

Cultural Heritage Management Strategy of the City of Lublin

2014 - 2020

and

Local Action Plan for the Strategy implementation

2014 - 2020

Lublin 2014

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Part I.

**Cultural Heritage Management
Strategy of the City of Lublin**

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CULTURAL HERITAGE MANAGEMENT STRATEGY

THE SUMMARY OF GENERAL ASSUMPTIONS OF THE STRATEGY

- The widely-understood (modern) concept of heritage forms *Historical Lublin*, which is a subject of protection and development complying with historical values. *Historical Lublin*, the centre of Lublin, occupies approximately 2-4% of the overall city area and is chiefly surrounded by historical and traditional buildings, including the landscape in which they are located.
- The strategy sees the heritage and its protection as a crucial contribution to the city development, determining its identity and image. Protection as well as proper development of *Historical Lublin* will play an important role in the development and functioning of Lublin.

Heritage protection is not the consumption but an investment.

- The strategy determines the effectiveness of heritage protection since its inclusion in the plans of modern development of the city. Therefore, the strategy cannot be restricted only to the heritage- the heritage and its protection are to be seen in the context of functioning and development of the city as a whole.
- The strategy is a long-term plan, but the key activities connected with its start-up should be implemented in a six-yearly cycle (the closest EU financial cycle as well as a cycle that is favorable from the point of view of the term of office of a self-government). The essence of strategic thinking, including that of cultural heritage management, requires - after entering the path of strategic thinking - following this path and, consequently, carrying out consistent and periodic evaluation, essential revisions as well as the updating of the established plan.
- Fundamental financing costs should be covered from EU funds in the closest funding cycle, while covering those costs should result in the activation of public-private financing mechanisms.
- Fundamental strategy activities include the following areas: 1. the development of a full range of planning documents (static elements); 2. the establishment of support

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systems for city protection and development (dynamic elements); 3. the completion of infrastructural and public investments.

(planning is to create a specific form in a particular area, while a system serves to create conditions for its implementation).

- The strategy assumes that the protection of heritage (similarly to the whole culture) should not consist merely in following the current social demand, since it is shaped by short-term particularistic objectives.
- In order to receive significant subsidies from EU programmes, heritage must be used in a way that serves the modern functioning and development of cities as well as the implementation of widely-understood social, cultural, economic, environmental, etc. objectives.

Therefore, the protection of heritage should not be defined as the ultimate and isolated aim in the activities specified in the strategy.

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STRATEGY MODEL

MISSION AND VISION

CULTURAL HERITAGE MANAGEMENT STRATEGY OF THE CITY OF LUBLIN

PLANNING

SYSTEMS

INVESTMENTS

STRATEGY IMPLEMENTATION

CONTROL AND EVALUATION

1. Introduction – information on the heritage management strategies of historical cities

The cultural heritage management strategy of the city of Lublin should be developed in accordance with accepted principles of preparing such documents. As regards the heritage management strategy of the city of Lublin, these principles are as follows.

1.1. The nature, mission and scope of the heritage management strategy

The heritage management strategy of a historical city should specify a long-term vision concerning the protection, care, restoration, use, and promotion of heritage.

The heritage management strategy of the historical city is a document defining the directions of activities which are planned, implemented and coordinated by the self-government (as the most important stakeholder) in the scope of protection and use of historical resources of the city¹.

The heritage management strategy of the historical city should direct the widest and most comprehensive use of cultural heritage potential, with particular emphasis on the most valuable part of historical resources (in Lublin it is the area and resource regarded as a Historic Monument).

¹ Stakeholders – persons, groups, institutions, organizations, etc. whose connection with a particular matter causes that decisions which are made have a significant influence on their life (business). Therefore, stakeholders have the right to express opinions as well as co-participate in decision-making.

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The heritage management strategy of the historical city should go beyond heritage protection and restoration aims – it should support development of the city, strengthen its identity and image, making them more attractive, improve both special order and living conditions of its citizens, raise the attractiveness of the city as a tourist product.

The heritage management strategy of the historical city is a prognostic and programming document, having no direct effects within the meaning of administrative law.

The heritage management strategy of the historical city is, in principle, a programming document, therefore it does not provide specific solutions. The strategy specifies, however, a mission, a vision, activities, analysis, strategic and specific objectives, and tasks. Specific data preparation, analysis, organizational solutions, and plan preparation fall within the scope of the implementation of the strategy.

1.2. Formal basis for the heritage management strategy

The nature and significance of the strategy determine its formal basis in the whole system of management within a particular discipline. In Poland, a situation is connected with the preparation of planning and programming documents of heritage management results, first of all, from regulations which impose the obligation on self-governments at all levels to develop programmes for the care of monuments. This obligation is defined in Art. 87 of the Law of 23 July 2003 on the protection and care of monuments (Journal of Laws No. 162, item 1568, as amended). Care programmes developed by territorial units are respectively included in the National Programme for the Protection and Care of Monuments, which was adopted as late as 24th June 2014²(thesis for the programmes were previously created by a team under the direction of prof. B. Rouby³).As a result, only

² Resolution No. 125/2014 of the Council of Ministers dated 24th June 2014, File No. RM-111-111-14. (Uchwała nr 125/2014 Rady Ministrów z dnia 24 czerwca 2014 roku, sygn. RM-111-111-14)

³ <http://www.kobidz.home.pl/pliki/tezy.pdf>

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some of the self-government units fulfil this obligation.

In practice, the programmes repeat a certain pattern which reduces the problem of monument care to a description of conditions relating to the protection of resources, a resource description and statistical statements, as well as the establishment of priorities and tasks. These documents – although sometimes extensive- are of a general nature. Moreover, they are developed for the period of 4 years, which makes them non-strategic⁴. In this situation, there are no models for developing heritage management strategies, although recommendations concerning this issue were specified in theses to the National Programme for the Protection and Care of Monuments as early as 2004⁵. In consequence, Poland does not possess any city heritage management strategies, either.⁶

1.3. Responsibility for protecting monuments

An important element relating to the heritage management strategy is an issue of formal responsibility for its protection. This issue is determined in the Act of 2003 on the Protection and Care of Monuments.

The act defines administration bodies responsible for the protection and care of monuments, as well as their competence. At the level of government administration, it is the Minister of Culture and National Heritage, on whose behalf the General Conservator of Monuments and a provincial governor act, on whose behalf the Provincial Conservator of Monuments acts (Art. 89). The Provincial Conservator of Monuments' responsibilities are

⁴ With the exception of *The Programme for Care of the Monuments of the City of Warsaw*, which assumes that its aims and priorities have been accepted for implementation by 2020 in accordance with the majority of strategic urban documents (p.5).

⁵ Point 2 on the main aims of activities referred to in the systemic activities reads as follows: The preparation of a cultural heritage protection strategy defining the main points of the concept of protection in Poland. The introduction of the strategy into sectoral policies in all disciplines and at all levels of management and development.

⁶ Documents developed for cities, such as *The Programme for Care of the Monuments of the Municipality of Kraków for the years 2010-2014*, also repeat the provisions of Programmes for Care of Monuments.

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specified in Article 91 par. 2 of the Act. There is also a possibility of establishing advisory bodies (Art. 97-99).

The Act also specifies the obligations of self-government administration concerning the protection and care of monuments⁷. Irrespective of its level, self-government administration is obliged to possess a programme for the protection and care of monuments, updated every 4 years, which should comprehensively define all elements necessary for effective monument protection (Art. 87).

All public administration bodies responsible for monument protection under the Act have a number of obligations. These are as follows: *to provide legal, organizational and financial conditions that enable the permanent preservation of monuments and their development and maintenance; to prevent risks that could cause damage to monuments; to take precautions against the destruction and misuse of monuments; to prevent monuments from being stolen, lost, or illegally exported abroad; to control the conservation status and destination of monuments; to take account of protection tasks in planning, land developing, and designing the environment* (Art.4).

Generally, in the Polish legal system it is the owner or possessor of a monument that is responsible for taking care of it. Such a person is obliged under the Act to ensure a number of conditions that are to guarantee proper monument maintenance (Art. 5, 25, 26, 28, 30, 31, 36). The same obligations apply to self-government authorities who own or possess monuments: *to take care of monuments, including payments for conservation, restoration and construction works concerning monuments, to which local self-government units hold a legal title* (Art. 71).

All in all, the key role and responsibility for protecting heritage resources in a historical city belong to its self-government, both as a public administration body and as an owner of monuments (which is of great significance in the case of Lublin).

⁷ The tasks of self-governments also include those resulting from the Act on Communal Self-Government: Art. 7, inter alia, cultural activity, including communal libraries and other institutions of culture and monument care and protection.

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1.4. Persons responsible for implementation of the heritage management strategy

The implementation of a heritage management strategy as teamwork must be undertaken at a city level. Therefore, activities involving all the heritage resources of a city require cooperation among a wide circle of stakeholders such as, first of all, self-government units (of all levels), conservation services, owners and users of historical monuments, cultural institutions, entrepreneurs (especially of the tourism sector), churches, academic circles, and the media. Active cooperation based on partnership among all stakeholders is a necessary condition of strategy implementation, which on no account alters the fact that only the self-government can be the leader of these activities.

Nevertheless, one should here emphasize important restrictions resulting from the strict establishment of tasks by the commune. The commune's activities pertaining to the resource which is its property can be direct- as its own responsibilities. In the case of a recourse that is a property of other entities, the commune's activities are limited- it is allowed, however, to inspire, provide aid, encourage, subsidize monuments that are individually entered in the register of historical monuments, take account of issues connected with monuments in planning documents (studies and local spatial development plans). This problem is of great significance with reference to the area of "Investments".

It is also important to note that there is no pattern applying to how the team responsible for implementing the heritage management strategy should be organized. This is a result of, above all, the fact that heritage protection in Poland was a traditional task of conservation services, performed within the system of historical monument protection. The system, however, was not created according to the established pattern- the system and its elements were not planned as a whole, but they were created by means of separate

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decisions and at different time; not only are they subject to modifications, but they are also part of various structures, dependent on various decision-making bodies⁸. Therefore, the system cannot be the base of organization and coordination of activities on a large scale (necessary to implement the strategy). This implies the need to form a team- to specify its composition, competence, legal bases, funding, structure, etc.- which can implement the strategy (ensuring cooperation of the most important stakeholders).

1.5. The period of implementation of the strategy

The strategy is a long-term document – a vision of the strategy subject should be multiannual, covering the period of at least one decade. Originally, the strategy should exceed customary operational planning periods, connected with a budget (annual), or customary periods of the term of local authorities (4 years). Simultaneously, the vision specified in the strategy must be based on available information resources, current knowledge and forecasts made on that basis. Although the strategy creates a distant vision (an aim), it must be realistic. Meanwhile, the more rapidly changes in a given discipline occur, the harder it is to predict the future. Therefore, the period of implementation of the strategy is proportional to the possibility of predicting changes. Factors that determine the strategy can be of great significance for accepting the period in which the strategy will be implemented. In the case of the heritage management strategy of historical cities, such a factor is currently connected with funding possibilities. The biggest funding possibilities in Poland are provided by EU programmes; heritage protection and the revitalization of historical cities can also be supported with EU grants to the fullest

⁸ The system directly involving traditional tasks connected with the protection and conservation of historical monuments must include elements such as: the organization of the system of monument protection, conservation services, the identification of heritage resources, monument examination, monument protection funding, legislation pertaining to monument protection, monument monitoring, education concerning monument conservation, the promotion and popularization of monument protection, the protection and conservation of historical monuments (practical actions)

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possible extent. The next programming period for the EU budget shall begin in 2014 and it will concern the years 2014-2020. For that reason, the period has been adopted as a period of strategic planning for a number of plans that are realized by cities and regions. On grounds relating to implementation of the strategy, it is completely justified to adopt a six-year perspective (2014-2020) for the heritage management strategy in historical cities. This means that basic measures that activate and direct the planned transformations should be undertaken within this period, while the whole process of transformation of a city into a form specified in the strategy will obviously take up much more time.

2. General points on the protection and use of heritage of historical cities.

The strategy of heritage management in a historical city is a document which should be based on a number of assumptions. These assumptions should concern main elements and conditions covered by the strategy.

Firstly, it is necessary to formulate general points concerning the subject, aims and rules of conduct in the strategy (Chapter 1).

Secondly, there is the need to specify assumptions concerning the most important elements and conditions of strategy implementation in a particular city (Chapter 2).

Thirdly, the presentation of precise conditions that are important from the point of view of strategy implementation in a given city is required (Chapter 3).

The starting point for formulating the first group of assumptions described above is the specificity of a document such as a strategy.

The strategy is a planning document which formulated a vision of the strategy subject in the past by defining actions that lead to its implementation. The development of a strategy requires, therefore, the acceptance of certain conditions which will provide a framework (a context) for specifying its subject, creating that vision, and indicating measures that will make strategy implementation possible.

In the case of the heritage management strategy of a city, this implies, first of all, defining a modern concept of heritage (the strategy subject), the modern understanding of heritage protection and management (the aim of measures undertaken in relation to the

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subject) as well as modern conditions of the functioning and development of cities (the general context of strategy implementation).

2.1. Subject of the strategies - a contemporary understanding of heritage

Defining the subject of the strategy of management of the historical city is primarily concerned with adopting the way of understanding of heritage. Heritage in the literal sense implies the existence of the entity acquiring the inherited values and the object of inheritance itself. When determining the current understanding of heritage - and thus resource of heritage - generally two points of view can be assumed.

Firstly, in relation to the heritage's resource in Polish historic cities understanding resulting from formal documents should be adopted. Legal basis for the protection of cultural heritage in Poland is *the Act of 23 July 2003 for the conservation and care of monuments (Journal of Laws No. 162/2003, item. 1568)*, specifying, i.e. definition of the monument and the forms of its protection and care.

The base definition of the monument contains Art. 3 of the Act. The monument was defined there as real estate or movables property, their parts or larger numbers, which are the work of man or are connected with his activities and are a testimony of a bygone epoch or event, the preservation of which is in the public interest because of the possessed historical, artistic or scientific value. Subsequently, the definition was expanded. Art. 6 classifies *the cultural landscape, urban systems, rural complexes and groups of buildings, works of architecture and construction, defense construction works, technological objects, cemeteries, parks, gardens and other forms of designed green space, places commemorating historic events or activities of prominent personalities or*

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institutions as immovable monuments. Works of plastic arts, handcrafts and applied art, collectibles, coins, historical souvenirs, products of technology, library materials, musical instruments, folk art and crafts and other ethnographic objects and items commemorating historical events or activities of prominent personalities or institution are considered as movable monuments. *Remnants of prehistoric and historical settlements, burial grounds, burial mounds, relics of the agricultural, religious and artistic activity* constitute the category of archaeological monuments. Subject to the statutory protection are also geographical names, historical or traditional names of a building, square, street or unit of settlement.

