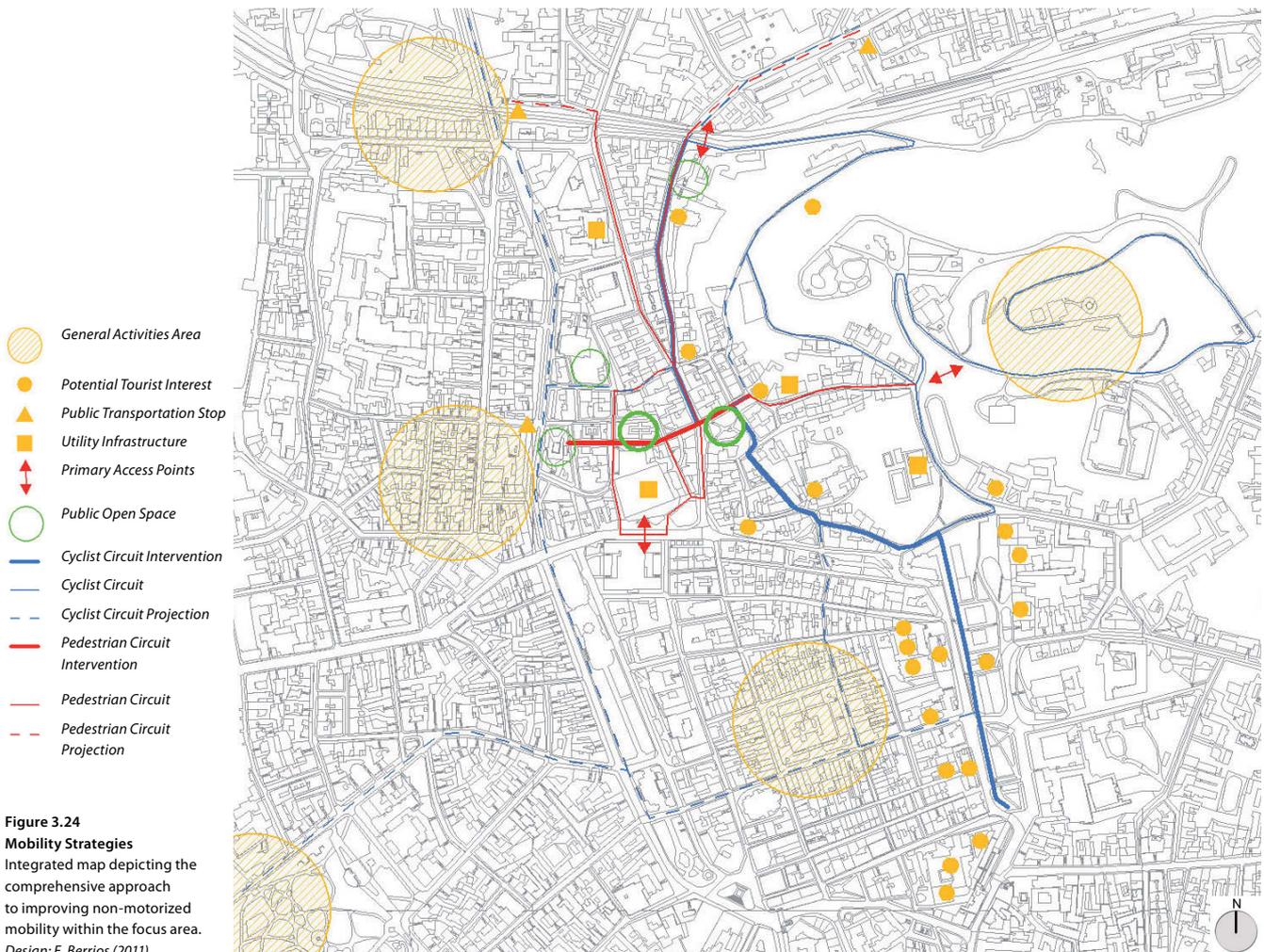


Figure 3.24
Mobility Strategies
 Integrated map depicting the comprehensive approach to improving non-motorized mobility within the focus area.
 Design: E. Berrios (2011).

3.2.1 Strategies for Improved Bicycle Mobility

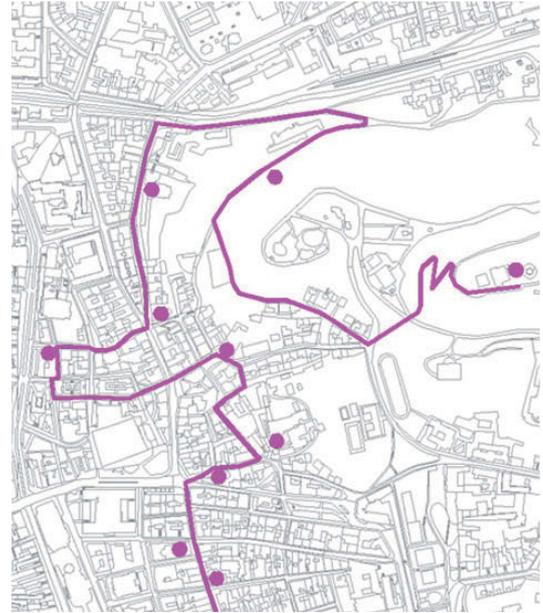
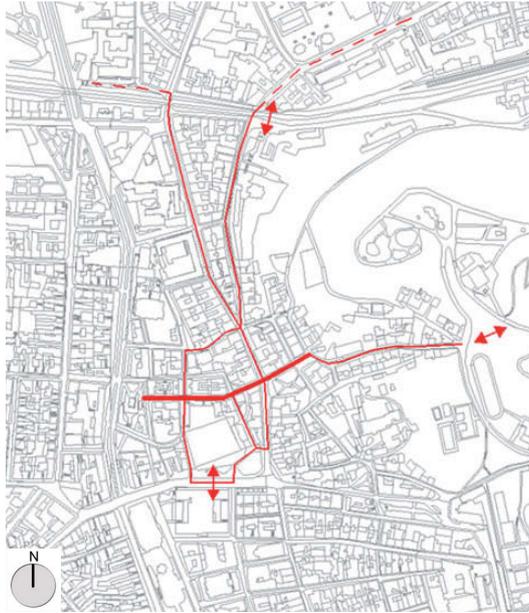
The creation of a bicycle network can reduce motorized cross-traffic throughout the focus area and contribute to the overall improvement of the physical infrastructure. However, the primary impediment towards developing such a bicycle circuit in the focus area centers on the narrow road layout and its limited ability to accommodate bicycle lanes. The target locations detailed in this report were identified as those areas where a bicycle mobility network could be incorporated into the existing roadway with minimal modifications to the existing infrastructure.

The bicycle network will create a link between the east side of the City Center with *Vysoki Zamok* and other points of historical interest within the focus area. Convenient transfer points between the City Center and the focus area, as well as future projections of the network have been suggested with regard to the high vehicular and human traffic within this area. Four specific strategies towards the implementation of a bicycle mobility network are discussed below.



Figure 3.25
Bicycle Mobility Circuit
 The proposed bicycle mobility circuit creates a link between the eastern portion of the City Center and important locations within the focus area.
Design: E. Berrios (2011).

Figure 3.26
Pedestrian and Tourist
Mobility Circuits
 The pedestrian (*left*) and
 tourist (*right*) mobility
 circuits are designed to
 increase pedestrian traffic
 flows into the focus area,
 and improve non-
 motorized mobility
 throughout.
 Design: E. Berrios (2011).



Connecting the City Center and Vysoki Zamok

The establishment of bicycle lanes between the bustling City Center and *Vysoki Zamok* recognizes both the historical importance and the modern utility of the large urban park. Improving the access to *Vysoki Zamok* will open the area to locals, as well as generate increased tourist activity for local businesses, which is viewed as an under-utilized revenue base. Bicycle lanes will be initially developed as depicted in Figure 3.27 and Figure 3.28 with the possibility to incrementally expand the network as the demand for cycling space increases (Figure 3.25). The new bicycle lanes are proposed to extend from the *Gun Powder Tower* to the base of *Vysoki Zamok*, and ultimately to the top of the hill.

Connecting Points of Historical Interest

The absence of bicycle lanes can be seen as an indication that cycling has not been effectively integrated into the city public transportation planning ideology. Perhaps correspondingly, the current use of bicycles as a primary mode of transportation is very low. However, bicycle mobility is an excellent transportation alternative for the focus area and can be incorporated into plans to develop a functioning tourist industry in the area.

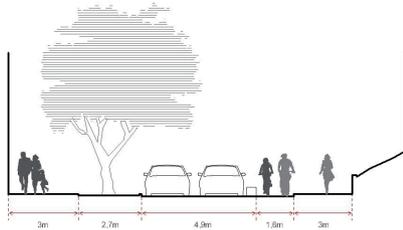
The local tourist circuit should be incorporated into the existing tourist maps, such as the official tourist map of L'viv, produced by the *L'viv Tourist Information Center* (Annex 5.5). Additionally, the existing historical signage offers rich information on the location of points of interest, but does not propose walking or cycling routes. Through the inclusion of city walks or thematic tourist routes in these tourist information products, tourists could be directed towards desired areas.

Creating Rent a Bike Stations

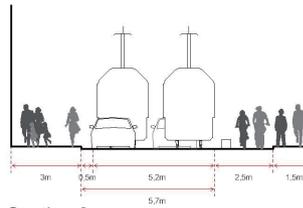
As a means to stimulate economic activity and promote bicycling as a feasible mode of transportation, the establishment of two bicycle rental agencies is proposed. The location of the rental facilities should be easily accessible via public transportation and immediately adjacent to the proposed bicycle circuit; therefore, shops near the *Gun Powder Tower* and *Ploshcha Rynok* in the City Center have been identified as suitable locations. These offices can be operated either by the City of L'viv, as a means of adding to the council's revenue base, or by a local private enterprise.



Figure 3.27
Conceptualized Bicycle
Mobility Circuit
 A photo collage illustrates a conceptualized segregated bicycle lane in the focus area (left). Four possible circuits with different characteristics (right). Sections 1 - 4 are further illustrated in Figure 3.28.
 Design: E. Berrios (2011).



Section 1



Section 2



Section 3



Section 4



Figure 3.28
Sections Along
the Bicycle Circuit
 Section 1 through Section 4 identify four distinct characteristics of the urban fabric that will determine different approaches of the final design (left); and a positive example of well integrated bicycle circuits Berlin (right).
 Design: E. Berrios (2011).

Controlling Use of Parking Spaces

Vehicle parking is a tremendous problem within the focus area. The lack of suitable parking spaces and the poor enforcement or even absence of regulations have led to the widespread practice of motorists parking their cars along roads, in public spaces and on pedestrian paths. These parking habits have detrimental aesthetic impacts and seriously hinder the improvement of alternative transportation infrastructure in the focus area. The City of L'viv is recommended to develop a long-term strategy to solve the acute parking problem in the focus area as well as in other parts of L'viv. Moreover, there is a need to reclaim roadside parking spaces to allow the installation of bicycle lanes. Unused urban spaces can be converted into parking facilities in order to compensate for the loss on-street parking.

The bicycle mobility intervention can be implemented as an incremental process, beginning with the construction of barriers to separate bicycle and vehicular traffic. More sophisticated measures can be taken to improve the bicycle lanes and expand the network as funds become available.

3.2.2 Strategies for Improved Pedestrian Mobility

Despite the relatively small size of the focus area, pedestrian mobility is hindered by a system designed for motorized transportation, poor quality of sidewalks and by the limited points of entrance from the City Center. Four strategies have been developed to improve the walking routes within the focus area, namely: (i) an enhanced connection between *Dobrobut Market* and *Vysoki Zamok*; (ii) the physical improvement of the *Stryi Rynok* area; (iii) recovery of the north side of the market; and (iv) improved connection with the City Center.

Enhanced Connection between *Dobrobut Market* and *Vysoki Zamok*

The proposed pathway would serve as a connection between the points of primary importance within the focus area. The route will be developed and improved from the western border of the focus area at *Prospekt Chornovola* Street, passing along the north side of the Market, continuing to the tram station near *Stryi Rynok*, and ultimately passing the hospital to the top of *Vysoki Zamok* (Figure 3.29). The inclusion of physical barriers, such as bollards, can be an effective means to prevent vehicles from

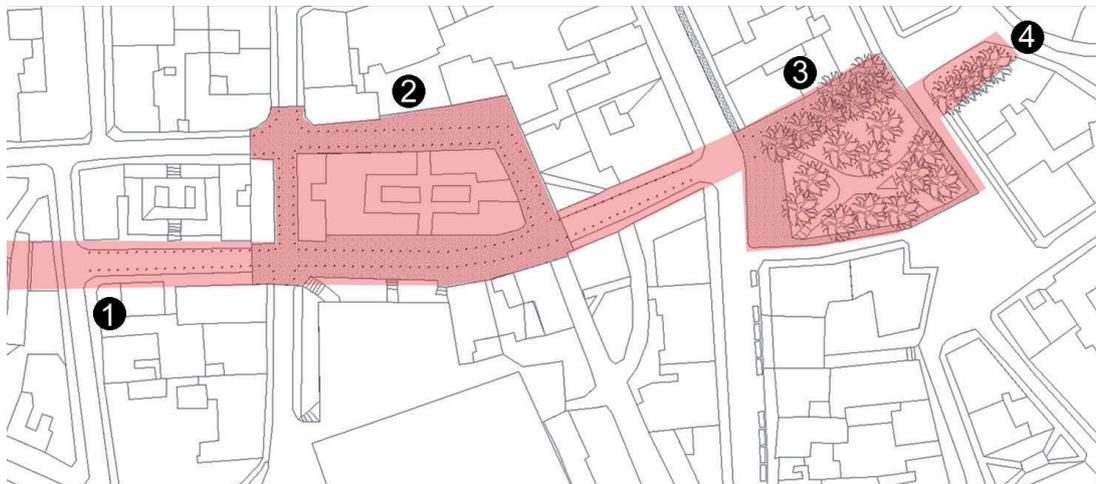


Figure 3.29
Pedestrian Path Improvements
Possible interventions to improve pedestrian pathways in the focus area.
Design: E. Berrios (2011).

- ① Physical Barriers/Car Space Use Control

③ Stryi Rynok Extension
- ② Shared-Space Square

④ Sidewalk

blocking pedestrian paths and as a general means to improve the appropriation of public space (Figures 3.30). Further proposals in connection with the improvements of the *Dobrobut Market* can be read in chapter 3.4.2.