Definition of a monument is stated in Art. 3, and by necessity it has a character of general definition that only to a certain degree concretes specification of the typological groups of objects that can be considered as monuments. Therefore, to determine the resource of monuments in historical city the statutory determination of legal forms of protection of monuments is of greater importance. They are implemented in practice, and so they can be used at the same time as the basic form of the determination of the historical resource. In accordance with the provisions of the Act, there are four legal forms of protection of monuments in Poland (Art. 7);

- *entry in the register of monuments*, which for the monuments located in the province is kept by the Provincial Conservator. The Act sets out the procedure for making an entry, the deletion of the monument from the register and the legal consequences in terms of rights and duties resulting from entering the facility to register monuments,
- *recognition as an immovable monument of history* included in the register of monuments or cultural park of particular value for the culture by the Polish President at the request of the minister responsible for culture and national heritage protection (after obtaining the opinion of the Council for Protection of Monuments)
- *creation of a cultural park* in order to protect the cultural landscape and preserve

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areas distinguishing in landscape terms with immovable monuments characteristic of the local building traditions and settlement (which may be formed on the basis of a resolution of the municipal council after consultation with the Regional Conservator)

- *establishing protection in the local spatial development plan* or in the decision of establishing localization of public investments, the decisions concerning zoning, the decision to authorize the execution of road investment, the decision concerning the location of railway line or a decision not to permit the realization of investments of airports for public use.

Each of these forms of protection can be implemented in the historical cities. Thus, an essential collection of heritage is primarily identified with resource of register of monuments - including the register of archaeological monuments, the monument of history (if any), cultural park (if any) and the resource specified by the resolutions of the local development plan.

In practice, a common form of identification of the resource is also monuments records. Statistically, this set is even more numerous than a collection of registered monuments (in nationwide scale), and its value was reinforced with the provisions recommending a need of coordinating the work with these objects on the same principles as with the registered facilities.

Lists of the contemporary architectural monuments become more and more common, as they are compiled by various bodies (there are no national laws regulating this matter). These sets of objects (as distinct typological group) are not formally recognized by the Act for the protection and care of monuments from 2003, but the ability to protect them stems from the provisions of the Act on Spatial Planning and Development⁹. That is why their transformations are restricted, and these objects are taken under the legal forms of

⁹ Protection of contemporary culture is defined in Art. 1, section. 2, point 4; art. 10, section 1, point 4 and section. 2, point 4; Art.5, section 2 point 4; art. 54, section 2, point b - the Act of 27 March 2003 on Spatial Planning and Development (Journal of Laws No. 80, item 717, as amended).

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protection (mostly registry). So, also this group - especially when it is identified - should be treated as a resource of heritage.

Secondly, specifying the understanding of heritage one can refer to the theory of conservation. In light of the modern theory of conservation, heritage is understood very broadly. Heritage is understood in a subjective way, without time and property constraints, regardless of any material, functional, technical, executive, and others characteristic. Heritage can be everything, which can be assigned historical, artistic, documentary, symbolic, cultural, etc. value.

Table 1. Historical cities as heritage according to recommendation of HUL from 2011.

COMPONENTS, FEATURES AND OBJECTIVES CHARACTERIZING APPROACH TOWARDS HISTORICAL CITIES	HUL APPROACH / RECOMMENDATION 2011 /
Recommended Item /elements taken into account of the approach/	HUL / all elements, values, relations, processes forming a city /
What is the subject of analysis and conservation plans?	The whole historical town / elements and conservation factors as well as non-conservation factors /
The attitude toward the changes and transformations	The changes are a natural element; they are an inherent feature of any city / also historical /
The overriding objective of the actions taken in a historical city	No overriding goal / equivalent objectives: heritage protection, sustainable development, social cohesion /
A method for determining the purposes and values	Specialists + public consultation / required social acceptance /
Objective of conservation measures	Heritage protection + other objectives / e.g. development / Conservator is also responsible for other objectives

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Such a broad understanding of heritage is present in virtually all doctrinal documents that were created over the past decades. Venice Charter of 1964 already formed a basis for a broad understanding of the heritage (Art.1). With regard to the historical cities groundbreaking and unambiguous provisions were introduced in the Washington Charter of 1987, which says that all cities are historical, because their form (urban and architectural) attests to their development and history. The final step in a holistic and subjective treatment of heritage is a UNESCO HUL Recommendation from 2011 (details of the approach are presented in Table 1).

2.2. Objective of the strategy - contemporary approach to the conservation and use of heritage

In determining the aim of the strategy - that is, to protect heritage, as in the case of determining the subject of the strategy, two points of view can be assumed. Firstly, it can be assumed that the protection of heritage is an aim in itself. Secondly, it can be assumed that heritage protection also serves non-conservation purposes. Both points of view are rooted in modern practice and theory of conservation; therefore, they should be adopted and presented.

The first point of view - which might be called traditional - has a clear basis in Act for the protection and care of monuments from 2003. Article 4 sets out a number of activities that fall within the scope of the term "protection of monuments", while Article 5 sets out the actions, which should include the "care of monuments". Groups of these activities are complementary because of the scope and key partners in the protection of monuments (administration and owners). Set of activities created this way covers the essential issues that must be resolved to protect the monument and its values – from initial research and protection of the monument, through conservation work, up to the release and monitoring

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of the monument. The Act also provides the solution for legal, ownership, financial, professional, etc. problems, up to the issues of penalties for improper handling of the monuments.

Confirmation and develop of such approach to heritage protection is stated in other provisions of the Act. First of all, significant is the Art. 87, which defines the objectives of monuments' care programs created by the local administration. In these programs, the attention is to be focused on the protection of monuments as the principal.

So, the Polish Act explicitly allows acknowledgment that the aim of the proceedings related to monuments is their protection (preservation of their values). Activities and a system that is created under the Act, serve the purpose of maintaining the form and substance of monuments.

The second approach to the protection of heritage is presented in a variety of program documents devoted to this issue. Interpretation of the contemporary approach to heritage protection is expressed through the most important international documents that relate to the issue. The first of such documents that is worth pointing out is *Convention Concerning the Protection of the World Cultural and Natural Heritage*, adopted at the 17th session of the UNESCO General Conference in 1972 in Paris. This document became the basis for the most important global movement for the protection of heritage (*World Heritage Site*). The Convention has made a significant breakthrough involving both nature and culture - the whole environment has been treated holistically. One system of analysis was built for evaluation and protection of cultural and natural goods - that is, the whole environment. Furthermore, although the primary purpose of the Convention is to protect the goods covered by it, the latest documents interpreting it (i.e. *Operational Guidelines*) clearly stipulate the possibility and desirability of the contemporary use and wide availability of goods included in the UNESCO World Heritage List. Goods of World Heritage are presented as an important part of the modern economy (e.g. tourism), as a factor of sustainable development of local communities, basis for the identity of nations, cultures and regions. The European Landscape Convention (Council of Europe 2000) is one the most important

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documents of this type in Europe. In this document the landscape is understood very broadly, as the whole environment (natural and cultural components) together with all the elements of heritage.

The preamble to the Convention states that the proper protection and management of the landscape is an expression of concern for continued and sustainable development. In this preamble it is also stated that the landscape is a *resource favorable to economic activity, it is an important factor deciding about the quality of life, and it contributes to people's prosperity and consolidation of the European identity.*

Therefore, the Convention defines three parallel types of actions in relation to the landscape - "protection", "management", "planning". So it is assumed from the beginning that the landscape needs to be transformed - rationally and with respect for certain values, it must be adapted to modern needs.

The third important document is the UNESCO Recommendation on the Historic Urban Landscape (*HUL Recommendation*- 2011). In this document the culmination of a broad, subjective approach to the understanding and treatment of heritage found its place. This is even more significant as the Convention was adopted by the General Assembly of UNESCO after the broad several-year discussion, which leads to the conclusion that it is the interpretation of the contemporary treatment of heritage and historical city.

The HUL approach treats the historical city as a whole - all the tangible and intangible elements can and should be treated as an inheritance. All the stakeholders should be involved in recognition of this heritage. Traditionally, only specialists took care of this. As a consequence all stakeholders - conservators, owners of monuments, local authorities, businessmen, residents, etc., have the right to decide what will be protected and how. Forms of heritage have to be diverse (not just by "making" the object a monument). What is very important, it is assumed that the historical city (and its monuments) must to some extent transform, adopt itself to modern requirements and standards. The development and current functioning of the historical area are the objectives which are to be pursued by a conservator.

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The so-called HUL approach toward the historical city is a proof that the protection and conservation is only one of the objectives, which is intended to protect heritage. It is still a very important goal, but not the final and only goal. Heritage conservation is seen in the context of sustainable development and functioning of the areas and communities.

It should be assumed that such treatment of the historical city should be adopted in heritage management strategy in Lublin¹⁰.

2.3. The context of the implementation of the strategy - contemporary conditions of urban development

Functioning and development of contemporary cities are becoming less dependent on traditional city-forming factors. Factors such as, i.e. globalization of the economy, free flow of capital, basing the economy on knowledge, skills and potential of the workforce, the ability to quickly move businesses, ease of communication and transportation make urban development lesser dependent on traditional (natural) city-forming factors.

Increasingly, operation and development of cities are defined by the visions and programmes formulated by their authorities and the communities. This means that originality, quality, accuracy, reliability of these visions and the ability to achieve them are very important. I.e. it is important to convince local communities, authorities, businessmen, academic circles, outside investors, tourists to accept these visions and integrate them into implementation of these visions.

¹⁰ In light of the showed two points of view, entries on strategic records and documents relating to the protection of cultural heritage in Poland are not clear. In both documents regarding this matter, namely: "Monument's preservation and care of monuments in the National Strategy for Cultural Development for 2004-2020" (Council of Ministers 2005) and "The National Strategy for Cultural Development 2004-2013" (Council of Ministers 2004), which was the basis of the first document, the protection of monuments is treated in rather the traditional way. Therefore, it should be expected that there will be a change in this respect - a point of view dominant in international documents will be adopted.

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A key element in the development of modern cities is widely understood human factor - the qualifications, cultural patterns, level of education, social capital, engagement in public affairs, and the quality of the elites.

Quality of local communities is shaped in long-term processes and from this perspective it is a stable parameter. The possibility of faster changes is therefore determined by the influx of active, educated, ambitious people - a positive change, or outflow of such units - negative changes. This means that the contemporary urban development is highly dependent on the direction and intensity of the flow of the community, especially in the current demographic situation.

Due to the increasing mobility of society, urban development can be done so much faster than in the past, leading to increasing diversity. Widely understood conditions of life and the image of the city are important factors which determine the direction of movement of the population. The living conditions, to a large extent, have objective and material character - they are formed in the process of building tangible structure of the city, which is a decades- long process. On the other hand, the image of the city is subjective and intangible - it can undergo relatively rapid transformation (provided that the image-intensive measures are applied).

Both factors - in spite of the different nature - are closely related and can affect each other. Good material conditions shape a positive image of the city, but also the positive image can support the material development of the city.

The city's image is particularly important for young people who make decisions about their place of study, living and work. In the case of Lublin – to a significant extent functioning on the basis of higher education (double-digit share of students in the creation of the city's income) - choices of this group will determine the future of the city¹¹. This is of particular importance taking into account the demographic projections that allow

¹¹ Among the 15 largest employers, with the highest number of employees, in Lublin there are 5 universities. Comparison with only 3 private entities in this correlation shows key role of universities and students in the functioning of the city.

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anticipation of significant negative consequences for the academic cities, which will not be able to attract an adequate number of students.

In general, the future of cities (Lublin) will be determined by currently formulated vision, confirmed ways of economic development, built and distributed image, the concept of spatial development, relationship to the principles of sustainable development, openness to innovative concepts for urban regeneration of cities, etc. In each of these areas the use of (management) heritage's potential may be very important.

To sum up the presented conditions and all the circumstances in which modern historical cities function, the following general guidelines for the development of heritage of historical city (Lublin) management strategies can be formulated. The assumptions relate to various aspects relevant to the shape and implementation of the strategy, in both merit and organizational matters.

1. The broad definition of heritage

Heritage is understood very broadly, subjectively. The heritage is constituted by all forms the protection of which is required by law and all forms which can be recognized as heritage under the law and conservation theories.

Something that can be treated as a heritage, is treated as a heritage (heritage is not limited to items included in previous forms of conservation protection).

2. The variety of forms of protection and use of heritage

Diversification of heritage protection is assumed (which results from the diversity of the heritage) - from strict protection (principles of the Venice Charter) to more liberal forms, involving the rebuilding, reconstruction, modernization, adaptation, regeneration,

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renovation, etc. Forms of protection should first be adjusted to the values and characteristics of the monument. However, they should also take into account the possibility of protection and need of management of the monument.

The overriding goal - the scale of the city - is the preservation of the largest and most diverse part of the historical resource, while maintaining the highest possible authenticity and integrity¹².

3. The two objectives of heritage conservation - the preservation and use of heritage

The aim of the protection of heritage is saving it as a historical document and using it as an important element of modern development. The system of heritage management should take into account both goals. Therefore, protection of heritage cannot be based on static solutions; it must combine uncompromising protection of the most important values while dynamically responding to changing needs and circumstances in relation to the overall resource.

Heritage protection system must have an active nature - it cannot be limited to passive protection, understood as a reaction to the actions reported by the heritage administrators to the appropriate authorities.

Heritage protection system, understood as a response to the actions, or lack of them, taken by the stakeholders of the historic resource, should be understandable, acceptable and should create field for activity for all stakeholders. Administrative protection is therefore not sufficient - the system must provide primarily financial, organizational, legal, technical, administrative and promotional support.

¹² However, it should be noted, that the integrity and authenticity completed each other only in the optimal, rigorous case, while usually (e.g. the protection of urban complexes) they cannot be simultaneously fully reconciled (keeping only the authentic items, undermines the possibility of integrity).

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4. Heritage as a valuable, non-renewable resource¹³ and a factor in development

Heritage can be an important component of economic development and an important factor co-creating the appropriate conditions of life.

Heritage is a very valuable, non-renewable resource, which is crucial in the realization of many functions, such as the economy, culture, identity and social cohesion, space and development and other. This resource should be comprehensively used in the modern functioning and development of cities.