The pathway is envisioned as a practical pedestrian connection between the neighborhoods west of the focus area and *Vysoki Zamok*. Currently, many people visiting the *Vysoki Zamok* use an undeveloped footpath originating at the end of *Uzhhorods'ka Street* to reach the top of the hill. The improvement of this informal footpath, through the creation of a set of stairs or all-weather ramp system, would increase the importance and value of the focus area and potentially increase the pedestrian traffic volume through the neighborhood, resulting in increased revenue for local businesses (Figure 3.26).

Physical Improvement of the *Stryi Rynok*

As the *Stryi Rynok* is an open public space that sees a high volume of foot traffic, the overall quality of the area is of high importance. The proposed strategy, therefore, involves improving the physical infrastructure around the square. Relatively simple measures, such as creating continuity between the sidewalks surrounding *Stryi Rynok* and the pavement of the square, limiting motorized vehicle speeds, preventing inappropriate parking and establishing a more fluid east-west path through the area, can contribute significantly to improving non-motorized transportation in the area. These improvements would emphasize the importance of the square as the former location of one of L'viv's biggest synagogues and would complement the idea to make this history visible again (see 3.6).

Recovery of the North Side of *Dobrobut Market*

Currently, the area immediately to the north of the Market is rather unsightly. However, as the daily foot traffic through the area is quite high, the City of L'viv should take steps towards the reorganization and beautification of the area. As a first measure, the establishment of a common pavement around the square and the use of physical barriers to control parking activity would factor heavily into the reclamation of the area as a pedestrian thoroughfare. The currently underutilized open space north of the Market can be developed and further integrated in the pedestrian circuits (Figure 3.29, point 2).

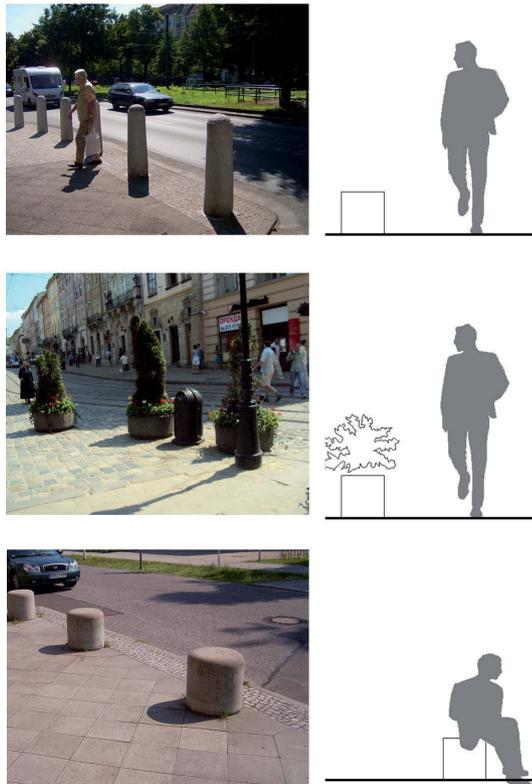


Figure 3.30
Physical Barriers and Bollards
 Specific urban elements can be used to organize traffic flow and segregate different modal spaces. An example from Berlin shows effective segregation of pedestrian and vehicular traffic (*left*); and a proposal for the utilization of these elements as urban furniture (*right*).
 Photo credit and design: E. Berrios (2011).

Improved Connection with the City Center

The current configuration of *Torhova Street*, a major arterial road between the City Center and *Dobrobut Market*, lacks well-defined pedestrian crosswalks. Consequently, pedestrians generally cross at various undefined points along the street, creating a public safety hazard and inhibiting the flow of vehicular traffic along the roadway. To improve the current situation, a large crossing area could be developed, providing safe and comfortable access points to the Market (Figure 3.32 and Figure 3.33). The fences currently lining the pedestrian area along the south side of *Torhova Street* should be replaced with bollards in order to enable access for pedestrians and prevent informal parking. Additionally, speed bumps can be incorporated into the road surface to reduce vehicle speed and minimize the danger to pedestrians (Figure 3.31).

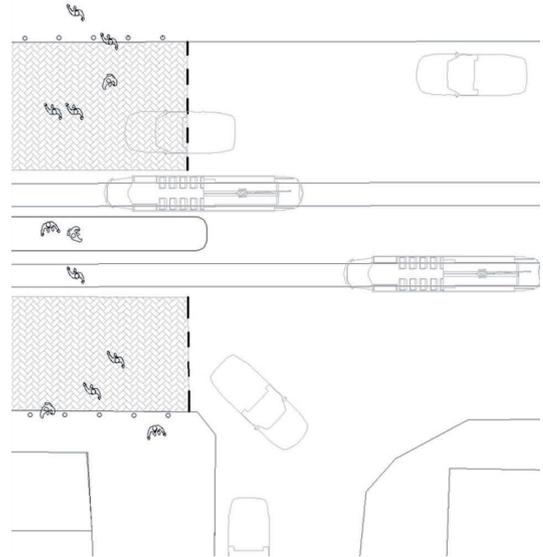


Figure 3.31
Physical Elements for Traffic Control
Detailed view of a well-organized crossing area (right).
Design: E. Berrios (2011).

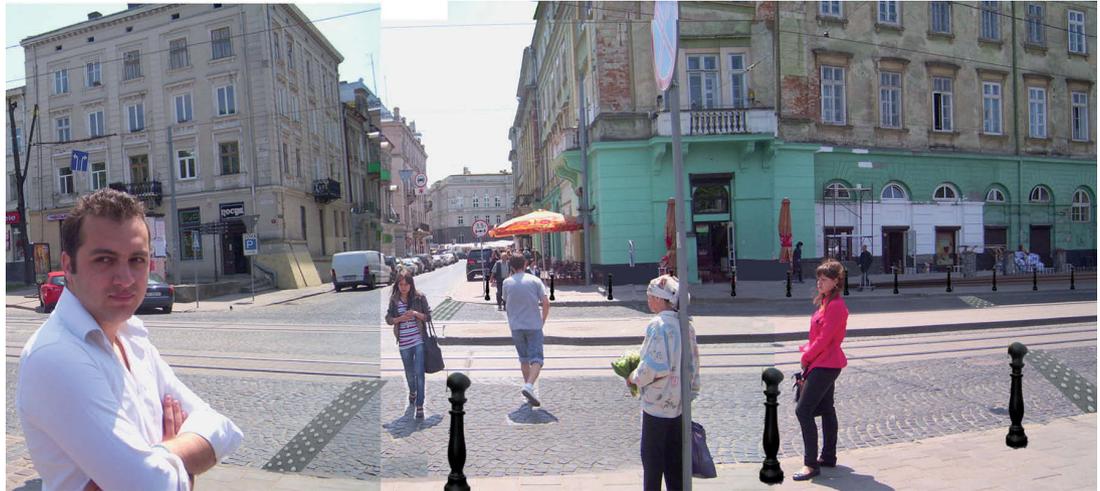


Figure 3.32
Improvement of Crossing Areas
A photo collage depicting an idealized intervention for the *Torhova Street* crossing. The use of distinct pavements in the defined crossing area and the utilization of speed bumps creates clearly defined spaces for pedestrians and vehicles.
Photo credit and design: E. Berrios (2011).

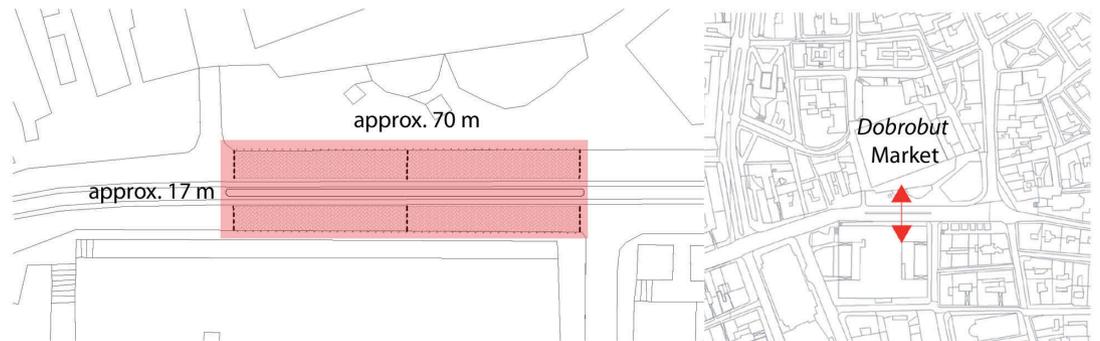


Figure 3.33
Schematic Diagram of the *Torhova Street* Crossing
A schematic design of the proposed pedestrian crosswalk between the City Center and the *Dobrobut Market*.
Design: E. Berrios (2011).

3.2.2 An Overview of Stakeholders and their Roles

The successful implementation of this pilot project will require cooperation and a close working relationship between the various stakeholders. Moreover, clearly defined roles and responsibilities will also contribute to the success of the project (Figure 3.34). The anticipated actors and stakeholders involved with this project are described below.

Actors from the public sector include the Mayor, various municipal agencies (for example, urban planners, the finance department and the transportation authority) as well as traffic enforcement officers. Support from the Mayor's office is paramount to the success of these projects. The planners will ensure that bicycle mobility is integrated into the public transport network. The traffic enforcement officers will play a major role in ensuring traffic and parking laws are followed.

Civil society representatives include local Community-based Organizations (CBOs), resident representatives and the cyclist associations, which will be pivotal in ensuring that the rights of cyclists are protected. Implementation of these proposals will be participatory in nature. Concerns of all the above stakeholders must be taken into consideration. Civil society participation will serve as a link with the Municipal Government to ensure smooth project implementation.

Market stall owners, tenant representatives and local entrepreneurs will represent the private sector participation. Their views will be important in the recovery of the north side of the Market, supporting and improving the pedestrian mobility of this area.

Amongst international organizations involved with various programs within the City, the GIZ holds an important role due to its current mobility program, *Climate-friendly Approach to Sustainable Mobility*. The agency can be a key actor for the improvement of non-motorized mobility and a credible support partner to the local government. The organizers of the *EURO 2012* events, both on international and local

levels, are potential partners in attracting investments and funds. The anticipated influx of people due to the event requires careful transport planning to ensure that the city does not grind to a halt during the championship.



Figure 3.34 Stakeholder Analysis
The expected interaction between the various stakeholders involved in transportation management in L'viv.
Design: E. Mutuku and R. Piedade (2011).

3.2.3 Conclusion

The current transportation network relies heavily on motorized means. This overemphasis on motorized transport as evidenced by the lack of bicycle lanes and narrow or unpaved pedestrian walkways is anticipated to change once the proposed bicycle mobility network and improved pedestrian walkways are implemented. Diversifying transportation modes by incorporating non-motorized transportation into transit planning will reduce stress on the already overcrowded public transportation and contribute to creating a more livable city.

Page 114-115:
Figure 3.35-3.38
Resident Buildings in the focus area from the courtyard (Pidmurna Street) (top left).
House number (bottom left).
Small urban square in front of St. Nicholas church in the focus area with tram tracks (top right).
Tram tracks in detail (bottom right).





3.3 Improving Governance for Neighborhood Rehabilitation²⁵

As described by the United Nations Development Programme (UNDP), governance ‘...comprises the mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences’ (1997, pp. 2-3). Since the mid-1980s, the dwindling legitimacy base and limited capital resources of the state (in general), coupled with an increasingly overlapping mutual interest of the public and private spheres, have served to center the focus of public management more directly on the ideals of the *governance* theory (Kooiman 2000). Today, improved governance is seen as an efficient and effective means of achieving collective goals with the involvement of the public, private and civil sectors (Pierre 1999).

Although the international academic discourse has largely shifted from the ideals of *local government* to those of *urban governance* (Pierre 1999), the decision-making processes with regard to historic

restoration in L'viv is dominated by the municipal government at its various administrative levels and its agencies (Figure 3.39). Evidence generated by the 2009 GIZ socio-economic survey (GTZ 2009) and corroborated by the authors of this report suggests that patterns of exclusionary decision-making at the municipal and district levels contribute to feelings of decreased ownership of property and ultimately to the overall neglect of the urban fabric in the focus area. Despite the general willingness of the residents to contribute to the overall improvement of historic structures (GTZ 2009), the institutional framework and mechanisms for participation in the process are either unknown or altogether absent.

This section introduces several approaches to improve and fundamentally change the existing governance structures for historic restoration within the focus area. The projects emphasize the basic tenets of good *governance*, namely accountability, transparency and stakeholder inclusion (*UN-HABITAT 2002; UN-HABITAT 2004* and *Transparency International (2004)*, while acknowledging the limited capital and social resources of the state. The strategies

25 Written by Maria Cecilia Carvalho Rodrigues, Aline Delatte, Anthony Guadagni and Saman Tahmasebi

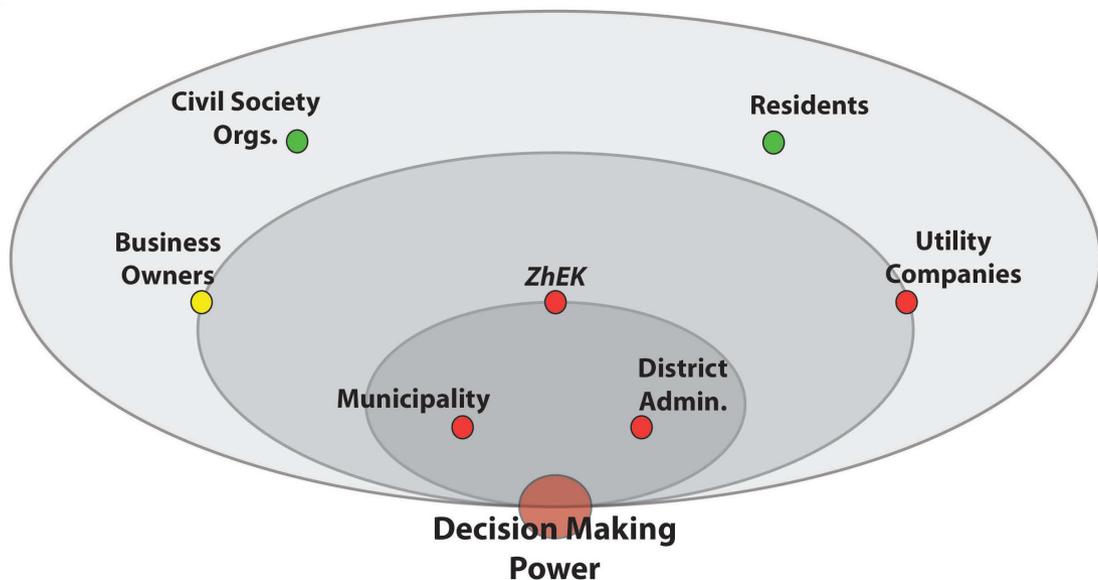


Figure 3.39
Current Restoration Stakeholder Analysis
Stakeholder analysis showing the current distribution of decision-making power with regard to neighborhood development. As seen above, the current process is dominated by the local administration.
Design: A. Guadagni (2011).

elucidated on the following pages are described within the specific context of historic restoration. However, strategic implementation and careful management can contribute to more over-arching changes in governance structures, with implications for the community as a whole.