Planning the development of historical cities should be included in the analysis of the possibility of conservation and use of the heritage resource.

5. Conditioning of the heritage protection from the inclusion in development programs

Protection of heritage (particularly in the whole city) can be effective - that is implemented on a large scale and supported by significant funding - only if it is a part of the contemporary programs and its operation and development. Only then it will be in the actual area of interest and support of policy makers, entrepreneurs, society. Only then it will be important socially, economically, media problem, present in the main area of operations.

The necessity of presenting heritage in such a way and the need to preserve it rests on conservators - because only their participation in the creation of programs of use of heritage will ensure that conservation requirements will be respected.

Therefore, the management strategy of the heritage of the historical city should be part of

¹³ Cultural phenomena have characteristics of resources in their nature, analogous to natural resources. Treating the cultural heritage in the category of resources, we draw attention to the extremely important, from the point of view of the theory monument studies. features: cultural heritage - so understood - is a limited resource, non-renewable and exposed to destruction, both as a result of external factors, e.g. decay resulting from the passage of time, as well as due to excessive and uncontrolled consumption [Z. Kobyliński, *Archaeological sources and archaeological heritage: new vision of the subject matter of archeology*, (in :) Kobyliński Z. (ed.), *Quo Vadis Archaeologia? Whither European archeology in the 21st century?*, Warsaw 2001, p.76-82.]. *Non-renewable, because in the past there has been created a certain number of works of a given category, which once destroyed - can never appear again* [T. Darvill, *"Can nothing compare 2 U?" Resources and Philosophies in archaeological heritage management and beyond*, (in :) H. Swain (ed.), *Rescuing the historic environment. Archaeology, the Green Movement and conservation strategies for the British landscape*, Hertford 1993, p.6.].

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(incorporated in or even initiate and create concepts) comprehensive strategies of the functioning and development of cities.

6. The diversity of the functional value of the historical and traditional areas

Historical and traditional areas can be used and are appealing for the implementation of many modern functions of the city. The ability to implement each feature is varied, which results from the nature of these areas and conservation restrictions.

These areas can be used to perform residential, cultural, public, administrative, commercial, service, tourism, entertainment and other functions. Industrial, manufacturing, mass sports, recreation functions may be implemented in such areas to a very limited extent.

Commercial, service, office, administrative functions encounter some limitations resulting from scale of development, transport accessibility, conservation restrictions, etc. It is necessary to find appropriate forms of implementation of these functions.

Transport and communication functions, urban services in such areas must be adopted in their forms to their specific characteristics and cannot be implemented on a full scale (limitations have to be imposed).

Limitations in the performance of some of the functions in the historical and traditional areas should be complemented in development of other areas of the city (not covered by the conservation's protection).

7. The superiority of public interest over private interest; value of the order

The city, and in particular, the historical sites, is an area where the public good - understood as a spatial, aesthetic and functional order - is paramount over the right to economic freedom and unlimited right to dispose of the property.

Therefore, in such an area planners and conservators have the right to determine the general concepts and specific guidelines governing various aspects related to maintenance and development of these areas and buildings which constitute it.

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Spatial, architectural, aesthetic and functional order is a key value of the city and has an immense impact on the quality of social life.

8. The key role of local government in the protection of heritage and shaping the city

Local government is the most important and the only institution that has the largest range of devices - including making local laws, organizational, administrative, financial possibilities which allow operating at a scale of whole city.

Only the local government has the possibility to realize the long-term and comprehensive measures aimed at transforming the city according to the adopted conventions.

Local government (including local government's conservation services) is critical in protecting the heritage of the city; state conservation services perform only monitoring functions (resp. consulting).

Protection of heritage in the city requires creation of active programs by local government; limiting to control functions is absolutely insufficient.

9. Time and financial perspective of realization of the strategy

Strategy is a long-term document, however, the key activities related to its implementation should be carried out in a 6-year cycle (this is the proper perspective from the point of view of the tenure of local authorities).

The main costs of implementation of the strategy should be borne by the European Funds in the next funding cycle (2014-2020), while this expenditure should lead start the mechanisms of public-private partnerships.

3. Assumptions concerning the most important elements and conditions of the implementation of cultural heritage management strategy for the city of Lublin

The preparation of the strategy requires the adoption of not only the general assumptions concerning the modern approach to the conservation and usage of heritage, but also the assumptions regarding the most important elements and conditions for implementation in a specific place. Thus, in the case of Lublin's heritage management strategy, assumptions resulting from the general conditions (chapter 1) should be supplemented by assumptions ensuing from other factors which have an impact and importance for its realization in this city.

3.1. Assumptions concerning the heritage of Lublin

The basic substantive assumption in the heritage management strategy should refer to the accepted understanding of the concept of "heritage". In accordance with the general assumptions accepted, the strategy is drawn up accordingly to the contemporary understanding of the heritage and the modern approach to the protection and usage of the heritage.

It means that the strategy encompasses the broadly understood heritage – registered monuments, objects entered into the records, the areas subscribed for in local spatial development plans, areas of traditional ribbon development, works of contemporary

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architecture, vernacular architecture, former industrial buildings and all old-time development of individual features, as well as intangible heritage. Such an approach makes the strategy perceive the heritage in urban scale and context (not individual objects) and in the relationship with the whole context of other conditions; spatial, landscape, functional, environmental, etc.

Assuming that the current understanding of heritage, both in the light of Polish legal regulations as well as contemporary international theory of conservation is very wide, two groups of heritage that should be covered by the management can be specified.

First of all, it is a group of all these elements, which under the legal regulations shall be (or should be) protected as a recognized heritage.

This is the whole resource which is subject to statutory forms of protection: register, cultural park, historical monument, the findings of local spatial development plan. In addition, objects covered by records (under the provisions from 2010).

Secondly, a resource that can be considered a heritage on the basis of contemporary theory of conservation – that is, the elements forming the so-called Historic Urban Landscape – areas of traditional buildings, streets, frontages, views, valuable works of contemporary architecture, etc.

The historical and traditional areas of the city, where a specified resource is situated - in practice it is an area of the city center - should be treated as a whole which can be described as ***Historic Lublin***.

All this resource can and should be adopted as an inheritance. As a consequence, this area (and its resource) should be subject to common concepts of protection and development (of course, forms of protection should be differentiated). It is also envisaged to take action in areas which do not constitute the *Historic Lublin*, and which are relics of ancient historical settlement structures in the neighborhood of a *strictly* historical town that may be important from the point of view of the micro community needs (district).

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Heritage management strategy should be developed on the *Historic Lublin* scale. Within the development strategy in the first place it is necessary to recognize the resource (from the the adopted assumptions point of view) and the delimitation of the *Historic Lublin* area.

CONCLUSIONS AND COMMENTS

Assuming a key role in Historic Lublin strategy of heritage usage, it should be clearly emphasized that the already recognized heritage resource within the administrative boundaries of the city is wider. The municipality has relevant competences in the form of an own task that is developing its local spatial development plans, therefore, it should not be exempted from the protective measures with regard to the resource remaining outside the borders of Historic Lublin. Recognized town planning monuments, architecture and construction of the Municipality of Lublin resource is not valorized so far, evaluated from its technical condition point of view and the processes taking place within.

It should also be stressed that the municipality has limited competence in relation to the broadly defined heritage. It does not have such properties as for instance in relation to the heritage collected in museums and archives, as well as with regard to non-material or movable monuments not owned by the municipality. Simultaneously, due to various factors (ownership, financial, political, etc.), the municipality does not have opportunities to deal equally with the whole heritage resource. It is therefore necessary - based on analysis of municipality resource and capabilities - to determine priorities.

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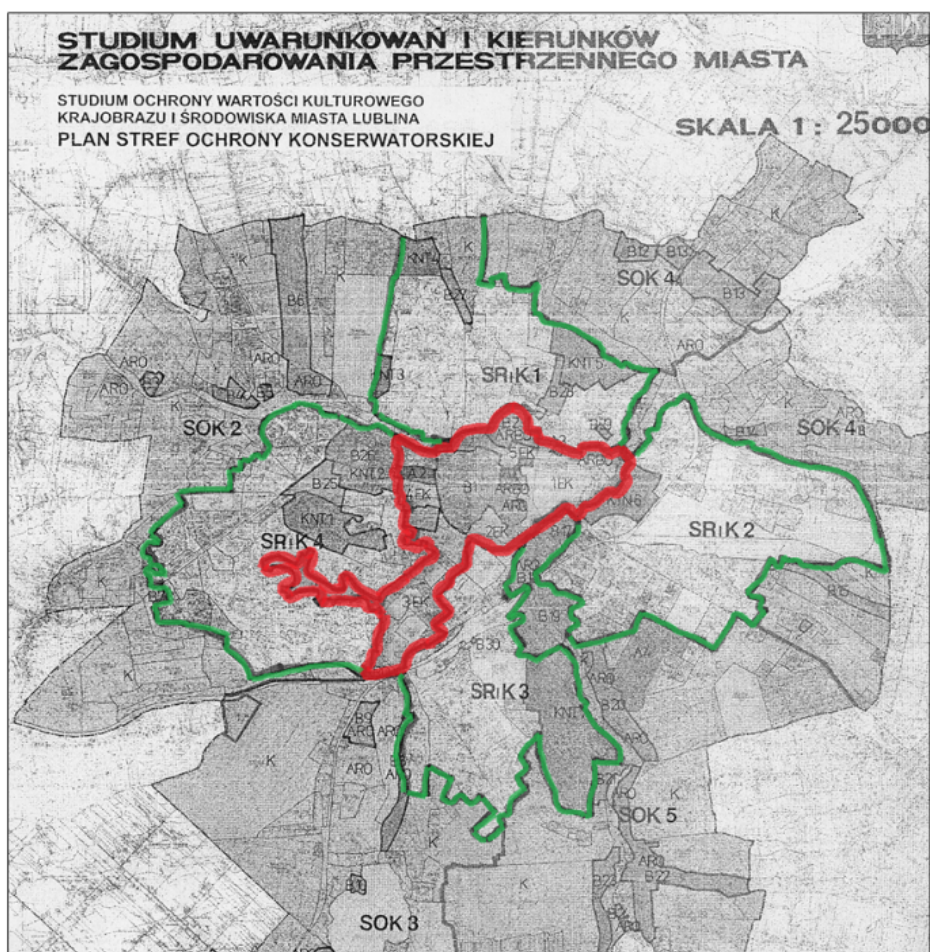


Fig 1. The approximate boundaries of the Historic Lublin according to conditions and directions of spatial development of the city of Lublin, Lublin 2000 (material developed by Municipal Department of Communication), the delimitation should be preceded by a deeper analysis.

3.2. Assumptions concerning the protection and use of the heritage of Lublin

In terms of conservation and use of the heritage of Lublin, the management strategy should be based on a number of assumptions.

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Firstly, heritage protection in the city scale should be understood in compliance with contemporary theory and practice in this field. It means that the approach to heritage protection should be consistent with the so-called landscape approach specified and recommended by the UNESCO Recommendation on the Historic Urban Landscape (HUL). In practice it means relying on some important assumptions presented in Table 1. in subsection 2.1.

Secondly, it must be assumed that the essential actions associated with the implementation of the strategy should be included in the framework of the revised revitalization program that will cover the area of the Historic Lublin¹⁴. It is determined by two main factors.

First of all, the concept of revitalization has been functioning for at least several years in practice of city operations. Many partners implementing urban actions have already understood that the revitalization must be comprehensive, focused, subsidized, supported by legal and organizational activities, and it must include chosen areas of the city. An extensive experience is already gathered in this field (also in Lublin). Thus, taking account of the broad goals and area heritage treatment, it can be concluded that the formula of revitalization is most appropriate for the protection and use of the heritage of Lublin – therefore for heritage management strategy¹⁵.

The second important factor is the possibility of acquiring substantial funds. In the new EU perspective of urban regeneration is one of the named, priority actions. It allows to secure financial resources for implementation of the strategy, whose acquiring for the heritage protection as the final task would not be possible.

¹⁴ The revitalization of Historic Lublin inclusion does not imply that it has to be implemented immediately in the whole area. Polish experience in the scope of revitalization clearly shows that too large area of operation was the weakness of so far enacted programs (including Lublin). Therefore division into smaller units, phasing and division into a number of tasks are necessary. Cf. : series Revitalization of Polish cities series, Institute of Urban Development, Kraków 2010, v.1-12

¹⁵ The revitalization program which is in force in Lublin must be modernized in a very important respect - subordinated to the realization of the vision outlined in heritage management strategy. In practice, it requires a modification of an existing program in every aspect.

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In favor of the revitalization formula appeals also the fact that the formula of revitalization was developed precisely in relation to the historical city centers.

Thirdly, it must be assumed that the protection system in institutional terms should consist of two elements - governmental and administrative services. Key powers in the protection system of monuments has obviously the Voivodeship Conservator of Monuments - the powers and responsibilities arise from the act on the protection and care of monuments. In practice, however, the national conservation service performs primarily the control functions. Therefore, a key role in implementation of the heritage management strategy of Lublin - understood as an active process involving a series of the long-term and differential activities - can be performed only by local government conservation service. This task should be performed by Municipal Conservator of Monuments Office in Lublin (BMKZ), after human resources, finance and competence strengthening. At the same time, it is necessary to ensure proper cooperation and coordination of actions in the Office of the City, since the actions conditioning implementation of the heritage management strategy are also included in the area of competence of other organizational units and organizational elements (i.e. spatial planning, greenery, revitalization, communal resource management).

Dualistic system created by the governmental and administrative conservation service also requires the support of the organizations and institutions dealing with heritage protection, area shaping, the perpetuation of identity of the city, actions in the culture area. Scheme developed by BMKZ shows a complex and multi-element system formed by stakeholders of the heritage resource. Implementation of heritage of Lublin strategies requires that all elements (stakeholders) created an efficient system for this purpose.