Special Interest Precinct

Prior to the implementation of any of the projects described below, the authors recommend recognizing the focus area as a *Special Interest Precinct* within the city, establishing a basis for the implementation of governance structures heretofore unprecedented in the City of L'viv. Such a designation would allow the municipality to justify a greater concentration of resources and application of innovative governance and funding mechanisms, while recognizing the unique historical and socio-economic qualities of the focus area.

Rationale Behind Declaring a *Special Interest Precinct*

- Area is home to the oldest identified human settlements within the city and recognized as significant by UNESCO;
- Area has suffered from long-term neglect, with buildings approaching dilapidation;
- Area is home to a variety of destroyed and existing historic monuments;
- Area has well-defined borders, providing distinct administrative boundaries;
- Area is characterized by the lowest ability-to-pay within the GIZ cooperation project area²⁶;
- Residents identify the greatest willingness to cooperate with neighbors and actively contribute to building restoration within the GIZ cooperation project area (GTZ 2009); and
- Costs of implementation to the district and municipality can likely be recouped through increased tourist revenue.

3.3.1 Neighborhood Center

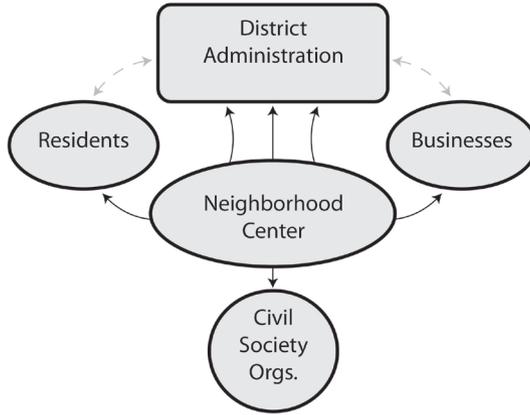
The *Neighborhood Center* is envisioned as a shared space, encompassing localized representation of the municipal government in the same structure as a facility for community activities. The basic concept is designed to stimulate interaction and trust between residents of the focus area and the local government. This pilot project is comprised of three primary strategies: (i) establishing a trusting relationship between the various stakeholders involved in the development of the focus area and developing a common understanding of shared responsibility within the community; (ii) encouraging community development through increased stakeholder participation; and (iii) empowering residents in the building rehabilitation process.

Strategy

Good governance mandates the involvement of the state, private sector and civil society in the decision-making process. Together, the three sectors have the resources and legitimacy to adequately define development needs and move effectively towards a collective vision. Nevertheless, the current disjointed interaction between the local government and citizens is indicative of the lack of existing governance structures. As an intermediary entity between administration and civil society, the *Neighborhood Center* will bridge the structural gap and ensure effective and efficient collaboration between the stakeholders involved in the neighborhood network (Figure 3.40). Knowledge and mutual recognition of the functions and responsibilities carried by each entity are pre-requisite to the establishment of a trusting environment in the neighborhood. In order to ensure continuity and coherence in the initiated actions on the neighborhood level, the status of the *Neighborhood Center* must be preserved despite changes in the political power structure within the City.

²⁶ The area of ongoing GIZ cooperation project *Municipal Development and Rehabilitation of the Old City of L'viv*.

Figure 3.40
Neighborhood Center Structure
Bidirectional information flows pass through the *Neighborhood Center*, creating a network involving the residents, local businesses and the District Administration. Ultimately, the network will strengthen to the point of direct interaction between the residents and District Administration.
Design: A. Guadagni (2011).



Aside from ensuring the long-term sustainability of various projects within the neighborhood, enabling broad-based public participation is the most critical and challenging task that the *Neighborhood Center* must accomplish. This requires a general raising of residents' awareness with regard to their built environment. Providing a communal space and an appropriate arena in which residents can express their opinion will contribute to community development on the neighborhood level.

Nearly 70% of the houses in the focus area are in need of repair (GTZ 2009). Although somewhat marginalized by the complex ownership structure of residential buildings in L'viv, apartment owners hold the greatest potential for the efficient physical rehabilitation of the focus area. The function of the *Neighborhood Center* would be to inform and encourage the residents to repair and improve their houses by themselves. Empowering the residents in the rehabilitation process will strengthen the sense of ownership and lead to a corresponding increase in the sense of responsibility.

Location

As a meeting place for all residents of the focus area, the *Neighborhood Center* should be visible and accessible for everyone. It is also important that the *Neighborhood Center* provide an excellent example of building rehabilitation for the neighborhood. Soliciting the participation of the residents in the first steps of the planning process and implementation

phase of the *Neighborhood Center* arrangement would contribute to the idea that the *Neighborhood Center* itself is designed by the residents for the residents of the focus area as a whole. Further information regarding the physical location and design of the neighborhood center has been described in Section 3.1.3 of this report.

Implementation Strategy and Stakeholders

The implementation process should take into consideration the three primary functions of the *Neighborhood Center* earlier in this section. Above all, there must be an evident engagement of the municipality with a corresponding commitment of resources. For the purposes of this report, the three phases will be presented in a sequence that is not to be read as necessarily representative of the chronological order of the process.

- *Phase One*

The establishment of a permanent structure relies on both the physical installation itself and the organization of labor. The primary investment, composed of the acquisition of the property, staff salaries, and financing of initial activities, will be funded by the municipality. The anticipated full-time positions are: (i) *Neighborhood Manager*, responsible for the mediation between residents and district administration; (ii) *Activities Manager*, responsible for carrying out the day to day operation and serving as an initial contact for residents; and (iii) *Programs Manager*, overseeing the projects carried out by the *Neighborhood Center* and managing technical consultancy.

An advisory body composed of representatives of different municipal departments will be formed to channel financial resources and link municipal programs and projects, such as the implementation of *OSBBs* and the *Courtyard Rehabilitation Program*, with the Center. Additionally, the Center will rely on support from interns from L'viv universities and volunteers from within the community. Once the staff is in place, the team will be in charge of creating a network with the crucial stakeholders within the local sphere.

- *Phase Two*

Citizen participation can be stimulated through organization of public events, targeted workshops and training sessions, as well as through public awareness campaigns. Promotion of the Center's activities must be a continuous process, not only to inform and invite the community, but also to raise awareness of current projects and past achievements.

Citizen participation can be more rapidly mobilized by the involvement of civil society organizations, such as religious institutions, already active within the focus area. Initially, a workshop should be organized within the community to define and prioritize neighborhood needs. The arrangement and use of the common area must be decided collectively. Alternatively, the Center could collect open-bids for program proposals, which would then be voted on by the community.

- *Phase Three*

The *Neighborhood Center* will implement and manage subsequent neighborhood programs to enhance the rehabilitation process. Moreover, the role of the Center should be to support the residents, providing training activities and workshops related to the ongoing programs and others areas based upon local needs. Awareness raising with regard to restoration, public services provision, problems and solutions must be enhanced with widely accessible information. The Center should also ensure a continuous linkage with the *L'viv Heritage Department* regarding the technical and legal framework for urban rehabilitation.

Public meetings should be organized between service providers and residents in order to acquaint them with each other and define clear strategies and responsibilities for both parties. Meetings between representatives from the utilities company and the *Neighborhood Manager* must be arranged periodically to provide a monitoring mechanism and increase program accountability. Public meetings with representatives of the *ZhEK* and residents should also be organized regularly in order to bring service provision closer to the

residents, and develop strategies to optimize those services. In these meetings, both planned and realized activities will be presented to the community with emphasis on the specific owners of the houses where measures will be taken.

International Best Practice:

The Gate Committee (Porto Palazzo, Turin, Italy)

Formed in 1997 in the *Porto Palazzo* neighborhood of Turin, the *Gate Committee* was established as a neighborhood level governance entity as part of a larger, city-wide rehabilitation project. The project established a localized administrative office on the neighborhood level that served the dual purpose of managing the various urban regeneration programs and serving as a community forum, in which residents could share ideas and improve skills. The Committee fosters the flexible, 'bottom-up' planning processes required to mobilize both internal and external resources required for the project. The innovative approach to community development has been widely successful, with involved members acting as ambassadors to the community and ensuring wide participation.

Source: Oxford Institute for Sustainable Development (2009)

3.3.2 Courtyard Renovation

Collective direct action in the restoration of communally owned property can be the first step towards improved governance in L'viv. Due to high visibility within the building, the communal ownership status and the tremendous potential to increase quality of living, courtyards are an ideal location for an initial participatory intervention. These common spaces hold shared value among building residents and are a feasible location in which to manifest the ideals of collective direct action.

Location

All residential and commercial buildings within the *Special Interest Precinct* will be eligible for participation in *Courtyards Renovation Program*.

Strategy

Resident satisfaction with the current state of the courtyards is very low. More than 90% of residents in the focus area are not satisfied with conditions of their courtyard; of this 90%, more than 95% of households reported willingness to invest their own money and to create better well-designed green gardens (GTZ 2009).

The *Courtyard Rehabilitation Program* aims to improve building conditions based on increased resident involvement and continuous collaboration between residents, service providers and municipal administration. Improvement of the quality of communally held property based on residents' planning and action will contribute not only to better living conditions, but also to an increased sense of ownership of common areas. Though there is general agreement that the condition of the courtyards is quite poor, mobilization of community resources to improve the situations is altogether absent. Participatory direct actions will help develop an identifiable residential network at the building level, and gather human resources for the rehabilitation projects. The introduction of participatory decision-making and action can be the first-step in the establishment of a strong residential network in the building, which will ultimately contribute to the realization of greater goals within the municipality, such as the wide acceptance of residential OSBB.

Implementation

Information regarding the benefits of participation in the *Courtyard Rehabilitation Program* will be made available by the *Neighborhood Center* and disseminated throughout the community. The residents of each building will cooperatively formulate a plan for the future development of their courtyard. The plan must include a clear design and an annotated budget estimate. The *Neighborhood Center* will offer technical consultancy and evaluate the applications. Once the plan is approved, a formal agreement between residential networks and the utility company is established and the accepted building will be given priority for utility repairs.

With regard to the implementation of the physical intervention, the water and sewer authority (*Vodokanal*) will remove the ground cover of courtyards as specified in the residents' plans, repair damaged utility lines within or directly adjacent to the courtyards and finally replace ground cover in accordance with residential design. Following the repair of utility lines, residents will contribute both capital and labor resources to the process of renovation and beautification of their courtyards.

International Best Practice:

Courtyard Rehabilitation (Berlin, Germany)

From summer 2010 to May 2011, owners and renters of a building in *Selchower Street* have actively participated in the rehabilitation of their common courtyard. Initiated by the residents themselves, the project was monitored by the *Schillerpromenade Quartiersmanagement* team who moderated the participatory planning process in close collaboration with a landscape architect. More than merely a beautification project, the courtyard rehabilitation program enhanced the awareness of belonging to a community with shared responsibility to achieve a common vision.

Source: Schillerpromenade Quartier [undated]

3.3.3 Policy Recommendation - Fiscal Incentives

The implementation of a fiscal incentives program with the aim of stimulating private investment in historical rehabilitation is not a simple matter in L'viv. As stated by one municipal government representative, financial incentives are an especially complicated issue and tax-based mechanisms are generally not immediately practicable in the city²⁷. Though the basic concept of tax incentives for industry and commerce are reasonably well established in

27 Comments made by City of L'viv Vice-Mayor Mr. Vasil Kosiv on May 25, 2011.

the Ukraine²⁸, application within the context of private investment in historic rehabilitation appears problematic.

Designing fiscal incentives that are both practical and confined within the existing framework of Ukrainian tax law is beyond the scope of this report. However, fiscal incentives are an effective, albeit institutionally complex, means of encouraging private investment in historical rehabilitation while minimizing the front-end costs incurred by the state (Tiesdell et al 1996; Case 1968). The following is a brief discussion of idealized fiscal incentive programs drawing on exemplary instances from the international community. Contrary to the majority of the pilot projects described in this report, without a significant shift in political will, these policy recommendations are likely infeasible in the short or medium-term. Additionally, given the high-level of fiscal centralization in the Ukraine²⁹, implementation would not be possible exclusively on the municipal level, but would require close cooperation with national and sub-national levels of government.

Location

All owners of property within the *Special Interest Precinct* should be eligible for participation in the fiscal incentive program. However, business owners would likely be the most obvious beneficiaries.

Strategy

Fiscal incentives are generally perceived as 'positive' enforcement measures and more broadly legitimate than other regulatory mechanisms, largely because participation is based on mutual benefit, not on compulsory action (McCleary 2005, p. 1). While the development of fiscal disincentives has been effective in the United Kingdom (McGreal et al 2002), such

mechanisms could be perceived as anti-business in the Ukrainian context and disproportionately punish those that are unable to pay, rather than stimulate investment from those that can. Financial incentives for historic restoration in L'viv would likely take two forms: (i) tax rebates; and (ii) grants. Whenever possible, the mechanisms should be seen as complimentary, not exclusive (McGreal et al 2002).

Tax Rebates

Taxes on privately held property are not assessed in the City of L'viv, eliminating the simplest practice of employing property tax abatements. However, tax reductions for qualified restoration work could be applied to the *corporate profit tax* (25%) or the *personal income tax* (15%) levied by the state (State Tax Administration of Ukraine [undated]).

Grants

The most common form of fiscal incentive for historic restoration world-wide (McCleary 2005), government grants are likely less institutionally complex to implement than tax rebates, but rely heavily on the front-end capital that the City of L'viv currently lacks for historic restoration. Grants for restoration work would likely be issued on a discretionary basis until an effective funding mechanism is better established. Ultimately, entitlement grants for qualified restoration work should be available to all residents and businesses located within the *Special Interest Precinct*.

²⁸ As of March 2010, the State Tax Administration of Ukraine maintains a list of 300 tax incentives, primarily aimed at stimulating industry and foreign direct investment (Maydanyk 2010).

²⁹ In a June 3, 2011 e-mail correspondence, Ms. Lenka Vojtova (GIZ) informed the authors that, according to the City of L'viv Tax Administration, approximately two-thirds of tax-revenue generated in the City of L'viv is transferred directly to the national level government. Slightly different figures were reported by Ms. Iryna Maruniak (Head of the Halyzka District Administration) on May 23, 2011 and Mr. Vasil Kosiv on May 25, 2011.

International Best Practice:

The Republic of Estonia

The Republic of Estonia offers fiscal incentives in the form of direct aid and tax relief on the national, regional and local levels. Fiscal incentives are also seen as the primary compensatory measure associated with any restrictions implied under the *Heritage Conservation Act*. Between 2004 and 2007, the national government, primarily under the direction of the *Ministry of Culture*, allocated (EEK) kr237 million (€15 million) for reimbursement to property owners for qualified restoration work. Currently, the owner of a listed historic property is eligible for cost-free expert consultancy, national and local discretionary grants and tax relief in the form of a reduction in the assessed value of the land or a direct reduction in land value taxes.

Source: Council of Europe (2008)

3.3.4 Conclusion

The three recommendations elaborated on in this section are designed to create a strong *community network* with the ultimate goal of improving the general image of the neighborhood, attracting well-regulated financial investment and generally improving living conditions and quality of life. The physical rehabilitation of structures within the focus area cannot wait; further neglect, even in the short-term, will lead to wide-spread dilapidation and ultimately the loss of the irreplaceable urban fabric of the neighborhood. The critical element in the rapid rehabilitation of the area is utilizing the most abundant resources of the community, namely the physical efforts and financial contributions of the residents themselves (Figure 3.41). Increasing residents' participation in restoration process is the best way to achieve this goal. Nevertheless, the support and commitment of the municipal administration is the pre-requisite condition for participatory neighborhood development. Political engagement is crucial. In the long-term, these small-scale changes have the potential to have positive impacts well beyond the scope of neighborhood rehabilitation, fundamentally changing the governance structures of the community as a whole.

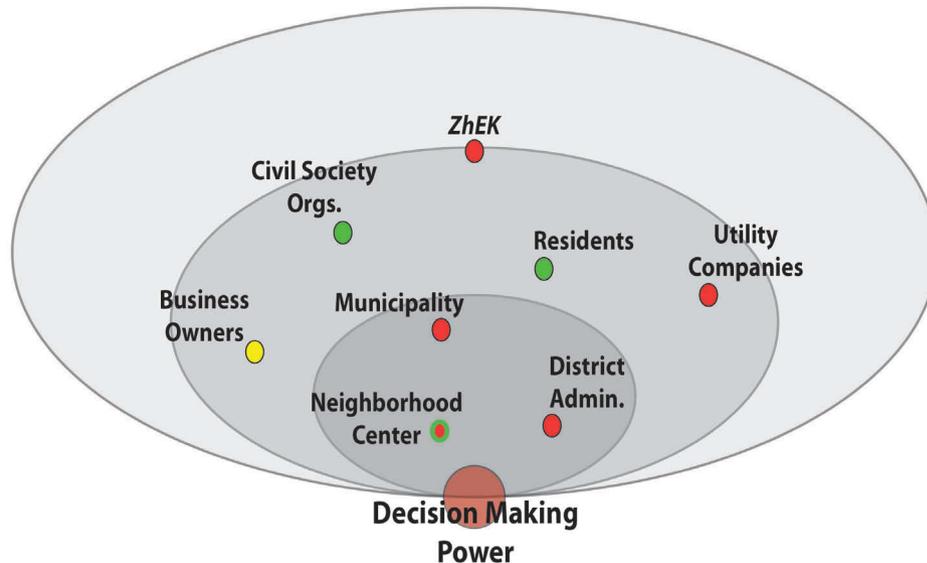


Figure 3.41
Expected Future Stakeholder Analysis
 An idealized stakeholder analysis depicting the power structure following the implementation of the various community programs. Note the participatory practices have brought residents and business owners closer to the decision-making process.
Design: A. Guadagni (2011).

3.4 Economic and Physical Improvement of Dobrobut Market³⁰

Built at the crossroads of several important Central European trade routes, the market place has played a central role in L'viv's varied history. L'viv's merchant origins remain a constant presence in the city today, with the City's central square, *Ploshcha Rynok* (Market Place), and its equivalent within the focus area, *Staryi Rynok* (Old Market), serving as a reminder, at least in name, of the site's former use (Czaplicka 2005). In the second half of the 19th century, a new market place was established between two old markets, and continues to operate today as the large *Dobrobut Market* (Figure 3.42).

The location of the *Dobrobut Market*, immediately adjacent to the *Opera House*, holds enormous potential for the development of a tourist industry within the focus area. However, the contemporary Market is not well perceived by residents or the local administration, primarily due to its sprawling, unappealing appearance. Activities associated with the informal market that surrounds *Dobrobut* also contribute to the negative reputation of the area.

The proximity to the City Center provides opportunity to extend the interest area by adding new facilities within the Market. The potential of this location to be developed as a connecting point between the City Center and *Vysoki Zamok*, highlighting the points of historic interest within the focus area, has not yet been realized. However, the current situation, characterized by rapidly deteriorating buildings, a poorly structured Market and busy arterial roads, is not attractive to potential visitors (Figure 3.43). Overcoming these obstacles requires an integrated approach and a clearly defined development strategy.

The *Dobrobut Market* offers the wide range of services and products required to satisfy most basic daily needs. However, the daily eviction of informal sellers around the Market's perimeter contributes to the negative perceptions within the community. By combining the architectural and economic analysis elaborated in Section 2.0 of this report, several conflicting attitudes regarding the Market have been identified. These must be taken into consideration when developing strategies for its improvement. In this section, differentiated strategies are proposed to improve the *Dobrobut Market*, the informal street market and the connectivity through the neighborhood to the *Vysoki Zamok*.

30 Written by Edwin Linderkamp, SeyedeHoda Nabavi and Julita Skodra



Figure 3.42
Old market near the
Kniazia Osmomysla
Square, during the second
half of the 19th century
Photo credit:
Center for Urban History
of East Central Europe.



Figure 3.43
The chaotic, unappealing
main entrance to the
Market along *Torhova* Street
Photo credit: H. Nabavi (2011).

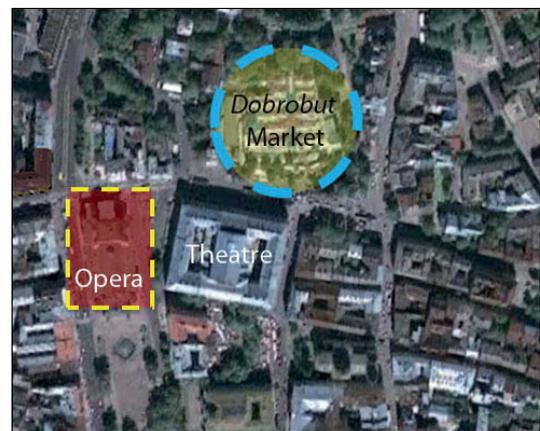
3.4.1 Location

The *Dobrobut* Market is located along the southern border of the focus area, between the *Opera House* and the *Mariya Zankovet'ski Drama Theater* (Figure 3.44). The Market's primary access point is from the heavily trafficked *Torhova* Street, which lacks clear pedestrian crossings (see figure 2.35). The access to the north is from the *Sianska* Street, with the delivery access from the *Rizni* Square, connecting the Market with *Prospekt Chornovola* Street. A playground immediately north of the Market formerly housed a synagogue.

significant structures, would be razed and transformed into open space. While the construction of a hotel on the site would benefit the tourist industry in the City Center, it would diminish the utility of the property for the local residents.

Figure 3.44
Location of *Dobrobut*
Market
Source: Google Maps,
©2011 Google - Grafiken
©2011 DigitalGlobe,
GeoEye, European Space
Imaging, Kartendaten ©2011
Transnavicom;
Design: J. Skodra (2011).

The Market has settled in a temporary structure developed in the initial construction phase for a planned hotel that was never completed. According to the *General Master Plan* of L'viv, a hotel is still planned to occupy the location of the Market. The *Master Plan* shows that all residential buildings surrounding the Market, including two historically



3.4.2 Strategies

In order to improve both economic and physical aspects of the Market, development strategies address four main aspects: (i) physical improvement; (ii) improvement of Market image and function; (iii) development of a new Arts and Craft Market; and (iv) capacity development. A phased approach is introduced to initiate the actions and to achieve a balanced improvement of the Market with minimum negative effects. The following proposals describe minimal interventions designed to improve the condition of the Market without significant external investment.

Physical Improvement

- *Formal Market - Phase One*

There is a necessity to change the image of the Market and the appearance of the southern edge of the area (Figure 3.45). Doing so is the first step

to attract tourists and visitors from the City Center and *Opera House* into the focus area. Actions that can be taken to emphasize the entrance of the Market include: (i) improving the Market facade; (ii) installing official signage denoting the Dobrobut Market; (iii) more clearly defining the Market entrance, and (iv) illuminating the entrance to improve the appearance at night to support new traditional restaurants that have been proposed.

With regard to accessibility, the following potential improvements have been identified: (i) providing additional landscaping and pedestrian paths along the access route to the south; (ii) creating a more fluid dynamic between the Market and City Center (for more details see also figure 3.32); (iii) redefining the functions of access roads and pedestrian paths, to create better entrance points along all sides of the Market; and (iv) delimiting clear boundaries around the Market in order to prevent uncontrolled expansion and improve its overall appearance.



Figure 3.45
A photo collage depicting
the conceptualization of
physical improvements of
the Market

Photo credit and design:
H. Nabavi (2011).

- *Formal Market - Phase Two*

The actions and strategies of improvement in the medium and long-term include the improvement of the overall appearance of the Market by changing the roof and renovating existing structures. An open architectural competition could be one possible solution to obtain a number of proposals and integrate a variety of stakeholders in the selection of a final design. Thus, a new aesthetic for the Market can be developed in phases, according to the opinions of stakeholders. Such physical renovations can create a new landmark within the City similar to those in Barcelona and Vienna.

International Best Practices:

Barcelona and Vienna

There are several international examples of markets that have become important landmarks for the City. After the renovation process in which a new, unique roof was built for the market *Mercat de Santa Catarina* in Barcelona, it became a landmark for the City and world-wide example of market redevelopment. The *Naschmarkt* in Vienna is a centrally located market with numerous stands and colorful restaurants. It has been developed as a meeting point of young and old people, and presents an important part of social life in the City.

Improvement of Market Image and Function

An important goal for improving the identity of the neighborhood is to create an image that can make the Market an important landmark and destination for residents and tourists by differentiating it from other markets.

- *Formal Market - Phase One*

A reorganization of its function could create a unique niche for the Market within the City. To a certain extent, the Market is already viewed as a place for purchasing traditional Ukrainian foods and goods. This, however, has not yet been effectively exploited, and has not had a significant impact on the Market's local reputation. The image of the

market could be improved through the introduction of aprons with custom traditional designs for market vendors, the promotion of social activities through cultural walk signage identifying destinations on the cultural and historic pathway.

- *Formal Market - Phase Two*

Rearranging the zones in the Market to achieve a greater level of organization would allow customers or visitors to shop more comfortably (Figure 3.46). Cultural events, organized on a monthly basis, could stimulate interest in local culture and attract shoppers to the Market.

- *Informal Market*

The improvement of working conditions for the informal sellers who congregate adjacent to the *Dobrobut* Market requires a specific intervention to formalize the workers. The process of formalization requires a consideration of the legal, economic and social issues specific to these sellers. It would also require the development of a proper legal framework that recognizes the potential benefits of the informal economy and the recognition of the importance of the informal income to these individuals.

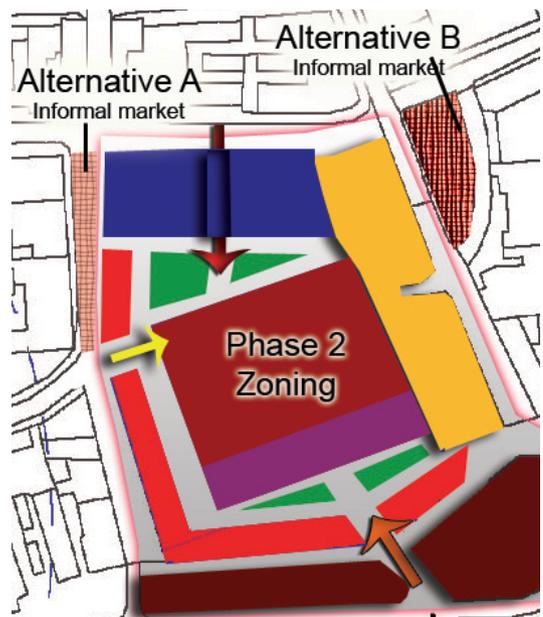


Figure 3.46
Scheme for future
arrangements of
Market zones
Design: H. Nabavi (2011).

The incorporation of the sellers into a formal system can be achieved by simplifying legal restrictions, presenting a streamlined registration and licensing procedure, and developing an equitable tax scheme. The vulnerability and social exclusion associated with informal markets can be reduced by introducing a set of legal provisions that would assure recognition by financial institutions and thus, enable opportunity for economic progress (Becker 2004).

There are two proposals concerning the location of the formalized market. The first alternative (*Alternative A*) consists of closing the street on which the informal market sets up to vehicular traffic, and thereby improving worker safety and market security (Figure 3.46). The second alternative (*Alternative B*) proposes to extend an open-air farmers' market on the eastern side of the Market (Figure 3.46).

Small initial steps like providing tables and aprons with the same color and traditional textiles can increase uniformity, improve cultural identity and attract tourists. By improving the physical setting, extending the organized farmers' market, the identity of the *Dobrobut Market* would improve.

The New Arts and Crafts Market and Pathway

Currently, there is an Arts and Crafts Market near the *Mariya Zankovet'ski Drama Theatre*. The municipality plans to relocate this market to *Vysoki Zamok*³¹. This dramatic intervention must be accompanied by certain measures to establish a mutually beneficial location for the new market. A proposed pathway between the new arts and crafts location and the *Dobrobut Market* will attract residents and visitors into the neighborhood (Figure 3.47). The following proposed steps are suggested for the initial improvement (see also 3.2.2).

31 Information provided by Mr. Alexander Kobsarev, in interview conducted on May 17, 2011.



Figure 3.47
Retail Pathway Plan
A car-free pathway, highlighted in green, draws visitors from *Dobrobut Market* to the new Arts and Crafts Market, past various points of interest.
Design: H. Nabavi and J. Skodra (2011).

- **Creation of Small Businesses along the Pathway**
Along the pathway, leisure points in the open spaces can be connected with small businesses offering traditional food, souvenirs, books and traditional arts and crafts. The outcome would be a community of small-scale business sellers that complement each other, and lead visitors past additional points of interest.

- **Tourist Guidance System**

Generally, directional signs can be used to steer tourists along certain paths of special interest (Figure 3.48 and Figure 3.49). As a part of an integrated tourism strategy, the Market area could be included in the existing tourist signage and corresponding tourist maps. The signs could be added to guide and direct pedestrians and cyclists throughout the neighborhood to tourist attractions, such as churches and the *Vysoki Zamok* (see Annex 5.5).