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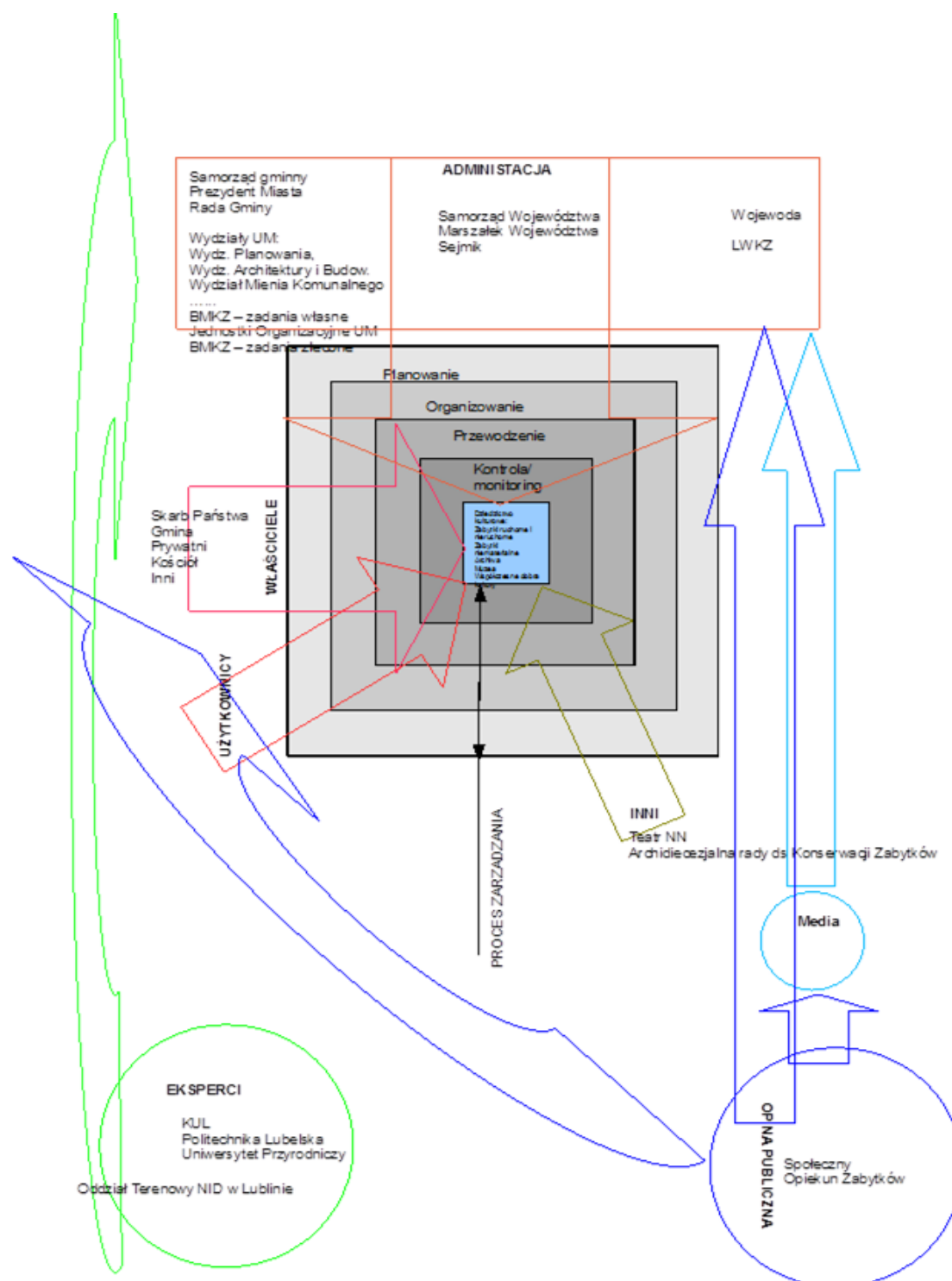


Fig. 2. Stakeholders and actions taken by them in relation to heritage resource /schema developed by Municipal Conservator of Monuments Office (BMKZ)/

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3.3. Assumptions arising from the development of Lublin policy (and of the region)

Another group of assumptions is created by various types of documents and activities associated with the development of Lublin, undertaken primarily by the city and region authorities who have a citywide coverage and consequences. There are numerous elements of this type which are of different scale, therefore they have to be limited to a few which can be considered as representative. The following can be specified as such; strategic documents concerning the development of the city, strategic investments that create future of the city and planning documents relating to heritage.

As a representative of the first group of elements– strategic documents determining directions of development of Lublin, the *Lublin Development Strategy for 2013-2020*¹⁶ should be indicated in the first place. It is an extensive document, dealing with multiple threads, thus it is pointless to summarize it. It can therefore be limited to the formulated therein vision for the development of the city (*Initial state diagnosis. Lublin 2013*). There is included a detailed prediction of the future of the city - especially towards the limited stability of developmental conditions is currently very difficult. It was thus limited to the determination of the values that should direct the development of Lublin concentrating them around widely understood slogan "city of inspiration".

The following set of assumptions was specified:

- *a city open to inspirations from the outside,*
- *a city open to inspiration from the inside - including those coming out from the locals,*
- *a city itself as a source of inspiration - indicating new standards and directions useful for others.*

¹⁶ Resolution No. 693 / XXVIII / 2013 Lublin City Council, 28 February 2013.

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Widely understood inspirations such as drawing from the already existing capital of the city and the openness as well as the adoption of best practices from the outside become the driving force for development and functioning of the city of Lublin in the future.

Of course, such an assumption does not lead to the formulation of specific solutions. It is rather a declaration of attitude - willingness for creative analysis of its own existing opportunities and perceiving them in external experiments. It also means the perception of development as a process (not a product), which must be constantly susceptible to modification. In these processes there should be continuous readiness for: *acceptance, nurturing and use of diversity, including learning from other cultures, interdisciplinary and creative mixing of people and environments, acceptance of the risk of creative chaos which gives a chance to the positive cases, learning anytime and anywhere.*

In relation to the management issues of the heritage of Lublin it is fully entitled to interpret such an attitude as readiness to make maximum use of potential existing in the heritage accordance with the best contemporary standards.

A construction of a ring road can be listed as the second element – in the group of strategic investment, which determines prospect of Lublin development. Hitherto, the communication routes ran directly through Lublin what had an impact on a method of spacial development of the city. The city developed territorially by incorporating new areas in proportion to their current needs. It was a relatively stable development.

The construction of a ring road is a factor that will determine the spatial development of Lublin in a completely new way. In fact it can be assumed that - as in many similar cases - the city at a fast pace will develop areas between its present borders and the ring road, and areas adjacent to it from the outside. In practice, it relates to the areas of at least several thousand hectares. These are very significant grounds compared to the area occupied currently by Lublin (17, 450 ha).

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The incorporation of the areas around the ring road to Lublin will have a functional character, regardless of administrative decisions. It means in practice the creation of significant investment sites for every possible need associated with the development of the city - housing, industry, office services, shopping centers and logistics.

It means therefore the opportunity to relieve the existing city center (transit traffic, communication, burdensome functions, etc.) and it creates the opportunity to give it an envisaged character - the **historical center of selected functions**.

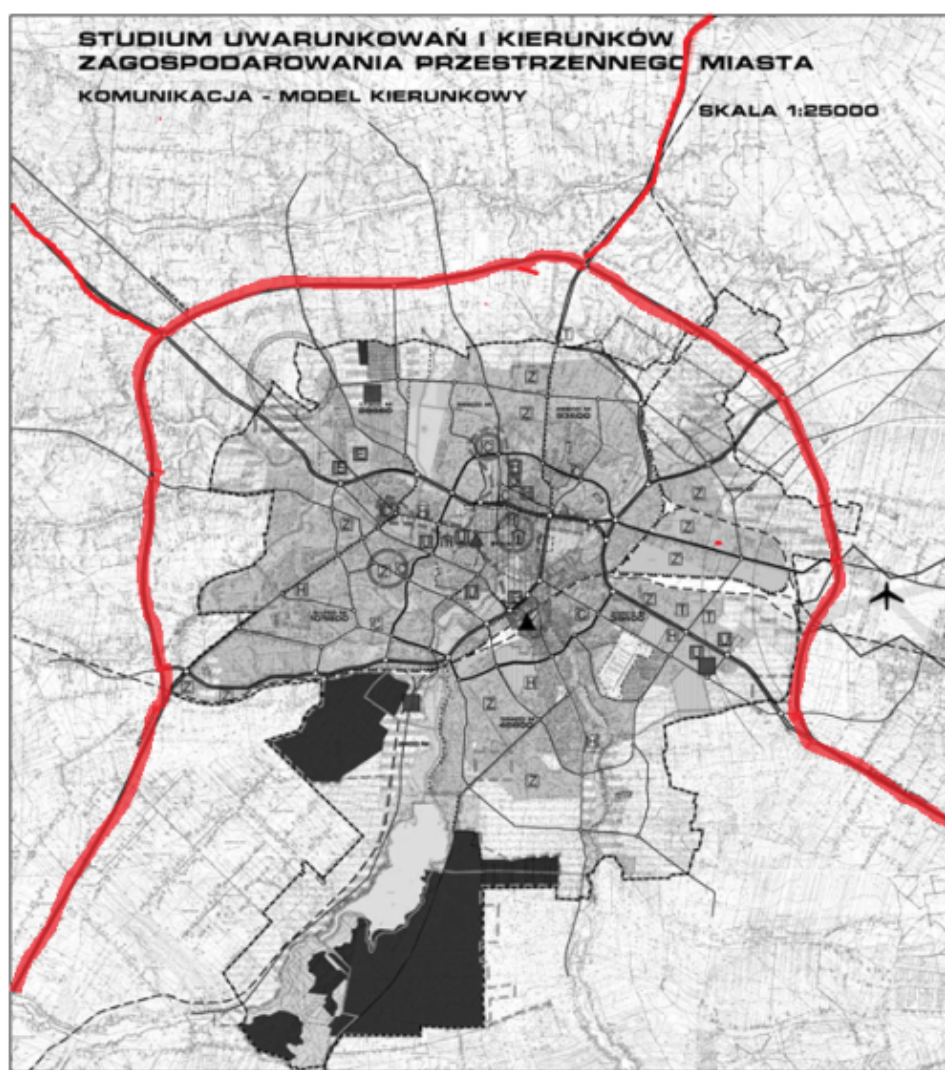


Fig. 3. Planned route of the Lublin ring road according to the Study of conditions and directions of spatial management of the city of Lublin, Lublin 2000 /material developed by Municipal Conservator of Monuments Office (BMKZ)/

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As a representative of the third group – documents specifying the policy towards heritage of Lublin –the Voivodship Program for Protection of Monuments in the Lublin Voivodeship for the years 2011 - 2014 should be treated, bearing in mind, of course, the recently adopted National Programme for the Protection of Monuments.

The Municipality of Lublin has not yet developed a separate program concerning care of the monuments (work on its development started in 2014) therefore a voivodeship program is the basic planning document in this area, which formulates the approach to heritage in the horizon exceeding the dates adopted in the title¹⁷.

This document clearly assumes the improvement of the state of preservation and maintenance of historic objects broadly defined resource of cultural heritage and the preservation of the cultural landscape as a target. What is important, it is assumed that these actions are to be implemented with the acceptance and participation of residents.

The assumption that heritage protection is to rely on departure "*from still existing passive administration of monuments for the idea of active management of the heritage*" is also important. Heritage conservation has to be seen as part of the culture but also as a factor of development; heritage protection is to be integrated with the contemporary "*socio-economic circuit*."

This kind of approach to heritage protection and usage is consistently developed in the form of objectives and activities of the strategy.

Monuments care program is obviously an accompanying document with respect to other acts of planning, therefore it is important it has an assistance in other planning documents records. In this case the protection of cultural heritage and revitalization of urban areas have also support in prognostic documents concerning the financial situation of Lublin. In formulating priorities and assumptions concerning the city's policy there is included,

¹⁷ To create the local government Monuments Protection Programs, a 4-year cycle was adopted - it is a period too short for strategic planning. It can therefore be assumed that the next voivodeship Monuments Protection Program will be developed for the period 2014-2018 and will continue the adopted assumptions.

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among others: "*maintaining the tradition and cultural heritage of the city*" (p. 4), "*revitalization of degraded land*" (p. 5) and "*protection of monuments*" (p. 21)¹⁸.

In summary, also in the case of this document, it can be concluded that it presents a modern approach to the heritage understanding and use. It is therefore a good point of support to formulate the modern heritage management strategy in Lublin.

¹⁸ "Long-term Financial Forecast for the City of Lublin for the years 2011-2019 - Explanations" - Annex no 2 to the resolution no 26 / V2011 27 January 2011, Lublin City Council

4. Conditions arising from the characteristics of the historic resource of Lublin

Heritage management strategy in the city of Lublin is primarily conditioned by the size and value of the heritage resource, the characteristics of its protection system and other conditions having a significant impact on capabilities of the protection and usage of this resource (ownership structure, technical condition, state of development).

4.1. The characteristic of the resource (the object of management)

The characteristic of historic resource of Lublin should involve primarily the identified resource. In practice, this resource boils down to the heritage covered with the forms of protection, which are statutory in the Polish law. Therefore, this could be: a Historic Monument, a cultural park, a register of objects of cultural heritage, the areas involved with the records of local plans of regional development and monuments registers.

The Historic Monument

The most valuable part of historic resource of Lublin, as regards the form of protection, is the Historic Monument¹⁹. The Historic Monument is „*the Historic architectonic-urban complex of the city of Lublin*” acclaimed with the President's of PR Ordinance from 25th

¹⁹ Information on the subject of the register: http://www.lublin.eu/Zabytki_Lublina-1-980.html also http://www.wkz.lublin.pl/index.php?option=com_content&view=article&id=106&Itemid=103

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April 2007. (Journal of Laws No 86, pos. 574). It is the complex which was given a special status to ensure its retention, with regard to the historical and artistic, material and immaterial values of the urban-architectonic complex, inseparably related to a lot of most important events in the history of Polish Country.

The Historic Architectonic-Urban Complex of Lublin consists of the elements having urban and architectonic values: the Castle Hill with a historic building, the Old Town within the boundaries of the former town walls, the Old-Polish segment of Krakowskie Przedmieście along with the blocks of surrounding building, the complex of the former post-Brigid monastery along with the church named for the Assumption of Our Lady of Victory within the boundaries of the monastery walls, the complex of the former Observant monastery and church named for St Paul Conversion and the complex of the cathedral and the southern block of Królewska street building.

This complex takes up the area of 25,72 ha, which is 0,17% of the whole area of the city (14 750 ha). Total number of historical objects in this area is 177, including 104 objects which are in the register (nearly 44% of all the registrations). The area is inhabited by 1 863 people (state for 17th May 2012).

Cultural Parks

The Municipality of Lublin has not issued any act concerning creating a cultural park until now. However, there has been an introductory evaluation of the Lublin province made, in order to specify the areas of cultural-natural potential, on which basis could be cultural parks created. The concept taken, included in the binding Plan of Regional Development of the Lublin Province, projects creation of 57 parks.