Capacity Development

To improve the business environment, capacity building engages individual tenants in the process of learning and adapting to change. A business incubation center can be established in order to stimulate the process that will provide qualification, introduce new types of businesses and ensure that tenants will remain in their locations for the extended lease periods.



Figure 3.48
New Tourist Guidance System Developed by the City of Lviv in 2010
Photo credit: H. Nabavi (2011).

Figure 3.49
Directional Signage Proposal
Design: H. Nabavi (2011).



- *Training*

As a part of the specialization process of the formal Market, training can be offered and include instruction in business management skills to interested entrepreneurs. Increased knowledge regarding the optimization of financial resources and the planning of small publicity actions and events can significantly improve efficiency and create opportunity for further improvement. Increased English knowledge would enhance communication with foreign tourists, and, potentially, increase the number of visitors. Both formal and informal vendors could benefit from these programs. These individual improvements would generate a better business environment and additional benefits for the Market.

- *Farmers' Market*

Since many agricultural sellers in the informal market are homegrown producers, cultivation of produce without the use of pesticides would be a significant step towards creating a specialization of products. Doing so would create a more specific market niche for informal sellers, but also require specialized horticultural training. Organization of the informal sellers into a *Farmer's Market Association* will allow for greater representation in the former administrative structure, and allow easier access to credit markets. In order to achieve the proposed strategies for the informal market, forming a *Farmers' Market Association* could be an important first step. The process can be initiated by the municipality or an interested NGO. The Association, as a collective organization, would then be eligible for bank loans to further develop their small enterprises and expand agricultural production.

- *Micro-finance*

Financial resources are an important prerequisite for improvement and development of the Market. However, high rent prices and low-profit margins restrict stallholders' eligibility for loans from commercial banks. Micro-finance is a form of financial development based on the provision of small-scale loans to lower-income clients, who

traditionally lack access to the financial services market (Barr 2005). The formation of tenants' association could initiate self-financing through micro-saving schemes. A wider savings base and access credit opportunities through the availability of micro-financing schemes could provide the required financial resources to attract younger businesses, as well as enhance capacity of sellers.

- *Creation of a Business Improvement Association*

According to interviews conducted with stallholders, the businesses occupying the Market operate in competitive environments and simultaneously face high rent prices. Although critical actors in the regeneration of the Market, the role of shop owners is negated by their lack of internal networks and inability to self-finance projects. The main reason for this is that these businesses behave individually, according to their own interests. In this sense, the organization of tenants and creation of a *Business Improvement Association* could be particularly beneficial. A *Business Improvement Association* would allow tenants to have stronger negotiating power and an increased role in the process of the Market improvement. Furthermore, access to the micro-financing system would assure continuity in the Market improvement process.

In addition, the area around the Market could be established as a *Business Improvement District* (BID)³². There are many successful international examples of BIDs boosting local economy, such as a recent one in the UK - *Bedford's Business Improvement District* has one of the lowest percentage of empty shops in the region (BIDS 2010).

32 A *Business Improvement District* is: 'a precisely defined geographical area within which the businesses have voted to invest collectively in local improvements to enhance their trading environment. BIDs do not affect the level or quality of service provided by the local authority to the area. A BID is initiated, financed and led by the commercial sector, providing additional or improved services as identified and requested by local businesses, to the baseline services provided by the local authority in that area.' (Chamber of Commerce Portsmouth and South East Hampshire 2011)

3.4.3 Implementation

The existing *Master Plan*, the lobby for hotel construction, and the attractiveness of the location for investors are some of the challenges facing the implementation of the suggested strategies. A phased plan for the development is proposed in order to overcome the lack of resources available to enable sustainable development. Thus, the involvement of all stakeholders in a participative decision-making process is crucial for successful development (Figure 3.50).

Formal Market

The municipality is the key stakeholder for solving the problem of *Torhova Street* acting as a physical barrier to the Market and for the rearrangement of the streets around the Market in order to improve accessibility (see 3.2). For aesthetically improving the Market and its main entrance, a reconstruction process should be performed that respects the historical context of the existing urban fabric and follows specified design guidelines.

The capacity development programs, as well as the oversight of the physical rehabilitation of the Market can be organized by the *Business Improvement Association*. In return, landowners can offer long-

term contracts with certain benefits as an incentive for the improvement of the Market. The *Business Improvement Association* would be responsible for the improvement of the whole BID, which includes the pathway to *Vysoki Zamok* where the new *Arts and Crafts Market* will be established (Figure 3.47). They will also monitor the economic revitalization of the market.

Farmer's Market

In order to support the formalization and eventual expansion of the current informal market, the municipality could provide a one-year loan of material and service financing to the *Farmers' Market Association*. A small storage building close to the current informal *Dobrobut Market* could be provided for storing small tables. A *market stand manager* would hand out these tables as well as the traditional Ukrainian aprons to the sellers every day. After the one-year loan period has expired, those registered for the loan will begin repayment and payment of regular fees to the *market stand manager*. This fee will gradually increase by 20 percent annually, as sellers become more financially secure. After the fifth year they would be able to afford the regular fee. This phased process creates an incentive for the sellers not to return to informal market conditions where they would not have to pay a fee.

Any potential seller of homegrown food can join the *Farmers' Market Association* and anyone can apply for a stand. The sellers will have to agree in a registration contract that they will work during the same hours as those in the formal *Dobrobut Market*. There will also be specified areas for part-time members, such as sellers who work only on certain days of the week. Introducing this semi-flexible system would increase motivation for a formalization process.

The Market Manager

The market manager is responsible for all markets: the *Dobrobut Market*, *Farmer's Market*, the stands lining the pathway to *Vysoki Zamok* and for the *Vysoki Zamok Arts and Crafts Market*. The market manager's tasks include monitoring the delivery of aprons and stands, collecting fees for stands and controlling for quality of goods. The desired result

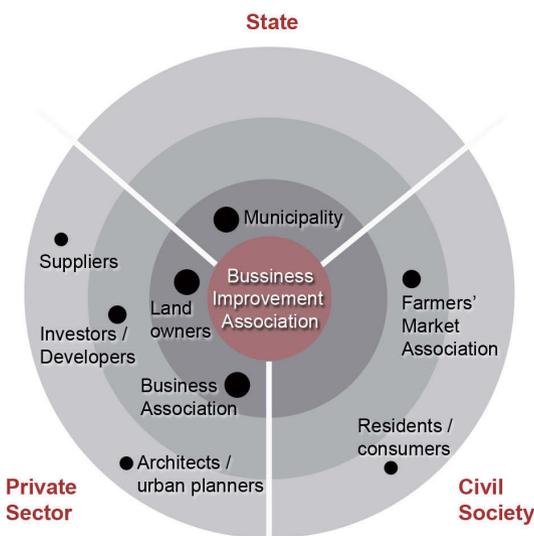
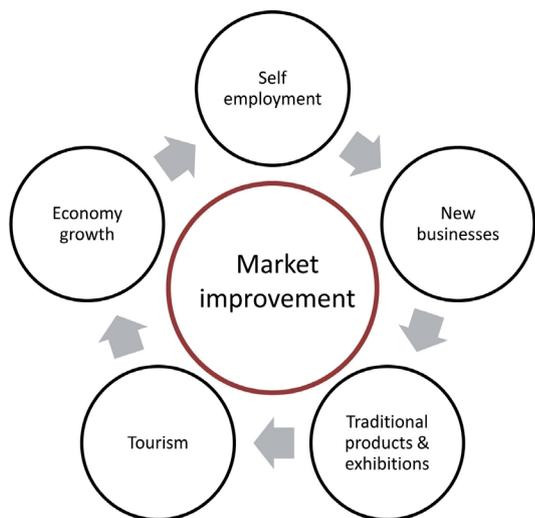


Figure 3.50
Expected Future
Stakeholder Analysis
Design: J. Skodra (2011).

of the implementation process is to increase the sellers' incomes and expand formal job opportunities at the new market zones, with the support of all stakeholders.

3.4.4 Conclusion

Improving accessibility of the neighborhood from the City Center through the improved Market and connecting it with the pathway to the *Vysoki Zamok* would emphasize the role of the *Dobrobut* Market as an important entrance point of the focus area. New facilities and further physical development of the Market would provide a place for new businesses, which would create new job opportunities, leading to the sustainable economic development of the area (Figure 3.51).



3.5 Sv. Theodora Square: A Community Platform for the Neighborhood³³

Once a central location within the community, the significance of *Ploshcza Svatoho Theodora* (*Sv. Theodora* Square) has been all but forgotten over the last 40 years of urban development. Despite a reasonably dense residential population immediately surrounding and adjacent to the Square, the space is under-used, utilized mainly as a parking and transitory space. However, the space holds perhaps the greatest potential for a physical intervention in the focus area in order to create a vital meeting point and exchange platform for the community.

3.5.1 Location

Sv. Theodora Square is located immediately east of the intersection of the arterial road *Prospekt Chornovola* Street and the smaller *Muliarska* Street (Figure 3.52). Despite its central location, the poor

33 Written by Sang Hyun Jeon, Xiaoli Lin and Hwon Yoon



Figure 3.51
Schematic Market Improvement Diagram
Design: H. Nabavi (2011).

Figure 3.52
Assessment of the Current *Sv. Theodora* Square Site
Design: X. Lin (2011).

connection to the arterial road and City Center have made the Square nearly invisible to casual passersby. Nevertheless, the Square is within a 10-minute walk from several of L'viv's most noteworthy attractions, notably *Saint Nicholas Church*, the *Opera House* and the *Ivan Franko National University of L'viv*. The Square also holds significant historical importance in its own right, as its grounds were once home to the *Church of Saint Theodor* and its adjoining cemetery.

Currently, the *Sv. Theodora Square* is a self-enclosed spatial structure with significant buildings, such as the *Pharmacy Museum*, the *Millennium nightclub* and the *Sholem Aleichem Synagogue*, acting as confining mechanisms to the space (Figure 3.52). The contemporary space is dominated by fragmented usage, with a variety of problematic features detracting from the overall quality.

Problems inherent to the physical configuration of the Square include: (i) unappealing aesthetics, largely resulting from the deteriorating electric station and the incongruous architecture of the night club; (ii) inadequate design, maintenance and provision of public equipment, such as street furniture, dust bins and recreational complexes (e.g. a poorly maintained playground with uneven pavement); (iii) proliferation of parking on the plaza and pedestrian paths; and (iv) neglect and under-utilization of the open space by the residents. These problems are largely mirrored by those identified by the residents of the area, who tend to view the Square as poorly maintained, lacking green space and as a potential threat to the security of the area (Figure 3.53 and Figure 3.54).

Figure 3.53
Current Status of Sv. Theodora Square
Picture taken from the southeast corner of the Square along *Muliarska Street*.
Photo credit: H. Yoon (2011).



Figure 3.54
Current Status of Sv. Theodora Square
Picture taken from the southeast corner of the Square along *Vesela Street*.
Photo credit: H. Yoon (2011).



3.5.2 Strategy

This project has two primary objectives designed to combat the urban problems encountered in *Sv. Theodora Square*. First, the project aims to establish an open space where people of different generations can gather to enjoy outdoor recreational and cultural activities, thereby contributing to the establishment of a sense of community in the area. Secondly, the project will serve as a model for participatory neighborhood planning by engaging all stakeholders in the planning and implementation process.

3.5.3 Proposals for Design and Functional Elements

To serve as a basis of ideas to feed a *community action planning* process, several proposals have been developed. These ideas are to be understood as suggestions to be used as a starting point for a discussion amongst residents about how to improve the Square.

Sport Facilities

The integration of simple sporting facilities into *Sv. Theodora Square* could contribute significantly to the productive use of the area without compromising other temporary uses of the open space. A variety of athletic facilities, such as squash courts, soccer field, basketball hoops and table tennis tables, can be installed with relatively low investment and virtually no continuous maintenance costs.



Figure 3.55
Fountain and Water
Landscape
Design: X. Lin (2011).



Figure 3.56
A shallow area in a
fountain at *Neumarkt*
in *Gotha* (Germany)
invites children to play
Photo credit: L. Born (2011).

Leisure Facilities

The incorporation of a public fountain and water landscape into *Sv. Theodora* Square could be an interesting strategy to create a pleasant micro-environment while alluding to the underground river *Poltva* that runs to the west of the Square (Figure 3.55). The water landscape could also incorporate a shallow area in which children can play during the hot summer months. The installation of a *garden chess board* can also encourage multi-generational use of the space (Figure 3.57). The large southern wall of the *Millennium* night club has potential to be used as a projection screen for an open air theater, to support local film initiatives, or broadcast games during the 2012 European Football Championships.

Community Activity Pavilion

The establishment of a community pavilion will increase the number of public activities in the Square. The walls of the existing electrical transformer station can be utilized to create a multi-purpose structure, offering a climbing wall for kids, exhibition space for local artists and an aesthetically agreeable green facade (Figure 3.58). Such activities could be overseen by the *Neighborhood Center*,

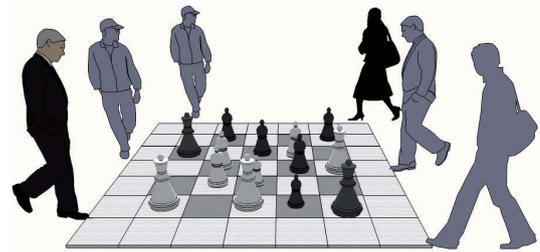


Figure 3.57
Garden Chess
Design: X. Lin (2011).

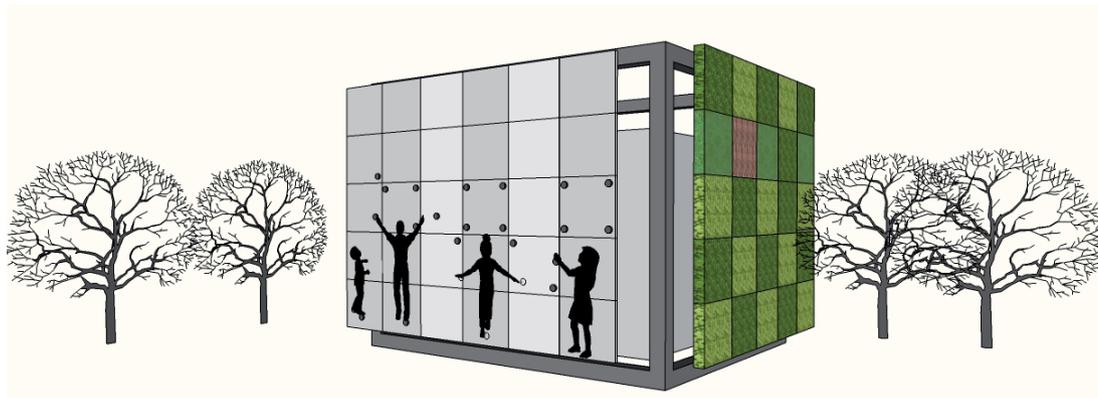


Figure 3.58
Climbing Wall and
Green Facade
Design: X. Lin (2011).