In these plans there is also the creation of Lublin Cultural Eastern Park and Lublin Cultural Southern Park projected. In the Municipal Preservationist's plans is also the creation of a cultural park, which will include the area of the Historic Monument (this area overlaps with the area of the planned Cultural Eastern Park). Creation of this park is an urgent task amongst the plans of the MPO (Municipal Preservationist Office), due to the possibility of ordering historical common spaces, including, among other things, visual information such

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as an outer advertisement. The project of creating this park is not however proceeded formally by the Council of the City of Lublin due to awaiting the proceeding of making the regional plan of spatial development for historic area of Midtown.

The register of monuments

The register of monuments includes the most valuable part of Lublin resource, located in the area of the whole city²⁰. In the register, there are both area registrations and complexes of objects and single objects, whereas in the areas of field registrations there are also single monuments registered separately.

According to the article 8 of the act of monuments protection and care, the register of monuments in the province area is led by the Provincial Preservationist (PP). It is an exclusive competence of the PP and the municipality governance cannot take any actions in this issue.

In the area of Lublin, there are 278 registrations in the register of immovable monuments which include about 600 objects. Besides, there are 7 registrations in the register of archeological monuments²¹.

In the area of Lublin there are two areal registrations in the register of monuments.

- The urban complex of the Old Town and the Midtown of Lublin (registration no A/153 and A/915 – including the historic monument). This complex takes up the area of 225,92 ha, which is 1,52% of the whole area of the city. In this area, there are 924 historic objects, from which 160 have been written individually in the register. In this area live 13 134 inhabitants (state for 17th May 2012).
- The urban complex of the former Jewish cemetery (the so-called Grodzisko) with Białkowska Góra and the adjoining territories (registration no A/353). This complex

²⁰ Information on the subject of the record: http://www.lublin.eu/Zabytki_Lublina-1-980.html and http://www.wkz.lublin.pl/index.php?option=com_content&view=article&id=106&Itemid=103

²¹ The character of an areal registration is also present in case of the Monument of Holocaust in Majdanek. The boundaries of the Monument of Holocaust have been specified on the basis of the decree of the Minister of Culture and National Heritage from 27th July 2011. In the area marked out, there lays the Monument of Martyrdom in Majdanek - its area and its protective zones have been specified there.

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takes up the area of 12 ha, which is 0,081% of the whole area of the city. In this territory live 107 people (state for 17th May 2012).

One should mention that a definite majority of the objects written individually in the register of monuments is in the area of the aforementioned areal registrations - approximately 66% registrations (apart from this territory, there are only 77 register objects). In this area - of the protected urban complex - are also nearly 43% of all the registered monuments of Lublin (925 objects).

The record of monuments

The Municipal Preservationist conducts the Communal Record of Monuments in the form of the collection of address cards (art. 22, section 4 of the act of monuments protection and care from 23rd July 2003)²². The Communal Record of Monuments is carried out also in the electronic form in SOWA²³ program it is accessible to all workers of the Municipality with the aid of data system of the MSIP terrain.

According to the act recommendations, the Communal Record of Monuments includes historic objects from the territory of the city of Lublin. This collection includes:

- immovable monuments scheduled in the register
- the monuments included in the Provincial Record of Monuments (architecture, building and archeological monuments)²⁴
- other movable monuments marked by the Mayor of Lublin City (in agreement with the Lublin Provincial Preservationist).

The electronic cards, made for respective objects from the record, contain a number of data concerning an object, its value, state etc., along with photographic documentation,

²² Information on the subject of the record: http://www.lublin.eu/Gminna_ewidencja_zabytkow-1-1618.html

²³ The SOWA program has been elaborated by the Institute of Space and Cadastral Systems in Gliwice, at the order of the Municipality of Lublin, in cooperation with the Municipal Conservationist Office. The program has operated since March 2011.

²⁴ The provincial record of monuments is conducted by the Provincial Conservationist in the form of filing cards of: immovable monuments, movable monuments, archeological monuments being in the area of a province (art. 22 section 2). The provincial record of monuments includes the monuments entered and not entered into the register of monuments.

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wider than in the case of demanded by law regulations range of data included in address card.

The record of monuments in Lublin is connected with the Municipal System of Spatial Information, which allows to map and to ascribe address data to objects, with a view to the status of protection form (the register, the Provincial Record of Monuments, the objects marked by the President of the City of Lublin.

The collection of objects included in the record contains over 2 000 positions (objects and areas). The collection of the register objects included separately in the record includes 572 objects, the collection of objects included in the Provincial Record of Monuments numbers 473 objects, the collection of objects marked by the Mayor numbers 976 objects.

In the record, 225 registrations stand for archeological positions representing 340 positions recognized in connection with realization of 'Archeological Photograph of Poland' and the archeological positions included in the record²⁵.

In the Communal Record of Monuments there are also 23 urban and rural complexes.

The resource resulting from the arrangements of local plan of regional development and location decisions.

A certain part of heritage resource may also be specified by (or result from) the arrangements of local plan of regional development and location decisions²⁶. The arrangements of local plans of regional development are some of the legal forms of monuments protection, regulated by Commune Councils acts (as the local law). The prerequisites within the scope are formulated by the Provincial Preservationist, marking the zones of cultural landscape protection, the zones of immovable monuments protection by presenting lists of monuments in the register of monuments and in the record. In the

²⁵ In most cases, the archaeological stands are the remains of former habitats and relics of early settlement activities related to the development of the city and surrounding settlements in the past. The diagnosis was made of the settlement positions in Lublin via methods adopted in connection with the Archaeological Photos of Poland.

²⁶ Information on the regional development plans: http://bip.lublin.eu/bip/um/index.php?t=200&fid=8595http://www.lublin.eu/Miejskowy_Plan_Zagospodarowania_Przestrzennego-1-663-3-344_397.html)

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further progress of proceedings, the plan undergoes negotiation of the Provincial Preservationist.

Beside the arrangements of the local plan of regional development, monuments protection is realized also by the decision of common goal localization arrangement, the decision of building conditions, and other decisions concerning the permission of realizing the investment (it is applicable to the objects covered by the legal forms of restoration protection and included in communal monuments record (art. 7, section 4 of the act from 18th March 2010).

Both of the enumerated forms, despite secondary character, may then create a certain additional resource of monuments, when it comes to specification of heritage resource in relation to communal record. In practice, however - in the case of Lublin, they have a marginal significance in this respect.

Goods of contemporary culture

The resources of contemporary culture in Lublin were analyzed in Lublin by the commission appointed by the Mayor.

The group created the list which includes: 30 architectonic objects, 9 urban foundations, 17 public areas (within which there have been 5 historic areas included).

In relation to these goods, there were no obligatory forms of protection specified, therefore a part of these goods, especially the buildings older than 1956, is being entered into the communal record.

One may assume, that this collection will be gradually expanded by new objects and they will be acquiring the status allowing for their formal protection, by the arrangements of local plan of regional development.

Other heritage objects

Making an estimate of heritage resource of Lublin, which remains besides the enumerated groups, is a difficult task. Beside the presented system, there are no formal forms of

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heritage (of immovable monuments) identification and protection. However, there exist studies in which the areas of historic value were analyzed and marked - they may be deemed as heritage (they may create the Historic Lublin)²⁷.

Such studies require verification for the strategy needs, because there is no doubt that the heritage resource is wider. According to the estimations of the Municipal Preservationist, only the resource of immovable monuments created before 1944, remaining besides the register and the record, numbers at least 500-600 objects. And yet the number of the so-called contemporary culture goods is also growing constantly. The new view on the resource brings also the use of the so-called landscape approach. The usage of landscape scale and the criterion of integrity opened new possibilities and needs in the range of heritage resource identification.

Thus, we can state unambiguously, that the heritage resource will be growing in relation to the resource presented above.

In the framework of the realization of the heritage management strategy, the heritage resource complex verification, covering the identified and protected resource and a resource possible for identification based on the contemporary restoration theory and the needs of proper protection (landscape scale and integrity), is necessary.

²⁷ These are i.a.: *The study of conditioning and fields of regional development of Lublin; The catalogue of cultural resources of Lublin city*, Lublin 2000; Lechosław Lameński, *The diagnosis of the state of cultural heritage resource cataloguing along with recommendations of an unnecessary correction and directions of changes*, Lublin 2011.

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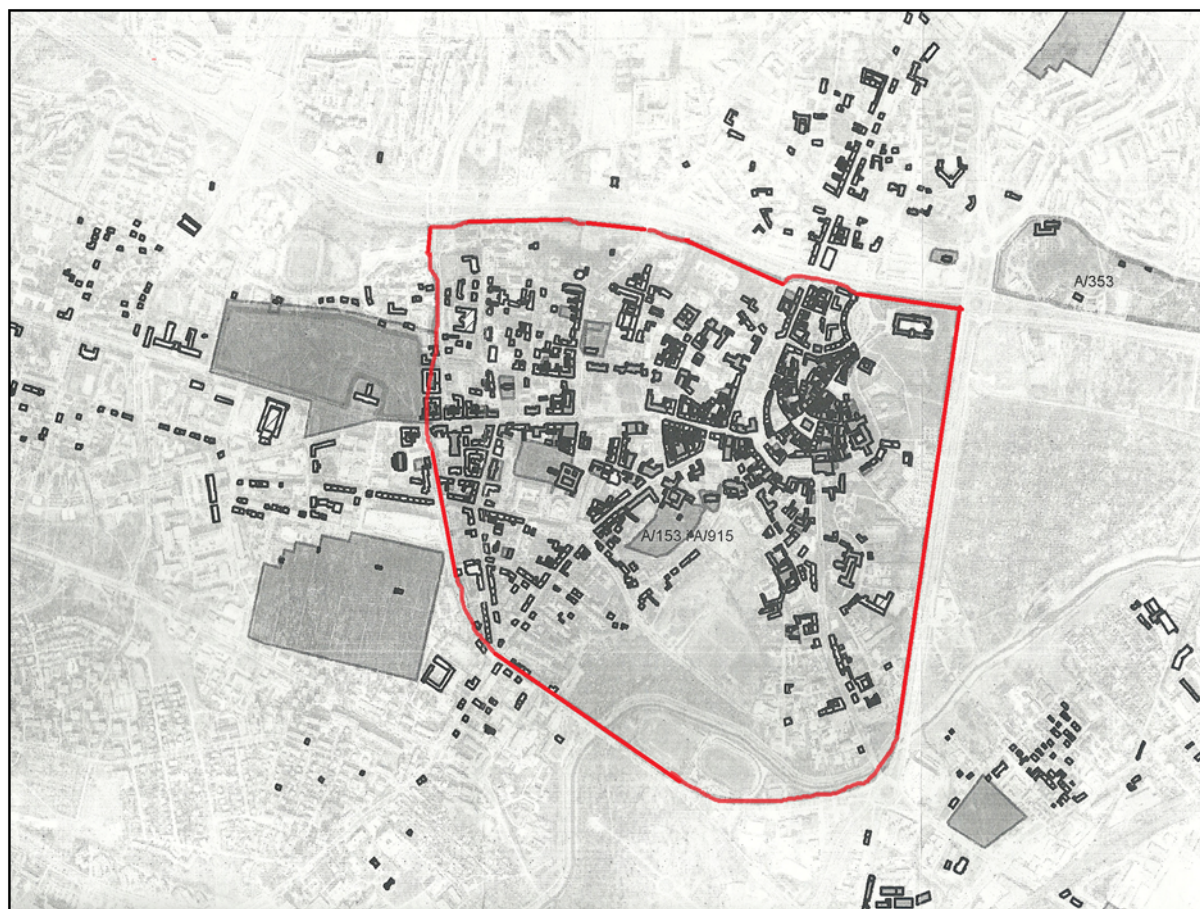


Fig. 4. Historic objects in the centre of Lublin /scale 1:12500 /BMKZ materials/

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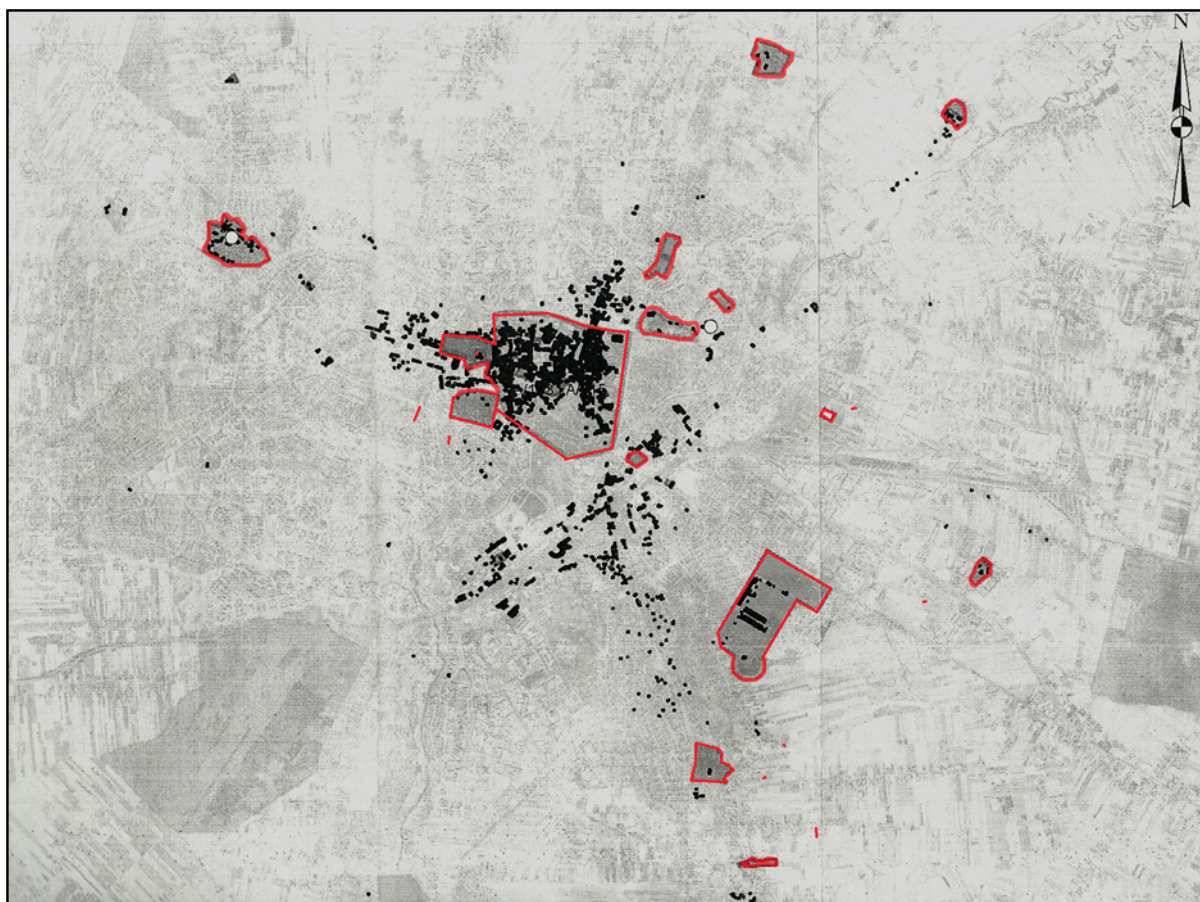


Fig. 5. Historic objects in Lublin/scale 1:50000/BMKZ materials/

CONCLUSIONS AND COMMENTS

The subject of the strategy is historic resource of Lublin, created by the heritage (protected, identified and potential). This resource is located in the historic centre of the city (above all) and in plenty of distracted areas located within its administrative boundaries and its neighborhood.

This resource (objects and areas) has a differentiated value and status (as the object of protection) -that is why the usage of differentiated forms of protection and contemporary development is justified.

The valorization, covering the historic value, the state of objects and possibilities of its adaptation and contemporary usage, of the heritage resource is necessary. This valorization should include the criterion of authenticity and integrity.

The historic centre of Lublin - the area of the biggest value, built with the biggest number of monuments, having the biggest significance for functioning and identity of the city, should be covered

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with a uniform strategy of action (the area marked as *the Historic Lublin*).

The remaining areas and objects of historic value should be covered with protection realized on the basis of restoration proceeding rules.

Historic Lublin should cover the area included in the revitalization plan (about 270 ha), enlarged with terrains of a retained traditional urban set and of a large accumulation with historic and traditional building. In practice, this is the area of about 500 hectares, which is about 2-3% of Lublin's area in current administrative boundaries (14 750 ha). It is, however, an area in which there is about 75% of the heritage resource under protection concentrated.

As the starting point of the specification of *Historic Lublin* area, one may treat the map 'The Plan of Zones of Restoration Protection' compiled within the framework of 'The study of conditioning and directions of regional development of Lublin City, Lublin 2000' (see Pic. 1., p. 27)

Threats to cultural heritage of Lublin

- a proceeding process of poorly conducted urbanization
- a decline of intergenerational transmission
- a low level of knowledge about heritage
- a low level of consciousness and needs
- a proceeding process of decapitalization, caused by a long-term negligence
- lack of feeling of connection with tradition and history of place
- lack of respect and destroying forms of exploitation
- ideas and realizations inconsistent with requirements and protection conditioning
- unregulated property issues
- lack of Professional help
- lack of funds, actually the systemic solutions in this range
- no spatial planning
- lack of vision of the city development and specification of the heritage role in its development
- lack of systemic and organizational solutions
- lack of landscape (so contextual) view on the heritage protection
- underrating the role of heritage potential for the city development

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- lack of heritage planning
- strengthening the sector management of the city instead of building an integrated Lublin space management

4.2. The characteristic of heritage protection system

The characteristic of the existent in Lublin system of heritage protection should include a few elements. Primarily, restoration service and supporting initiatives, undertaken and planned actions, funding the heritage protection.

Restoration service and initiatives supporting the heritage protection

Supervision, organization and administration of the actions connected with the heritage protection rests on restoration service. In Polish system, it is primarily the Public Service of Monuments Protection, of which the basic unit is the Provincial Office for Monuments Protection (at the spearhead with the Provincial Preservationist), working in the structure of the Provincial Office.

Lublin Provincial Monuments Preservationist has full competencies concerning the resource of the City of Lublin. According to the legal regulations (**Journal of Laws 162/03, item. 1568, with further changes**), he serves all the key functions in relation to the historic resource. In practice, it means primarily supervisory actions, control and interventional ones, undertaken in relation to the historic resource (especially the register units). In practice, the office doesn't initiate as much as it reacts on the actions undertaken in relation to the historic heritage - it responds to questions, evaluates documentation and intervene in situations of threats.

Generally, the actions of Offices for Monuments Protection (of Provincial Preservationists) in current Polish system do not have an active character, which means that they don't

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realize a wider plan of monuments protection by using them and involving in programmes of contemporary development.

Such position of the public restoration service won't change, because it results from and is consistent with the general politics realized in this field.

The other element of the system is the council restoration service. In Lublin, there exists the Office of Municipal Preservationist (OMP) appointed in 2009, which is funded by and works in the structure of the Municipality.

The office is fully concentrated on the actions concerning the resource of Lublin. In the office, 9 substantive workers are employed. Their professional preparation involves i.a. art history and law (2 people), art history (4 people), building industry (1 person), ethnography (1 person), environmental protection (1 person) and professional competence involves i.a. a long-term work in public restoration service (3 people).

The Office privileges result from the agreement made with the Provincial Preservationist in Lublin (the agreement between the Lublin Governor of Province and the Mayor no. 140/2012 from 30th March 2012). The OMP realizes the tasks given by the Provincial Preservationist and the own tasks of the commune within the scope of monuments protection and care. These tasks include primarily: *working out and realization of strategy and programs for protection and care of the historic resource of cultural heritage of the Lublin city; conducting the communal record of monuments lying on the territory of Lublin city and monitoring of the state and amount of historic resource in this area; undertaking, in cooperation with proper organizational units, actions leading to European funds acquirement with the aim of protection and care of Lublin city monuments; cooperation in working out local plans of regional development and city politics (urban rehabilitation, city renovation, city areas revitalization), with a special view to heritage protection issues and cultural landscape, and also complicity in the monitoring of occurring changes; the assurance of popularizing and dissemination of knowledge about monuments of Lublin city.*

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The Municipal Preservationist Office from the beginning of its existence has gathered the documentation concerning historic resource of the city. The office doesn't dispose funds for the own tasks yet for a few years, therefore it realizes the tasks from the range of the Governor of the Province proprieties and the tasks undertaken in the framework of the EU programs (URBACT II – Hero, HERMAN).

The MP Office in Lublin has the potential to take an active attitude towards the historic resource of the city. The office should initiate, plan and coordinate the actions which implement and use heritage protection to contemporary development and Lublin functioning. However, it requires: widening the rights delegated by the Governor of the Province, enlarging the staff, supporting the budget, especially for the own tasks.

As a certain fulfillment of restoration service system, one may deem the Archdiocese Council for Monuments Restoration (in this area there is no Diocese Preservationist). The council does not have formal rights given by the Governor of the Province of course, nevertheless it creates a certain additional system of control and care of historic resource of historic objects being the property and being used by the Catholic church.

In the case of Lublin, it is a wide resource including 77 historic objects, 35 of which are entered in the register. The significance of this resource results not only from its value and number, but also from concentration in the city centre - it is then a meaningful collection for the character of the city, especially in the area of the centre and the Historic Monument.

The actions of restoration service are supported and fulfilled by wider and wider net of institution and organizations supporting heritage protection or balanced city development, which favors this protection.

In the institutions directly connected with heritage protection one should include the terrain Department of National Institute of Heritage. It is a unit carrying out studies and opinions concerning heritage, possessing valuable archival and documentation collections concerning the resource of monuments in Lublin. Unfortunately, personnel lay-offs have

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circumscribed significantly the potential of this institution cooperation.

An important institution is the NN Theatre which deals with a lot of aspects of Lublin heritage preservation, concentrating in a special way on Jewish heritage. This field of interest makes that works of the NN Theatre concentrate in material and immaterial dimension in the area of Lublin Midtown, where Jewish population inhabited.

For the works connected with the programs of heritage use, a special usefulness may have archival and documentation collections gathered in the NN Theatre.

Heritage protection is also a subject of scientific, expert and didactic interests in various aspects at a couple of Lublin Universities. A qualified group of architects and engineers of building industry, who deal with protection and restoration of monuments, is employed in the Building Industry and Architecture Department of Lublin University of Technology. The landscape protection issues are the subjects of work of a specialists group at the Catholic University of Lublin (landscape architecture) and at the University of Natural Sciences (landscape architecture). Then, regional planning is carried out at the Maria Curie-Skłodowska University.

The actions of services and institutions dealing with heritage protection are fulfilled with social initiatives in more and more significant way. Important and visible actions are undertaken for example by the Space Culture Forum and, working with the Mayor, the Space Culture Council. It is a group which makes efforts to disseminate the models of space culture, primarily by promotional, educational, activating actions. A similar character is specific for the more and more important movement called the Bicycle Agreement working for Lublin adjustment to the needs of bicycle traffic. Proceedings of this type of organizations and groups are more and more meaningful for organization and maintenance of traditional spaces of the city.

CONCLUSIONS AND COMMENTS

It is necessary to specify reasonably the competencies of respective restoration services dealing with heritage of Lublin. It is necessary to define the powers of individual rational conservation services dealing with the heritage of Lublin.

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The creation of the Integrated Strategy of Cultural and Natural Heritage Management of Lublin is substantiated. Creation of such strategy is possible with the aid of a mutual methodology - the landscape approach, which makes the possibility of a holistic include of natural and cultural heritage resource. It is consistent with a contemporary approach to environment, its protection and development.

Justified is the extension of the Paper for Revitalization, created within the structure of the Municipality of Lublin. The staff potential of this unit has to enable planning and coordination of revitalization proceedings which should be the basis of historic and traditional areas modernization.

At the same time, it is justified to carry out the analysis of whether - in the wake of a number of different cities realizing revitalization program - one shouldn't create a unit working out of the MU of Lublin structure for conducting a revitalization program.

Financing of cultural heritage conservation in Lublin

The financing system of conservation of cultural heritage in Lublin comprises a number of elements, which results from the specifics of the national system. The basis for the systemic financing of cultural monuments conservation in Poland is provided from public money.

The law allows for awarding direct grants for targeted projects from national cultural budget, both on national and provincial level. The grants awarded by the Minister of Culture and National Heritage are allocated through operation programmes of by the Regional Conservator of Monuments.

Work on the monuments that are on the heritage list can be subsidised by the local government units of all levels in a manner established by that authority.

Monument conservation can also be co-financed from the European Union funds on national as well as regional level.

In the recent period EU grants were the greatest source of funds for work on historical monuments and for so called revitalization activities (Tab.2.)

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Table 2. Register of activities co-financed from UE grants in the years 2007-2013

INSTITUTION		PROJECT	BUDGET (PLN)	GRANT (PLN)	IMPLEMENTATION
1	Dominican Monastery in Lublin	A monastery in the heart of the city - 2 nd stage of the renovation of the Dominican Monastery in Lublin	13,975,820,30	8,577,586,15	01 April 2010 -30 October 2012
2	Lublin Museum in Lublin	Conservation of Lublin's most valuable monuments - the Chapel of the Holy Trinity and the buildings on the castle hill and Krakowska Gate	14,073,761,06	8,284,985,05	01 April 2010 -31 December 2012
3	Parish of Our Lady Help of Christians in Lublin	Renovation of the Silesian church of Our Lady Help of Christians in Lublin - a precious monument of Lublin renaissance.	3,294,723,48	2,306,306,43	15 April 2010 -30 November 2011
4	City of Lublin	Renovation of the renaissance "The Fortuna Cellar" ("Piwnica pod Fortuną") with the use of innovative multimedia	3,246,800,01	2,272,760,00	15 September 2010 -10 June 2011
5	Open Air Village Museum in Lublin	Provincial Town of Central Europe in Lublin Open Air Village Museum - 1st stage	13,172,260,17	7,557,854,19	
6	Lublin Municipality	Saski Garden (Ogród Saski)	12,720,063,51	7,355,348,65	2 July 2009 -31 December 2013
7	Lublin Municipality	Teatr Stary	24,893,218,95	18,556,496,04	1 January 2007 -31 October 2012

In the forthcoming programming period a continuation of such investments aimed at restoration of monumental buildings is planned. Among them there are grants meant to co-finance the Open Air Village Museum in Lublin (2nd stage), Osterwa Theatre, Museum in the Castle.

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The grants awarded by the Minister of Culture and National Heritage endorsed by the Regional Conservator of Monuments are another way of monuments conservation funding. They can be awarded to fund a wide variety of works on historical objects - those which are in the planning phase and finished ones, in a form of a refund of incurred costs. General grants are awarded to cover up to 50% of incurred costs in case of objects from the monument register (in case of a monument of exceptional value the grant can cover up to 100% of costs).

Grants awarded from the funds of Municipal Office are another way to support the renovation of monuments²⁸. Such grants are regularly awarded by the Municipal Office for several years now. The amount of the subsidy is settled in the annual budget of the city and in the recent years it fluctuates around 700 thousand zlotys.

The grants are awarded mainly for conservation work, and the amount of the subsidy is determined individually and can reach up to 90% of the value of the investment.

To sum up the issues concerning monument conservation funding it is necessary to stress out the fundamental principle in the Polish law - the responsibility for monuments maintenance is lies with the owners. It means that the owners have to finance the monuments from their own funds - with the existing ownership structure these are the funds of individuals, institutions and companies. The scale of these expenditures is unknown - there are no estimates of such expenditures in Lublin.

CONCLUSIONS AND COMMENTS

The existing forms of monuments protection (regardless of their sources) are insufficient. They don't allow to maintain the historical objects in decent technical condition (a huge 'renovation gap'). Public subsidies do not create a system allowing to fulfill the conservation policy (developing the condition of heritage resources), mainly because their small scale.

The system of financial allowances which should also be an instrument of the Municipal Office policy

²⁸ Information on the grants awarded by the Lublin Municipality: <http://www.um.lublin.pl/um/index.php?t=200&id=120814>

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to develop the condition of heritage resources, should be assessed as insufficient.

An analysis of financial needs for heritage protection should be carried out and a system that provides the subsidies should be created.

Planned activities concerning protection of monuments

For a few decades now there have been various activities taken up: renovation, conservation, adaptation, modernization etc. of the monuments in Lublin. Their nature, quality, scope, conservation correctness varied a great deal. The works were focused on certain groups of objects which had special value (The Old Town), had privileges functions (e.g. sacral objects) or needed to ensure continuity of service (e.g. public buildings). These factors are the determinants of monument maintenance and are not subject to change.

In the recent years a complex plan of works was constructed in which the heritage resources was treated as a whole (area-oriented not object-oriented). What is more, the plan was not confined to certain ownership forms. Such approach to this problem is possible within the revitalization format.