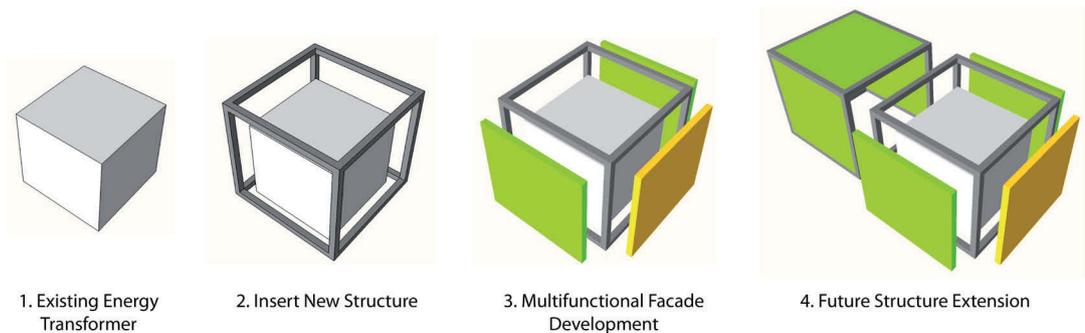


Figure 3.59
Community Pavilion
Implementation Process
An idealized scheme for
the implementation of a
community pavilion at
Sv. Theodora Square.
Design: X. Lin (2011).

as described in Section 3.3 and 3.1.3 of this report. In order to create a sense of community ownership towards the pavilion, construction could be implemented through direct residents' actions and completed incrementally based on available community resources. The pavilion could be further extended in the future to house a public consultancy office for urban regeneration and restoration of architectural heritage sites (Figure 3.59).

Traffic and Vehicle Management

The implementation of a *Shared Space Concept* could be useful for improving the current imbalance between motorized mobility and functional public use of the space. This transportation management tool aims to use the public activities as an impetus for drivers to reduce their speed, while simultaneously attracting people for public activities (Clarke

2006). Replacement of the current road and pavement surfaces and leveling the pedestrian path with the roadway are applied to more seamlessly integrate both vehicles and pedestrians into the urban fabric. Through the use of differentiated paving materials, *Sv. Theodora Square* could still maintain its historic urban outline. Ultimately, the Square will appear as a fully integrated public realm (Figure 3.60 and Figure 3.61).

Economic Improvement

A lively and thriving *Sv. Theodora Square* will not only increase quality of living and contribute to a more distinct community identity, but will also become a central location for local economic investment. New shops and cafés will line the streets surrounding the Square, improving prospects for local employment for residents of the area.



Figure 3.60
 Conceptualization of *Sv. Theodora Square*
 View from the southeast corner of the Square.
 Photo credit and design: H. Yoon (2011).



Figure 3.61
 Conceptualization of *Sv. Theodora Square*
 View from the northeast corner of the Square.
 Photo credit and design: H. Yoon (2011).

International Best Practice:
Shared Space

Shared Space is an urban design and mobility concept with the aim of melding different forms of public space, and is largely applied as an innovative method to integrate and control motorized traffic. The *Shared Space Concept* has been successfully implemented in many cities throughout Europe (Clarke 2006), e.g. at the Central Square (*Zentralplatz*) in Biel, Switzerland (figure 3.62). Sidewalks for pedestrians and separate space for cars do not exist. *Zentralplatz* shows that such an approach can even work in areas with a big traffic volume of cars, buses and pedestrians (12,000 cars and 1,200 buses a day). See more details and pictures at www.begegnungszonen.ch in German and French or detailed plans at http://www.vcs-sgap.ch/dossiers/Begegnungszonen/BegZ_Biel.html

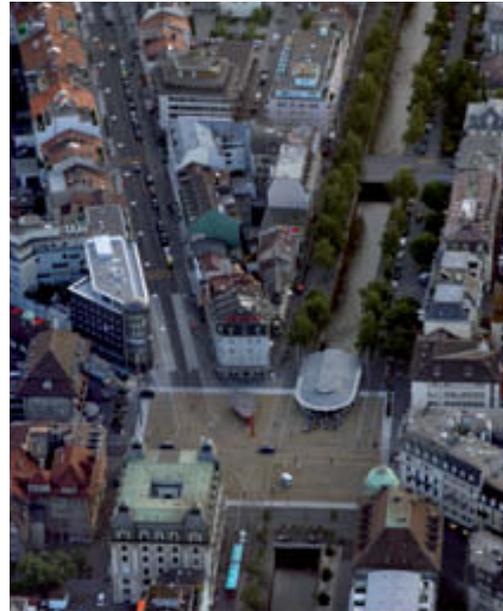


Figure 3.62/ 3.63
Zentralplatz in Biel,
Switzerland, designed
as a *shared space*
Photo credit: Stadt Biel,
<http://www.biel.ch/apps/imagebase/img/zentralplatz1.jpg>
http://www.biel.ch/apps/imagebase/img/zentralplatz_7.jpg.

3.5.4 Implementation and Stakeholders

The project relies on the introduction of *community action planning* activities as a mechanism to make participatory decisions regarding the redevelopment and redesign of the Square, ensuring the inclusion of all the actors involved in the development project. Inclusion of the community as a whole will help create a widely used Square that fits the needs of the residents and is viewed with a feeling of pride within the neighborhood. This section describes a phased development process, which utilizes the capacities and knowledge of local stakeholders as the driving force for development.

Stakeholders

The local residents are the most decisive stakeholders in the project. The success of the project will be determined with regard to how it satisfies the needs and priorities of the residents; therefore, success is unlikely to be achieved without significant contribution from the residents. Additionally, local residents will provide valuable resources, in the form of labor, skills and ideas, for the improvement of the Square.

External stakeholders will also support the process. The *City Council* and the other local administrative agencies could provide co-funding for the redevelopment works. The current GIZ cooperation project could facilitate the process by providing support to create organizational capacities within the community. Moreover, GIZ could offer training courses to enable self-help construction and provide support for the implementation of the community action planning process. Private sector stakeholders also stand to benefit from the rehabilitation of *Sv. Theodora* Square and should be included in planning and continued maintenance of the Square.

Implementation Process

The process for the rehabilitation of *Sv. Theodora* Square has been designed to follow two basic principles: (i) phased planning and implementation; and (ii) participatory planning processes during each project phase. A proposal for a community planning process is detailed below.

• Phase One – Preparation

The first phase of project planning begins with a community survey, designed to collect opinions regarding residents' needs and priorities. The GIZ could then prepare a generalized proposal for programs in *Sv. Theodora* Square and present preliminary plans to members of the community and *City Council*. To ensure effective communication between the entities involved in the planning process, it is recommended that a local office of architecture and planning experts be established to oversee the project.

The focus of the preparation phase is to deliver information to local residents efficiently. A series of briefing workshops should be held to further involve critical stakeholders and define key issues. Children are also invited in order to collect the opinion of a wide range of locals. In this process, making three-dimensional models could be helpful to explore residents' perceptions. Furthermore, the briefing workshop presents an excellent opportunity for project organizers to analyze the availability of human resources for the implementation of the project (Nick Wates Associates, 2011).

• Phase Two – Project and Budget Planning

In the second phase, the *L'viv* municipal authorities will create a set of guiding principles for the Square based on the outcomes of the *preparation* phase. This phase also presents an excellent opportunity to involve local students studying architecture and design to contribute to the physical design of the space.

Following the creation of the guiding principles, the *Neighborhood Center* and the *City Council* should establish a phased budgetary plan and strategies to attract investment. The *Neighborhood Center*, with the assistance of the GIZ, could hold events to encourage stakeholders to consider their possible donations. For example, experts in the fields of architecture and landscape design could volunteer their time. The GIZ and local universities could create a participatory design program for the students, or host a design contest between universities.

Potential beneficiaries such as the surrounding shop owners could donate their labor or money in the process of constructing the planned facilities via *Corporate Social Responsibility* mechanisms. A method called *Tile Inscription by Contribution*, in which individual contributors have their name inscribed on a tile that is then laid in pavement of the square, could be employed to stimulate small-scale local investment (Figure 3.64). Alternatively to financial contributions, labor or skills could be contributed during the construction phase, creating an opportunity for the involvement of all members of the community.

A regular interchange between the *City Council* and the *Neighborhood Center* is recommended to ensure that all aspects of the design are integrated into the budget proposal.

• *Phase Three – Incremental Implementation*

It is important to involve all relevant stakeholders for the implementation of the project once the planning decisions are made and financial resources are secured. Due to the incremental nature of the project, implementation can proceed in accordance with the available budget, and continue as additional funding is secured. The method of

Community Action Planning (CAP) could provide guidance and facilitate the participation of the relevant stakeholders in all phases of the project. It involves and links the local community with the decision-makers and technical experts in the planning process (Zhu and Sippel 2008).

3.5.5 Conclusion

Sv. Theodora Square has the potential to become a community platform and central leisure space within the focus area. The strategies and proposals outlined as part of this pilot project are designed to move towards these goals. During the community-wide participatory process, the priorities and preferences of local residents will be implemented in the redevelopment of the Square, different community facilities will improve the living quality and contribute to an enhanced neighborhood identity. The awareness and concerns of the local residents will be a driving force for the further urban conservation and development for the City of L'viv; the *Sv. Theodora* Square is an optimal place to begin the process.

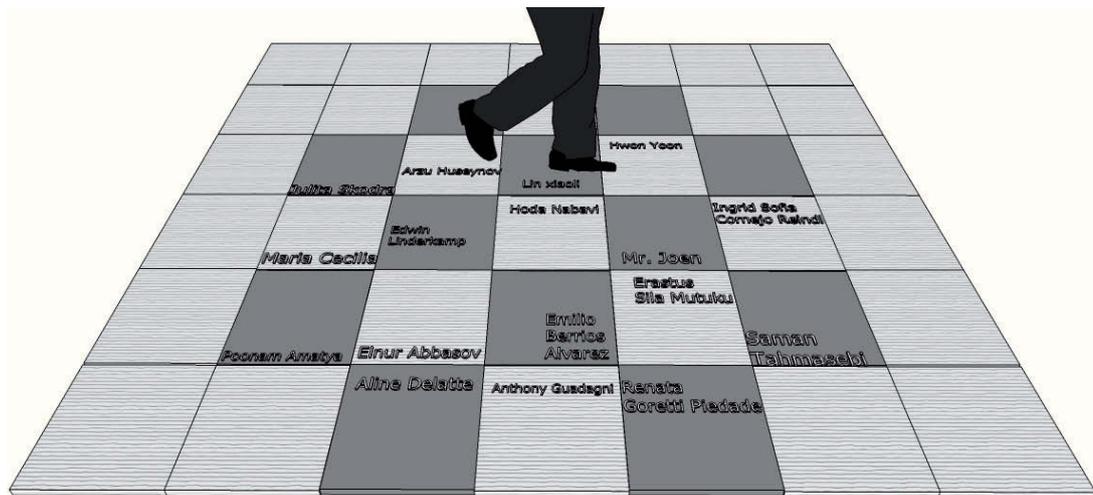


Figure 3.64
Tile Inscription by Contribution
 Small contributions from families or individuals within the community are recognized with inscribed tiles laid in an open space.
 Design: X. Lin (2011).

3.6 Staryi Rynok and Temple Synagogue: Making History Visible³⁴

Staryi Rynok (Old Market) is the most central square of the focus area. It is an important meeting point for locals and outsiders. People talk and rest in the shade of the small park. It is on the route - together with the neighboring Cracowian Suburb - was a center of Jewish life in Lviv as it was predominately inhabited by Jews until the 1940s. All but two of the 42 synagogues that existed in Lviv were destroyed by the Nazi occupiers. One of these remaining synagogues is located in the focus area (see figure 2.34). One of the biggest and most important synagogues of the whole City was the *Temple Synagogue*, which used to stand on *Staryi Rynok* and was destroyed in 1941. Today, there is not much that reminds locals and visitors of this chapter of Lviv's history. The aim of this pilot project is to uncover this part of history and propose how to make it visible again.

However, the square has lost its former significance as the historical birthplace of the city and one of the most outstanding locations of Jewish life in Lviv. Prior to Nazi occupation and genocide of the Jewish population, the focus area - together with the neighboring Cracowian Suburb - was a center of Jewish life in Lviv as it was predominately inhabited by Jews until the 1940s. All but two of the 42 synagogues that existed in Lviv were destroyed by the Nazi occupiers. One of these remaining synagogues is located in the focus area (see figure 2.34). One of the biggest and most important synagogues of the whole City was the *Temple Synagogue*, which used to stand on *Staryi Rynok* and was destroyed in 1941. Today, there is not much that reminds locals and visitors of this chapter of Lviv's history. The aim of this pilot project is to uncover this part of history and propose how to make it visible again.

3.6.1 History of Staryi Rynok

According to archeological assessments, the first settlements in the area of *Staryi Rynok* Square already existed in the 12th century (Nosareva 2003). Later, during the period of *Danilo Halitsky*, who is considered to be the founder of Lviv, the city stretched from *Staryi Rynok* Square to the *Pidzamche* station (Egorova 2006). The oldest surviving monuments of the city - the churches of *St. Nicholas*, *St. Onuphrius* and *John the Baptist* - are directly situated in the area or close to it (Bezv 2003). There is evidence that 12 additional churches and monasteries were located in the area. After the conquest of Lviv by the Polish King *Casimir III the Great* in 1349, the city center was moved farther south, where today's market square (*Ploshcza Rynok*) was built (Bezv 2003).

³⁴ Text written by Arzu Huseynov



Figure 3.65
Staryi Rynok from the
map of the royal and
capital city of Lviv (1890)
Source: www.Lvivcenter.org.



Figure 3.66
Temple Synagogue at
Stryi Rynok (1846)
Source: Picture Database
of the Center for Urban
History of East Central Europe
(www.lvivcenter.org)

Emanuel Blumenfeld, the first Jewish lawyer in L'viv, proposed the construction of a *Progressive Synagogue* to be built after the model of the synagogues in Prague, Budapest and Berlin (Gelston 1997). The clergy of the church and the nearby *Benedictine Monastery* opposed the proposed construction of the synagogue in *Strzelecki Square* (modern day *Danilo Halitsky Square*). On July 4, 1843, the governorship agreed to sell a plot at *Stryi Rynok* to the Jewish Community, and, between 1843 and 1846, the *Progressive Synagogue* was built (Gelston 1997). The author of the idea is considered to be the architect Lewicki. However, the project supervision was carried out by the architect John Salzman (Gelston 1997). The model for the building was a Viennese synagogue at *Seitenstattgasse* (Gelston 1997). From 1860, the function of the synagogue expanded, as it was not only the site of religious ceremonies, but also an important location for public meetings (Boyko 2008).

Destruction of the Synagogue

The synagogue was among the Jewish buildings that were damaged during a Polish Pogrom in November 1918, when it was set on fire (Center for Urban History of East Central Europe 2011). In 1919, the synagogue was renovated under the direction of Leopold Reis (Center for Urban History of East Central Europe 2011).

In summer 1941, the synagogue was destroyed by the occupying Nazis: first it was set ablaze, then it was demolished using dynamite (Boyko, 2008). Eyewitness Eugene Nakonechny describes the *Temple Synagogue's* destruction as follows: '*The Nazis set fire to the synagogue, first burning the decorative elements, and then laid dynamite charges to blow up the building. Sappers having fulfilled their job proficiently, large chunks of the synagogue walls collapsed onto the ground.*' (Center for Urban History of East Central Europe 2011).



Figure 3.67
Saryi Rynok Square
 late 1950s
 Source: Picture Database
 of the Center for Urban
 History of East Central
 Europe (www.lvivcenter.org).

Saryi Rynok after World War II

After the Second World War, the USSR carried out a policy of 'Ukrainization,' which affected the entire city of L'viv (City of L'viv 2011). This policy led to the forced emigration of non-Ukrainian residents from L'viv and the settlement of Russians in their place (City of L'viv 2011). Most of the current residents in the area of *Saryi Rynok* moved into the neighborhood following the Second World War³⁵. During the Soviet period, a park was built on the former site of the synagogue³⁶. Nowadays this park serves a variety of functions for neighborhood residents. In addition to its recreational function, the park is in a very central location, surrounded by a bank, a kiosk and a tram station. Local residents, especially old people, use the park as a place to rest. However the park is also a gathering place at night for alcoholics.

3.6.2 Perceptions of Local Residents

Twenty-nine people in the vicinity of the park were interviewed about the history of *Saryi Rynok*, the synagogue's history, people's attitude towards the existing memorial, the park's present drawbacks, and the current function of the *Saryi Rynok* square. Most of the respondents were people living in the *Saryi Rynok* area, but a few visitors were interviewed as well, in order to gain insights into their perceptions. None of the respondent's ancestors had lived in the area prior to the Second World War.

35 Interview with Oksana Boyko in May 2011.

36 Interview with Oksana Boyko in May 2011.



Figure 3.68
Stryi Rynok Area 2011
Photo credit: A. Huseynov
(2011).



Figure 3.69
Memorial Stone of Temple Synagogue
Located in the park where the synagogue used to be.
Photo credit: A. Huseynov
(2011).

Interviews about the Memorial Stone

From the interviews it was found that following Ukraine's independence, the Jewish community in Ukraine had taken action to either restore synagogues to their original use, or to reconstruct synagogues that had been destroyed. On the site of the *Temple Synagogue*, there is a park that was built after the Second World War. In the mid-1990s, a proposal by the Jewish community to rebuild the synagogue was rejected by the local government. In the mid-1990s, a memorial stone was placed in the park where the Temple Synagogue once stood. For a variety of reasons, the existing memorial stone does not serve to commemorate the synagogue: its small size, its unimpressive appearance and the isolated location do not correspond to the historical significance of the *Temple synagogue*. As a result, it is either not noticed or simply ignored by most visitors.

Interviews about the Park

According to the respondents, the park where the memorial stone for synagogue is situated suffers

from quite a negative reputation. First of all, it is a gathering place for alcoholics, which makes it unpleasant to visit at night and inconvenient during the day – a situation that has led to some locals calling it the place where *'the bomb that will explode.'* Secondly, the park has lost its functionality due to poor maintenance. The paths in the park and the connecting streets are in poor condition, the park benches are badly maintained or even broken, the grassy areas and trees are suffering from neglect.

Interviews about Resident's Ideas for Improvement

The residents suggested the construction of a more impressive and individual monument, which would help the neighborhood stand out and highlight its historical significance. The residents also felt that the local government should enforce existing laws prohibiting public intoxication, which they felt would help to improve the area's negative image and attract more visitors to the park.



Figure 3.70
Broken bench in
Staryi Rynok Park
Photo credit:
A.Huseynov (2011).

3.6.3 Ideas to Commemorate Temple Synagogue

There are numerous examples in the world of memorials commemorating lost cultural heritage. Taking into consideration the physical, historical and religious characteristics of *Staryi Rynok*, two examples from Berlin are introduced to create a more adequate memorial for the *Temple Synagogue*.



Figure 3.71
Nazi Book Burning Monument
During the daytime, the memorial's glass opening reflects the sky, giving the illusion that the empty bookshelves are floating in the sky. During the night, the bookshelves are illuminated.
Photo credits: A. Huseynov (2011).



Figure 3.72
Berlin Wall cobblestones
Photo credit: A. Huseynov (2011)

International Inspirations 1: Nazi Book Burning Monument

On May 10, 1933, in Berlin and other towns in Germany, ceremonies were conducted by Nazi authorities, which featured the mass burning of "un-German" literature (anti-nationalist and reactionary books) that did not correspond with Nazi ideology (LeMO: Lebendiges virtuelles Museum Online 2011).

Today a monument in Berlin, which was designed by Micha Ullman in 1995, is a memorial to the 1933 book burnings (Tom Howard 2000). A below-ground, illuminated chamber contains empty bookshelves, and is best experienced at night.

International Inspirations 2: Berlin Wall Cobblestones

For the people visiting Berlin, one of the most intriguing questions is: where did the *Berlin Wall* actually stand? Although there are some extant remnants of the Wall, the *Berlin Senate* has initiated



several projects to commemorate where the Wall once stood, and to give people a deeper understanding of its historical significance (BerlinOnline Stadtportal GmbH & Co. 2011). One of these projects is the Berlin Wall cobblestone pavement markers. On public streets and sidewalks, the previous course of the wall has been indicated with a double row of cobblestones inset into the ground. It traces the Wall's course through several kilometers of the city (BerlinOnline Stadtportal GmbH & Co. 2011).

- *Adoption of the Inspiration to Staryi Rynok*
Based on historical materials, interviews, and examples of memorials in Berlin, this pilot project was conceived for the area of *Staryi Rynok*. The project proposal for the *Temple Synagogue Memorial* and the park, consists of four main stages or elements: (i) archeological excavations; (ii) installation of a cobblestone marking the outline of the synagogue; (iii) construction of an underground chamber to represent a model of the former building; and (iv) renovation of the park and improving its automobile and pedestrian access.
- *Archeological Excavations*
Oksana Boyko, the author of the book *Sinaqoqi Lvova* (2008) has conducted extensive research on the *Temple Synagogue*. She believes that archeological excavations in the park will lead to the discovery of historical remnants of the building. These remnants could be very effectively utilized in a new memorial. During an interview with Oksana Boyko, she mentioned that two factors make it quite likely that remnants of the synagogue would be discovered if archeological excavations were undertaken. First of all, the destruction occurred fairly recently, and except for the present park, no subsequent construction activity is known to have occurred. Secondly, the synagogue was dynamited and not all rubble was cleared from the site after its destruction³⁷. So it is very likely that some architectural elements will be discovered that could be utilized in the third stage of the proposed project.

- *Cobblestones Showing the Outline of the Building*
The above-mentioned cobblestone line that commemorates the *Berlin Wall* is a very good and original example of a device for catching people's attention, and enabling them to better imagine an important piece of history. The double line of cobblestones in *Staryi Rynok* Park will follow the course of the outer walls of the former synagogue. Every few meters, metal plaques will indicate the name of the synagogue and the years it stood on this site. The line of cobblestones will not create any obstacles for pedestrians or bicyclists, but will serve to catch their attention in a subtle and polite way.
- *The Integration of an Underground Chamber*
An installation similar to the *Nazi Book Burning Memorial* on *Bebelplatz* in Berlin will be integrated into the synagogue pilot project. The chamber will contain a 3-D model of the synagogue. At night, the chamber will be illuminated from within. During the day, the chamber's glass opening will partially reflect the sky and surrounding trees. This chamber would be placed within the cobblestone outline of the former synagogue at the center of the park without creating an obstacle for park visitors, but rather catching their attention in a thought-provoking way.

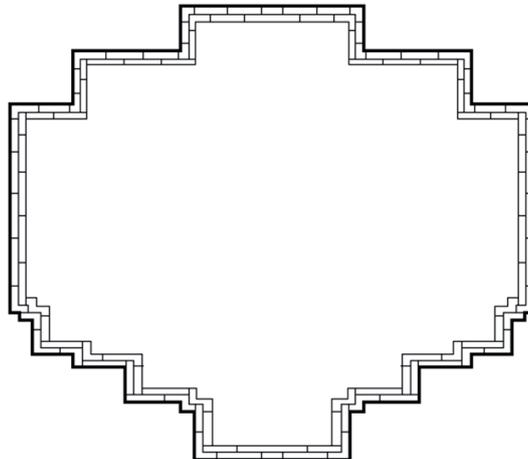


Figure 3.73
Cobblestones in the ground follow the course of *Temple Synagogue's* exterior walls
Design: A. Huseynov (2011).

37 Interview with Oksana Boyko in May 2011.

- *Renovating of the Park and Improving Access*

After completion of the first three stages, the park will be renovated in a manner that is consistent with the new memorial, so as to create a complete ensemble. The roads, benches and lawns will be refurbished and access to the park will be improved in a such a way that people will want to pass through the park on foot, and explore the memorial. The increased popularity of the park, its improved appearance with the rebuilt memorial would attract many visitors and encourage tourists to also visit the neighborhood surrounding *Staryi Rynok*, which is the birthplace of the city and once held great significance for the Jewish community (for more proposals concerning the improvement of the area see also 3.2.2 and 3.4.2/ The New Arts and Crafts Market and Pathway).

page 147-148:

Figure 3.74

City Centre: Location of *The Great City Synagogue* (destroyed in 1943); today an empty square.

Figure 4.1

Beautiful courtyard close to *Staryi Rynok* kept in a rather untypical way by the residents.



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Iris Gleichmann, GIZ Ukraine, Project Director of *Municipal Development and Rehabilitation of the Old City of L'viv*

Oleksander Kobzarev, Head of City Institute L'viv

Vasyl Kosiv, Vice Mayor of the City of L'viv

Volodymyr Kharko, Vice-dean of Economics Faculty, Management Department of Ivan Franko National University

Iryna Maruniak, Head of Halyzka Administration, City of L'viv

Lilia Onyschtchenko, Head of the Heritage Department, City of L'viv

Yuri Stolarov, Architect at Mistoproject

Lenka Vojtova, GIZ Ukraine, expert of the project *Municipal Development and Rehabilitation of the Old City of L'viv*



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5.3 Wishes and Problems regarding the Focus Area, Collected during the Neighborhood Action

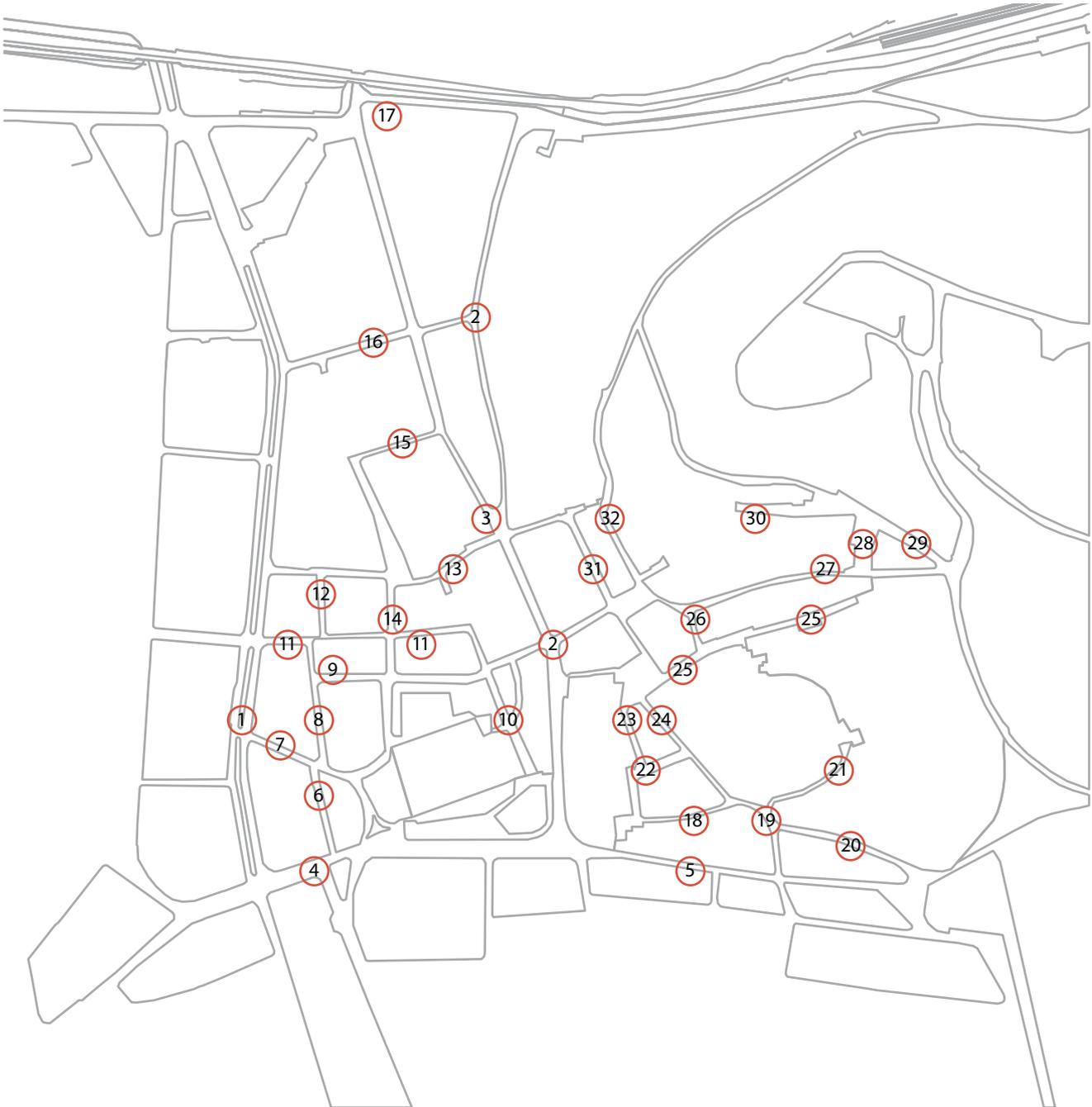
№	Які Ваші побажання щодо покращення цієї території	What are your suggestions for improving this area?
1	Відреставрувати фасади, підїзди	Renovation of facades, entrances
2	Заборонити стоянку автомобілів, які належать працівникам банку "Фінанси та кредит" на пл.Св.Теодора, також заставити їх засіяти газон по якому вони їздять!	Prohibit parking on Sv. Theodora Sq. for cars that belong to employees of bank "Finance and Credit," also get them to plant grass!
3	Обновити фасади будинків. Поставити лавки на цій території. Ремонт фасадів на вул. Підмурній, 5. ремонь доріг та тротуарів цієї частини міста	Renovate facades, install benches in the area. Repair the facade vul.Pidmurniy, 5. Repair the roads and sidewalks
4	Прибрати і побудувати майданчик	Clean and construct playground
5	Побудувати на пл.Св.Теодора дитячий майданчик	Construct playground on Sv. Theodora Square
6	Поставити урни для сміття	More rubbish bins
7	Допомогти відремонтувати колишню синагогу на вул. Вугільній, 3	Renovate the building of former synagogue on the 3, Vuhilna str
8	Прибрати вулиці	Clean the streets
9	Збільшити зелену частину площі, додати квітники, поставити лавки, посадити дерева, зробити зони відпочинку	Increase green space, add flower beds, install benches, plant trees and make recreation areas
10	Покращення стану будинків та ремонт фасадів та внутрішні роботи	Improve buildings and facades
11	Розпочати благоустрій території зі заміни влади	Start with the changing of authorities
12	Поміняти президента	Change president
13	Батькам навчити любити своє місто	Teach kids to love their city
14	Прикрасити цю територію більшою кількістю зелени	More green space