In Lublin, like in many other Polish cities, a revitalization programme had been developed. The latest version of this programme was adopted as a resolution of the City Council in 2009²⁹.

Though the programme has some setbacks that are distinctive of the revitalization programmes in Polish cities. Firstly, it covers too many areas. Post-war housing areas were added to the previously defined areas. After these amendments the territories for revitalization cover the area of 3,958 ha, which is approx. 27% of the whole area of the city. It has almost 200,000 inhabitants, which is as much as 57% of the total inhabitants number. It means that special actions of intensive and comprehensive nature that are the core of revitalization simply cannot be taken up in such a large scale.

This main drawback of the adopted programme is even bigger because of the lack of other

²⁹ *Lublin Revitalisation Programme* (Addendum no 1 to the Resolution No 752/XXXIII/2009 of the City Council of Lublin from 18 June 2009) - adoption of this resolution overrode all the previous resolutions on revitalization programmes from the years 2005, 2006, 2007

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actions that are determinant for revitalization. The subsidies were not sufficient, the planned organization activities were not adopted and the planned project activities were not taken up³⁰.

Despite of these drawbacks, which were symptomatic for this stage of revitalization programmes in Poland, the Lublin programme has a number useful elements. This refers in particular to analyses and statistical information on individual areas. Part of them is still relevant today and can be used as a base of further activities in this field.

There is no doubt that the format of revitalization is still best suited for the realization of national heritage management strategy for the area of Historical Lublin.

In addition it is worth to mention, there are ongoing conceptual and project works in Lublin including several places with important historical and functional values. They include, among others, the area of Pozdamcze, Królewski Staw and Litewski Place, area of the main train station, so called Rusalka Park as well as the Start and Lublinianka stadium. All of these areas should be incorporated in the city's overall development plan.

4.3. The characteristics of other conditions defining the heritage resources of Lublin.

Activities concerning the monuments are conditioned by a number of factors. The key factors are: the type of ownership, technical condition of the resources, state of its development to date.

³⁰ Detailed evaluation of the programme is being made by order of the Office of the City Conservator of Monuments (OCCM) - "Evaluation of the Revitalisation Programme. For the districts Stare Miasto (The Old Town) and Śródmieście in Lublin as part of the European programme - User - changes and conflicts in public areas utilization". 1st stage, Cracow 2014

CULTURAL HERITAGE MANAGEMENT STRATEGY

The type of ownership of monuments in Lublin

Most of the buildings forming the heritage resources are owned by private individuals. The Lublin commune owns 51 objects that are in the monuments register out of the total number of 177 buildings recorded. A small number of objects is owned by the provincial authorities. There is a relatively large number of monuments owned by religious associations with the majority in the Catholic Church's hands (77 objects out of 88 buildings recorded).

The structure of ownership of all monuments (2 021 objects) by category in the municipal monument register is shown in Table 3. (prepared by the OCCM).

Table 3. The structure of ownership of monuments in Lublin

MUNICIPAL MONUMENT REGISTER							
Ownership	Provincial Monument Register		President's Indications		Lublin province monument register		Share in total number
	pc.	%	pc.	%	pc.	%	%
Municipality	75	3.70	100	4.94	59	2.92	14.5
Urban county	3	0.15	5	0.24	0	0	0.4
Province Government	9	0.44	11	0.54	6	0.3	1.29
State Treasury	94	4.65	56	2.77	119	5.89	13.31
Church together with Jewish Community	38 (in this number Catholic Church - 35)	1.88	38 (in this number Catholic Church - 38)	1.88	88 (in this number Catholic Church - 77)	4.35	8.11 (in this number Catholic Church - 7,4)
Private	228	11.3	673	33.30	235	11.63	56.21
Mixed	19	0.94	60	2.97	32	1.58	5.5
Other	7	0.34	33	1.63	33	1.63	3.6
TOTAL	473	23.4	976	48.3	572	28.3	100

CULTURAL HERITAGE MANAGEMENT STRATEGY

Technical condition of the monuments in Lublin

There are no comprehensive studies on the technical condition of monumental buildings in Lublin. First and foremost, there is no methodology for comprehensive evaluation of the monuments' technical condition in Polish cities. Developing a methodology based on indicators and not detailed assessment of all objects is an urgent task for Lublin as much as for other cities.

Naturally, many of the monuments have individual evaluations of their technical condition. In case of many groups of buildings these evaluations are part of a monitoring system, as they are made according to adopted procedures and in regular time intervals. It happens in case of periodic technical condition controls - property managers have to fill so called Building Log Book, also in case of monumental buildings. These controls are limited to certain features and they do not include those features which are essential for conservation of monument value. Furthermore, there is no overall synthesis of the control results.

In practice the conservatory and technical evaluation of the monuments' condition is made in connection to the renovation work, in case of both public and private buildings. It means that the evaluation is not directly connected with the perspective of being awarded a grant for renovation and conservation work - they are individual and do not show a comprehensive picture of the monuments' condition.

Lacking an overall evaluation of the condition of the heritage resources only an estimation based on analogies can be made. When the Report on the cultural heritage protection system in Poland after 1989³¹ was created and overall evaluation was made. According to this report only 9% of monumental buildings in Poland did not require any conservation work. 36% of Polish monuments required minor works, 19% of them needed protective renovation works and as much as 23% of the buildings required extensive redecoration. It can be assumed that the condition of Lublin's monuments does not differ a lot from the mentioned statistics.

³¹ Information was given in the *Report on the cultural heritage protection system in Poland after 1989*, created for the Polish Culture Congress, National Cultural Centre, Warsaw 2009, pp. 91-95

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CONCLUSIONS AND COMMENTS

It is necessary to prepare a comprehensive evaluation of the technical condition of Lublin's monuments (with help of methodology using indicators).

The evaluation of technical condition of all the resources is necessary to plan the amount of subsidies, the scope of the works, and the schedule of renovation and conservation works as a part of the strategy implementation.

The evaluation also conditions the possibility to use (adapt) the resources and to plan the functioning of the Historical Lublin (as complex).

Development of the monuments in Lublin

The state of development is another feature of the heritage resources in Lublin. There were no overall analysis concerning this issue. According to law the development and use of particular buildings is left to their owners and users. The conservation and preservation authorities do not interfere with the development and use unless it highly endangers the values of the monument.

It can, however, be generally stated that the significant majority of the buildings is utilized. It can be also stated that the character of their use (function) determines the maintenance standard of these buildings. Generally the public buildings (administration, education, cultural institutions, health service) are in good or satisfactory technical condition. Especially in the recent years there was much of renovation work done, together with adaptations and modernizations of monumental buildings. The evaluation also includes sacral buildings that, in many cases, serve the initial purpose.

Most of the residential buildings are still used according to their primary function as well. It doesn't mean, however, that their condition is satisfactory. The sources of this condition are the long standing renovation negligence, non-effective types of ownership and the level of rents.

The post-industrial buildings in Lublin are in the worst position. They are mostly unused or used in a way that does not allow preserving their historical values. There is no overall concept and subsidies for development of this group of monuments.

CULTURAL HERITAGE MANAGEMENT STRATEGY

To sum up, it can be assumed that the decisive factors that influence the development and maintenance state are the Threats defined in the SWOT analysis in the Provincial Monument Care Programme (p. 75).

- *insufficient financing of the activities on cultural landscape and monument protection,*
- *insufficient number of mechanisms to promote the activities on monument protection, conservation, restoration and care,*
- *insufficient education on cultural resources value awareness and possibilities to use them,*
- *lack of comprehensive and consistent policy on cultural landscape protection on particular administration levels,*
- *lack of possibilities to execute the law concerning monument protection and care by administrative authorities,*
- *development of investments in the areas of cities, towns and villages interfering with the historical urban layouts what worries the restorers.*

CULTURAL HERITAGE MANAGEMENT STRATEGY

Table 4. SWOT Analysis /prepared by the OCCM/

STRENGTHS S

S1 - original touristic values of a historical city like Lublin
S2 - rich historical traditions of the city as an administrative, scientific and trade center
S3 - recognition of the cultural heritage value of Lublin
S4 - highest position in the region's special structure
S5 - professional knowledge
S6 - initiation of the organizational structure of self-governmental conservation service
S7 - growing interest in history by the inhabitants
S8 - attempts at developing the city management methods
S9 - development of cycling routes
S10 - growing tourist service infrastructure (hotels, hostels etc.)
S11 - increase of demand for growth of local communities' participation in city and district management

WEAKNESSES W

W1 - underestimation and disregard of the role of cultural heritage in present-day development of the city
W2 - lack of vision of sustainable development of the city with the appropriate role of cultural heritage
W3 - dispersion of strengths and resources
W4 - lack of analysis of the processes ongoing within the cultural resources of the city
W5 - lack of indexation of the heritage resources and their components
W6 - lack of planned activities (poor management)
W7 - physical degradation of the heritage
W8 - lack of care for authenticity and integrity of the heritage resources
W9 - lack of care for quality of common spaces, also in the protected areas
W10 - slow speed of restoration processes
W11 - lack of heritage management tools (local spatial management plan, cultural park, solutions for renovation grant awarding based on criteria and adequate to the needs)
W12 - sectoral heritage management
W13 - increasing disintegration of cultural landscape
W14 - not enough weight attached to proper protection and shaping visual appearance of historical city (protection of panoramas and prospects that are the landscape record of Lublin's identity)
W15 - inability to use of organizational resources and incompetence in their management
W16 - underestimation and degradation of cultural heritage values in the areas of former historical units (e.g. districts) that were incorporated into the city during its historical growth
W17 - perception that "new" is more valuable than "old", shaped by the post-war propaganda
W18 - weak cooperation with the central conservation authorities: lack of mutual strategy and programme of activities
W19 - monitoring of heritage resources and processes on a low level
W20 - lack of marketing approach to the heritage issues
W21 - lack of monument protection programme

CULTURAL HERITAGE MANAGEMENT STRATEGY

OPPORTUNITIES O

O1 - Taking up activities to develop and implement an integrated heritage management plan
O2 - advantageous geographical location in the region
O3 - preparation of a vision of sustainable development of Lublin paying regard to the adequate role of cultural heritage
O4 - improvement of heritage management system
O5 - rich cultural offer
O6 - international partnership cooperation
O7 - development of the road network
O8 - creation of the airport
O9 - adoption of so called landscape act
O10 - adoption of the act about the National Fund for Restoration of Historical Cities
O11 - in a multi-annual perspective - changes of perception of the load on historical buildings gathered within the borders of Śródmieście and Stare Miasto protection, in connection with the construction of the city bypass, and the urbanistic consequences of their function change (informal expansion of the city borders)

THREATS T

T1 - the ongoing process of poorly managed city urbanization
T2 - lack of a dialogue between the generations
T3 - insufficient knowledge on the heritage
T4 - insufficient level of awareness and needs
T5 - the ongoing process of decapitalisation of heritage resources due to long-term negligence
T6 - lack of the sense of the bond with tradition and history of the place
T7 - disregard for the heritage components and destructive forms of their utilization
T8 - ideas and realizations inconsistent with the requirements and conditions of protection, destructing the authenticity of monuments and integrity of historical complexes
T9 - issues with ownership regulation
T10 - lack of professional help
T11 - lack of funds
T12 - lack of systematic solutions for financing the heritage protection processes
T13 - insufficient level of special planning
T14 - lack of city development vision and definition of the heritage role in this development
T15 - lack of systemic and organizational solutions that match the heritage protection needs
T16 - lack of panoramic (so context-based) vision of the heritage protection
T17 - underestimation of the role and potential of heritage to the development of the city
T18 - lack of heritage planning
T19 - unfavorable change of international situation
T20 - lack of legal regulations giving the municipality the competences to form the local regulations for smaller problems of space-shaping (financial issues - concerning the grants, planning issues - concerning advertising or activities within the road strips /vide - summer gardens, their organization, road strip occupation price flexibility, fast reaction to illegal activities/
T21 - capital pressure not balanced by the public authorities
T22 - poor legal culture (weak construction supervision, lack of law enforcement)
T23 - social tolerance of low quality space and its appropriation

5. Conceptualisation of the mission, vision, areas and aims of the strategy

The city heritage management strategy - just like other documents of this type - should be formulated by defining in turn: the mission, vision, areas of strategic aims and activities, that the strategies should realize.

In case of Lublin heritage management strategy, mission - as a most general and programmatic element - has been formulated by the Office of the City Conservator of Monuments. All the other elements are a development of this one.

5.1. Mission

The mission of the Lublin Municipality is to make the Lublin's cultural heritage the pride of Lublin's current as well as future inhabitants by shaping the modern city in which references to the past are playing a key role in the present.

- *Lublin Municipality professionally and carefully plans the cultural heritage left by past generations, with a deep understanding of the planning as the proper change control management and cultural heritage processes management*
- *Lublin Municipality treats the cultural heritage and its use as a vital and integral element of modern Lublin's growth in the conditions of sustainable development.*
- *Lublin Municipality uses the cultural values and identity features of the city, its*

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authenticity, uniqueness, competitiveness and the inspirational character of its heritage to build the future of the present inhabitants and next generations.

- *Lublin Municipality uses the cultural values and identity features of the city, its authenticity, uniqueness, competitiveness and the inspirational character of its heritage to build the future of the present inhabitants and next generations.*
- *Lublin Municipality is an institution that guards its impeccable reputation and ethics. In its strategy the Municipality follows the responsibility for the entrusted cultural heritage, taking in consideration the public interest by extensive cooperation with those interested.*

5.2. Vision

Considering Lublin's development potential (especially the value, size and character of the heritage resources) and current tendencies of urban development (especially growth based on existing resources and evaluation of needs and perspectives) the strategic vision of development and functioning of the city can be described as follows.

- Lublin is a modern city and its development is based on maximal use of modern possibilities and the capital of heritage (and tradition)
- Lublin is a city that maintains a clear identity, built on a long history, of which the most important backrest is protected rich heritage (tangible and intangible).
- Lublin is a city that protects its heritage resources as much as possible, keeping it variety, representative nature, authenticity and integrity.
- Lublin's functioning and development is based on effective use of existing potential (especially the heritage resources), according to sustainable development principles and by keeping the preservation of order (spacial, easthetic, functional etc.).