№	Що є найбільшою проблемою цієї частини міста?	What is the biggest problem of this part of the city?
1	Треба ремонтувати не тільки фасади	Repairing of the houses, not only facades
2	графіті	Graffiti
3	засміченні майданчики	Rubbish
4	Заборонити проїзд транспорту в історичній частині міста. Заборонити зупинку маршруток на площі	Prohibit the transport traffic in historic part of town . Prohibit bus stops on this square
5	Краще прибирати і вчасно вивозити сміття	Improve cleaning
6	Влаштувати місце для вигулу собак	Arrange a place for walking dogs
7	Влаштувати дитячий майданчик та лавки для старших людей	Arrange a playground and benches for old people
8	Засадити площу ефірними деревами (липа, акація, грецький горіх та іншими ефіроносними квітами)	Plant scented trees (linden, acacia, walnut and other)
9	Пісок на дит. Майданчиках	Sand on the playgrounds
10	Відремонтувати фасад будинку вул.Сянська, 20 і заборонити рух машин перед дитячою площадкою, щоб діти не дихали вихлопами	Repair facade of the building on 20, Synska Str. and prohibit traffic near playground
11	Реставрація архітектурних, історично цінних будинків	Restoration of historical heritage
12	відсутність смітників	Lack of rubbish bins
13	Заборонити вигул собак на майданчиках	Prohibit walking of dogs on the playgrounds
14	вул. Ужгородська, 4 відремонтувати фасад і дах, вул. Удатного, 5 відремонтувати фасад, вул.Б.Хмельницького, 20 відремонтувати фасад	Renovate facades : Uzhgorodska, 4; Udatnoho,5; B.Hmelnytskoho,20
15	Посадити побільше квітів і клумб, зробити великий дитячий майданчик	Plant more flowers and make a big playground
16	Не вистачає футбольного поля	Construct soccer field

5.4 Focus Area Street Map

1	Prospekt Chornovola	19	vul. Vichewa
2	vul. Bohdana Hmelnyckoho	20	vul. Nasyrna
3	vul. Zamarsyniwska	21	vul. Pisha
4	ploshcha Torhova	22	vul. Mosiazhna
5	vul. Ivana Honty	23	vul. Rybna
6	vul. Staromiska	24	vul. Chornomorska
7	ploshcha Rizni	25	vul. Lwa
8	vul. Lazneva	26	vul. Mukachiwska
9	vul. Sianska	27	vul. Uzhhorodska
10	vul. Pidmurna	28	vul. Shodova
11	vul. Mstyslava Udatnoho	29	vul. Zamkova
12	vul. Vuhila	30	vul. Spadysta
13	vul. Muliarska	31	vul. Pylnyarska
14	vul. Vessela	32	vul. Smerekova
15	vul. Medova		
16	Unknown 1		
17	Unknown 2		
18	vul. Snizhna		

Figure 5.2
Focus Area Street Map
Map of the focus area,
referring to the main streets.
Design: A. Delatte and X. Lin
(2011).



5.5 Suggested Additions to the L'viv Tourist Map (see proposals in section 3.2)

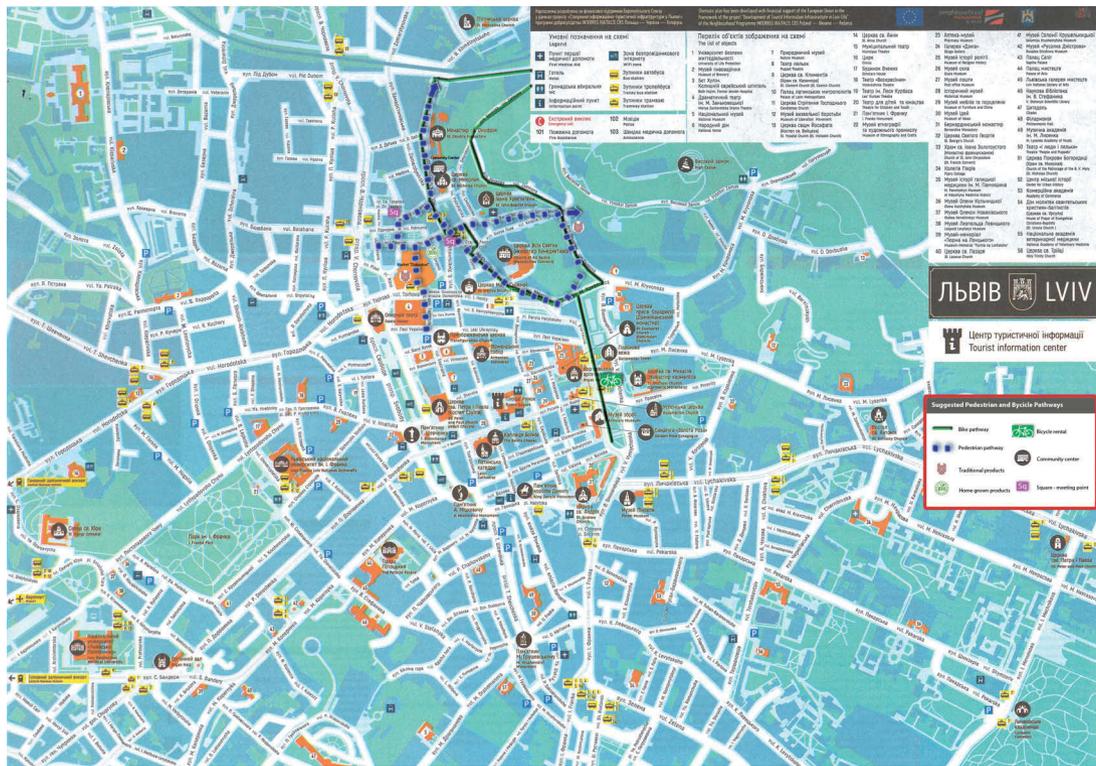


Figure 5.3

Suggested Additions to the L'viv Tourist Map

The inclusion of pedestrian and cycling paths are suggested as potential means of attracting tourists to the focus area.

Map source: Tourist Information Center L'viv. Design: J. Skodra (2011)



5.6 Slogans for the Focus Area



Figure 5.4
Slogans for the Focus Area Wishes and Problems with the Focus Area, Collected during the Neighborhood Action.

5.7 Profile of Authors



Elnur Abbasov (Azerbaijan) has served as the President of the *Modern Youth Public Union*, Project Manager for the *Association of the Young Azerbaijani Friends of Europe* and the First Honorary President of the *Absheron Intellectual Games Club*. He has been awarded the *Academic Scholarship of The President of Azerbaijan Republic* to pursue his graduate studies in the Urban Management Program.



A member of the Society of Nepalese Architects, **Poonam Amatya** (Nepal) was awarded the *Heeradevi Kansakar Gold Medal* and the *Ladies Topper* award during her undergraduate studies. Born in a small city in Nepal, but raised in the capital city Kathmandu, she has worked as an architect in a private firm and also runs her own architectural consultancy 'Creative Space' with her friends. Following her graduation from the Urban Management Program, Poonam plans to return to her home country and launch her career in urban management.



A qualified architect from the *Pontificia Universidad Católica de Chile*, **Emilio Moises Berríos Álvarez** (Chile) has several years of practical work experience in the field of urban research. He has participated in national projects, including a FONDECYT (National Fund for Scientific and Technological Development) project related to the repopulation of Santiago's inner city, and municipal projects, such as the SECPLA (Communal Planning Secretariat) project, *Ilustre Municipalidad de Providencia*, in Santiago de Chile.



Maria Cecília de Carvalho Rodrigues (Brazil) is a social scientist and specialist in public policies trained at the *Universidade Federal de São Carlos* and the *Universidade Católica de Santos*. She has several years of relevant work experience with solidarity economy enterprises and municipally funded initiatives for the upgrade of informal settlements. In 2009, Cecilia was awarded the DAAD scholarship 'Postgraduate Courses for Professionals with Relevance to Developing Countries' to take part in the Urban Management Program.



An architect trained at the *Instituto Tecnológico y de Estudios Superiores de Monterrey* in Guadalajara, Mexico, **Ingrid Sofia Cornejo Reindl** (Mexico / Germany) has several years of relevant work experience related to urban issues. Prior to enrolling in the Urban Management Program, she was a project coordinator for a private architectural design and construction firm, where she acquired experience in *LEED (Leadership in Environmental Energy Design)* certification of new edifications.



A civil engineer trained in Paris's *Ecole Spéciale des Travaux Publics*, **Aline Delatte** (France) began her professional career with a German engineering firm as a project engineer in transport and traffic design. By enrolling the *Urban Management Program* at TU-Berlin, she expects to enhance her skills in order to work towards the socially and environmentally friendly development of European cities.



Born in the United Kingdom and raised in California, **Anthony Guadagni** (USA) is a hydrogeologist with several years of relevant work experience in private sector water management in New England. Prior to enrollment in the Urban Management Program, he participated in several geological mapping projects in Virginia, Wyoming and Montana. Anthony is interested in the application of decentralized water supply and sanitation systems in developing cities, and following graduation hopes to continue to conduct research in developing cities.



Born in Nakhchivan, **Arzu Huseynov** (Azerbaijan) received his Bachelor's Degree in Public Administration from the Academy of Public Administration. From 2006 to 2010, he worked as a project coordinator in *Association of Young Azerbaijani Friends of Europe* and was involved in more than 20 international youth projects of European Commission and Council of Europe. For his commitment to public service work, Arzu has been granted the *President's Scholarship of Azerbaijan Republic* to pursue his Master's studies in Berlin.



Sang Hyun Jeon (South Korea) is an architect and real estate consultant interested in urban development. He has work experience with nearly 40 urban-scale projects in South Korea, the Philippines and Shanghai, China. Following graduation, he is planning to work for an urban consulting firm.



Lin Xiaoli (China) graduated from the *Shenzhen University*, China in 2008 with a Bachelor Degree in Urban Planning. During her undergraduate studies, she was awarded the opportunity to study Urban Design at the Technical University - Vienna from 2007 to 2008. Since 2008 she has worked in a private architecture firm based in Shenzhen, China as an architecture assistant. Following graduation from the Urban Management Program, she will apply her interdisciplinary knowledge to urban development issues in her home country.



Born in Munich and raised in California, **Edwin Linderkamp** (Germany / USA) studied Business Management Economics at the University of California, Santa Cruz. With a specialization in the field of Urban Economics, he is particularly interested in social and economic development, as well as the informal sector in developing cities. Prior to enrolling in the Urban Management Program, Ed had relevant work experience in both Turkey and Berlin.



Trained as an Urban and Regional Planner, **Erastus Sila Mutuku** (Kenya) has special interest in the slum upgrading and slum improvement issues relevant to his home country. Prior to joining the Urban Management Master's Program, he worked as a District Physical Planning Officer for the Government of Kenya. After graduation, he hopes to join an NGO working on issues related to slum improvement.



An urban planner from Tehran, **Seyedeh Hoda Nabavi** (Iran) has several years of work experience in urban research and the production of master plans for cultural spaces development. Prior to enrolling in the Urban Management Program, she served as an assistant manager for the *Tehran Neighborhood Identity Structure* project, funded by the City of Tehran. Her academic and professional work is oriented toward the field of sustainable neighborhood development.



An architect and urbanist, **Renata Goretti Piedade** (Brazil) received her professional training at the *Universidade Federal de Juiz de Fora*, Minas Gerais. She has ten years of relevant private sector work experience in design and management of large-scale projects and creation of master plans. Since 2005, Renata has served as an assistant professor of the Architecture and Urbanism program at the *Centro de Ensino Superior de Juiz de Fora*.



Originally from Dubrovnik, Croatia, **Julita Skodra** (Croatia / Greece) has studied architecture at the Faculty of Civil Engineering and Architecture, University of Nis, Serbia. After several years of work experience in urban planning, she moved to Thessaloniki, Greece where she co-owns a private architecture firm. Her studies on the TU-Berlin Urban Management Master's Program were initiated by the idea of researching a holistic approach for sustainable urban development, with an emphasis on climate change and energy-efficiency.



Born in Tehran, **Saman Tahmasebi** (Iran) has earned a Bachelor's degree In Business Management Studies. Prior to enrolling in the TU-Berlin Urban Management Program, she worked as a member of the executive management team in the marketing section of a private firm in her home city of Tehran.



Holding a Master's Degree in Architectural Engineering, **Hwon Yoon** (South Korea) is a registered architect of the Republic of Korea with 13 years of relevant private sector work experience. Additionally, Hwon has held the position of Invited Professor of Architectural Design at the Woosong Technical College (2004-2009), served as the Secretary General of the *Research Institute of Architecture* (2008-2009), and as a lecturer at the *School of Architecture established by the Korean Institute of Architects (SAKIA)* (2008-2009).

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