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- Lublin is a historical city which functioning and growth is directed to creation of conditions for fulfilment of overall needs of its inhabitants (housing, culture, transportation, services, leisure and recreation) on the highest possible level.
- *Historical Lublin (the area of traditional and monumental buildings) is the most important and representative public area of the city, crucial for its image and identity, serving the housing, cultural, administrative and service functions.*

5.3 Areas of the realization of the strategy

Realization of the strategy requires a large number of activities carried out in different areas. They will include i.a. spatial development, administration, investments (of various type and scale), organization, planning, funding, education, promotion.

From an overall perspective, all these activities can be reduced to three areas in which the strategy will be implemented;

- **Planning**
- **Systems**
- **Investments**

Planning

The area of "Planning" includes research, formulation of concepts and plans (planning documents) for all major areas within which the strategy will be realized. Planning also includes the formulation of concepts for the functioning of the particular fields (area SYSTEMS).

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Systems

The area of "Systems" includes the establishment of systems that enable the protection and use of historical heritage creating Historical Lublin. Establishment of systems also includes providing them with sustainable basis for the long-term functioning (organizational, legislative, financial, human resources, etc.).

Investments

The area of "Investments" includes investments directly related to the heritage protection, and investments that serve the functioning of the Historical Lublin area.

The investments mainly include monuments, regeneration programs, new facilities, infrastructure.

Conclusions and comments

Planning is treated as a static element – it ends up with creation of formulation

The system is treated as a dynamic element that functions and adapts in a longer period of time.

Planning is to develop a specific idea, the system serves to create conditions for its realization.

5.4. Strategic and detailed objectives

Defining areas of the strategy management of cultural heritage of Lublin allows to formulate strategic and detailed objectives.

The areas, strategic and detailed objectives should be complementary. Their total realization is to realize the Vision (subsection.5.2), particularly in relation to the protection and use of the heritage of Lublin.

Defining areas of the strategy management of cultural heritage of Lublin allows to formulate strategic and detailed objectives.

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The areas, strategic and detailed objectives should be complementary. Their total realization is to realize the Vision (subsection.5.2), particularly in relation to the protection and use of the heritage of Lublin.

Table 5. Strategic objectives

AREA	STRATEGIC OBJECTIVES
PLANNING	Creation of the full extent of planning studies for the protection and use of the historical heritage of Lublin.
SYSTEMS	Creation of management and support systems for the protection of the heritage and development of the city.
INVESTMENTS	Realization of infrastructure and public investments for the strategy of Historical Lublin.

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Table 6. Areas, strategic and detailed objectives of management of cultural heritage

PLANNING	S P E C I F I C T A R G E T S	1. Creation of the full extent of planning studies for the protection and use of the historical heritage of Lublin			
		1.1	Formulation of conceptions, and Lublin spatial development and economic plan in the long-term perspective in which function and form of protection of Historical Lublin (historic and traditional areas) will be determined.		
		1.2	Diagnosis, inventory, valorization, assessment of technical condition and formulation of conception and plan of protection, and contemporary use of the resource of Lublin heritage. /i.a. plans of cultural parks/		
		1.3	Formulation of conceptions and documentation for urban investments connected with realization of the strategy.		
		2. Creation of management and support systems for the protection of the heritage and development of the city.			
		SYSTEMS	S P E C I F I C	2.1	Improving of the system of heritage protection, which is to enable the protection of the greatest part of the resource of Lublin heritage (tangible and intangible).
				2.2	Establishment of a system of use of heritage resource as a basis for the modern functioning and development of Lublin (housing, economy, tourism, public space, transport and communication, etc).

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- 2.3 Establishment of a system that allows (provides with) the broad participation of stakeholders in the protection and contemporary usage of heritage.

- 2.4 Establishment of a system that will consolidate the identity and image of Lublin (as a city that combines contemporary development opportunities and protection of heritage). /promotion, education, cultural activities, cultural events (recurring events)/

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2. Realization of infrastructure and public investments for the strategy of Historical Lublin

INVESTMENTS

- 3.1 Realization of the investments related to the protection and use of the Historical Heritage of Lublin (not only in the area of Historical Lublin).
/i.a. investments associated with maintenance and renovation of monuments, public spaces of Historical Lublin/revitalization of Podzamcze, Railway Station area, PlacLitewski, selected pedestrian areas/
- 3.2 The realization of new public investment (eg. Theatre) in order to improve functioning of Historical Lublin; armament of investment territories in Historical Lublin area.

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CULTURAL HERITAGE MANAGEMENT STRATEGY

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3.3

The realization of infrastructure investments in Historical Lublin area (communications solutions, installations, pavements, car parks, advertisements).

CONCLUSIONS AND COMMENTS

All the objectives set out in the individual areas are welded - their realization is conjoined and conditioned. However, it is necessary to establish a schedule for their implementation.

The realization of all the objectives creates, but is also conditioned by, so-called, synergetic effect.

6. Realization of the strategy – activities

The comprehensive program for the protection, care and use of the heritage of Lublin included in the Strategy should be based on EU funds.

Within the established period of the strategy realization – years 2014-2020, it will be possible to acquire a very substantial European funds (national and regional) for the implementation of various works for the protection, modernization, use of historic and traditional buildings and areas. The activities to realize the strategies of the management of Lublin heritage can be implemented thanks to these funds.

The use of EU grants for the purpose of revitalization activities in the area of Historical Lublin is all the more realistic if we take into consideration that one of the priorities in the current period of programming is revitalization of the city. The possibility to obtain European funds for these purposes will not be repeated in the near future, so it must be used.

The condition under which it is possible to obtain substantial amount of grants from EU programs is the use of heritage as an element that serves modern functioning and development of cities, and realization of widely understood social, cultural, economic, ecologic (etc.) objectives. Therefore, the protection of heritage should not be defined as final and isolated target in the activities set out in the strategy.

The use of EU funds for the implementation of the strategy is all the more justified that in the previous programming period there has already been made a number of public investments in Lublin (road infrastructure, public buildings, renovations of historic

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buildings, revitalization of the park). Therefore, some of the needs were accomplished, comprehensive experience has been gained, which is the base for the continuation of such activities.

6.1. Activities undertaken in the area of 'Planning'

In the Planning area the following will be realized 1. Strategic objective: **Creation of the full extent of planning studies for the protection and use of the historical heritage of Lublin**, that includes detailed objectives and activities.

Within the detailed objective **1.1 Formulation of conceptions, and Lublin spatial development and economic plan in the long-term perspective in which function and form of protection of Historical Lublin (historic and traditional areas)** it is necessary to take the following actions in the "Planning" area:

1.1.1 Vision of the development of Lublin

The formulation of a prospective vision of the development of Lublin that takes into account the possible directions of development and conclusions resulting with regard to spatial development (based on the adopted planning documents, development forecasts and plans of spatial development of Lublin).

/It should be emphasized that any vision of the development of Lublin should include the heritage protection issues as an integral part due to the fact that the protection of cultural heritage (heritage management) is closely linked with other areas to be taken into account in shaping of the strategy./

1.1.2 Plan of spatial development of Lublin

The formulation of a prospective plan of spatial development of Lublin that takes

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into account planned investments of Lublin, especially the construction of the ring road. The vision should take into account the establishment of the boundaries of the Historical Lublin and its consequences, namely communication and functional solutions, and recreational areas.

/Plan of spatial development of Lublin can be developed in the Study of conditions and directions of development of Lublin. The new version of the document is being developed by the Department of Planning UM. However, the integration of visions and actions set out in this strategy is necessary in the prepared Study - protection and use of heritage cannot be treated as an autonomic issue of conservation services./

1.1.3 Local plans of spatial development

The formulation of spatial development plans for Historical Lublin.

/Due to the fact that the process of preparation of local spatial development plans is long-term, it is reasoned to set the priorities. In the first place it is necessary to carry out zoning for the areas of minimum record of monuments:

- 1. For Old Town and Downtown of Lublin with the borders of, so called, nature protection appropriately delimited for them, especially for the area of Historic Monument,*
- 2. For the area of the former Jewish commentary and the Białkowska Mountain./*

1.1.4 Program of revitalization of Historical Lublin

The formulation of the revitalization program covering the entire area of Historical Lublin, that will cover all aspects of its functioning - substantive, organizational, legal, financial, schedule, staging, etc.

The program should delimit the entire areas into smaller units of execution.

/It is necessary to consider the legitimacy of formulation of supplementary plans of rehabilitation and reconstruction programs in areas that are important for the protection of heritage but are not monuments itself./

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1.1.5 Program of the preparation of Cultural Park

The formulation of a plan of Cultural Park creation which in the most modest version should include the area of Historical Monument, with an adequate spatial context. However, it is reasonable to extend the project also to the protection of Old Town and Downtown of Lublin listed in the register (and/or creation of Cultural Parks according to regional care program and spatial development plan of the Lubelskie province – Głuska and Podzamcze area facing al. Unii Lubelskiej)

Within the detailed objective **1.2 Diagnosis, inventory, valorization, assessment of technical condition and formulation of conception and plan of protection, and contemporary use of the resource of Lublin heritage**, that refer to heritage in “Planning” area it is necessary to take the following actions:

1.2.1 Identification of the resource

Full and comprehensive verification (identification) of the historic resource, based on the resource included in the statutory forms of protection and contemporary theory of conservation i.a. verification of studies (Protection of Cultural Environment [in:] Study of conditions and directions of development of Lublin, Lublin 2000), where objects and areas that have historical value were analyzed and identified, and, therefore, can be considered as heritage.

/1. The starting point should be the verification of the Communal Register of Historic Monuments and the additional identification of a new resource – resulting from the contemporary theory of conservation.

2. The formulation of cultural report (or of cultural reports for separate units or groups of historical units) understood as a report concerning the structure, condition, quality and functioning (processes, changes, risks, etc.) of cultural environment or cultural heritage, with reference to ecophysiological studies./

The identified heritage resource should precisely define Historic Lublin.

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1.2.2 Valorization of the resource

Identified resource (that creates Historic Lublin) should be valorized; valorization should be the basis for determining the form and scope of protection (and transformations), provide the basis for determining the conservation guidelines for individual objects and areas.

1.2.3 Specification of the resource's technical condition

Identified and valorized resource should be evaluated in respect of its technical condition. The needs of renovation, modernization and adaptation (including the assessment of the value) should be determined. Assessment should involve the objects (renovation needs), and the historic areas (revitalization needs).

/With reference to the resource owned by commune or The State Treasury (which the President of the city is responsible for) such assessment can be direct. With reference to other properties, the assessment cannot be funded by the Commune. It would be financing needs of private entities with use of public funds. The Commune may, however, create i.e. an encouragement program, using the opportunities offered by the law of the conservation and care of monuments, that is, through a grant to works in favor of a monument listed in the register of monuments (art. 81)./

1.2.4 Specification of the program of protection and utilization of the resource

The protection program for an identified, valorized and assessed with regard to its technical condition resource should be created. The scope of protection and proper forms of modern use should be established, i.a. supplementation of the register and record, creation of Cultural Parks.

/ It is also justified to define the functional vision of the areas (with the program of functional division of the entire city)./

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Conclusions and comments

The model formulation that show how to perform such analysis (i.e. for the area of Historical Monument) should be prepared.

Within the detailed objective **1.3 Formulation of conceptions and documentation for urban investments connected with realization of the strategy** it is necessary to take i.a. the following actions in the "Planning" area:

1.3.1 Plan of renovations

The formulation of a comprehensive plan of renovation of public buildings (with the emphasis on historic buildings) in the area of Historical Lublin.

1.3.2 Documentation of infrastructure investments

The formulation of documentation of investments (renovations and new investments) in the structure of the area of Historical Lublin (communication, roads and car parks, networks, utility services).

1.3.3 Plan of renovation of residential historical buildings

The formulation of the conception and model documentation for the renovations of residential buildings, with special regard to conservation, technical and functional aspects (with the use of documentation formulated within the students' work and research carried out by universities in Lublin).

1.3.4 Plans of management of historic building

Plans should have a working document nature and will be developed separately for the most important objects and entire typological groups of objects.

6.2. Activities undertaken in the area of 'Systems'

The activities planned within the strategy, and undertaken in the area of "systems" are focused on the historic resource of Historical Lublin. The main purpose and idea of these activities is to create a comprehensive system of heritage protection. It involves the transition from passive conservational protection (that is, expert identification of objects and areas that have historical value) to model of active protection.

Of course, model (system) aims at protection of registered objects and areas. At the same time, however, it assumes activities in many areas, which use, support, promote, and moderate heritage protection. In practice, this model consists of several complementary systems.

In the "Systems" area there will be realized 2. Strategic objective: **Creation of management and support systems for the protection of the heritage and development of the city**, that includes following detailed objectives and activities.

Realization of detailed objective **2.1 Improving of the system of heritage protection, which is to enable the protection of the greatest part of the resource of Lublin heritage (tangible and intangible)** require, among all, the following actions:

2.1.1 The system of cooperation of entities involved in heritage protection

Establishment of a system of cooperation (preceded by rearrangement of relations and rational division of powers) between the entities responsible for Lublin's heritage protection (Provincial Monument Conservator, BMKZ, particular departments of UM Lublin).

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The system should also involve the entities responsible for nature conservancy – ultimately the protection of natural and cultural resources should be realized within a coordinated system.

2.1.2 The Committee for Heritage Protection

Establishment of The Committee for Heritage Protection which will provide substantive support for the implementation of the strategy, and will be allowed to state their opinion on activities connected with it (i.e. policy of division of municipal funds for heritage protection purposes).

2.1.3 The system of financial support for heritage protection

Establishment of a sustainable system of financial support for the activities aimed at heritage protection (i.a. system of direct municipal funds, partial exemption from municipal taxes and charges)

2.1.4 The system of administrative and substantive support for heritage protection

Establishment of a system of administrative and documentation support for activities related to historic buildings (substantive help in the planning of renovations and maintenance works, model documentations, and others).

2.1.5 The system of monitoring of activities related to the management of cultural heritage

Establishment of a system to monitor and evaluate the realization process of the city's cultural heritage management by defining metrics and measurable indicators of accomplishment of objectives listed in the strategy, such as: the amount of financial expenses, the number of objects that undergo renovation, the number of new parking slots, the change in the number of residents in the given area, and others.

Realization of detailed objective **2.2 Establishment of a system of use of heritage resource as a basis for the modern functioning and development of Lublin**

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(housing, economy, tourism, public space, transport and communication, etc), require, among all, the following actions:

2.2.1 The support system for business, commercial and cultural activity, and for the housing industry

Establishment of a support system for business, commercial and cultural activity, and for the housing industry, etc., which is taken on the basis of heritage, particularly in the area of Historical Lublin.

2.2.2 The system of utility services

Establishment of a system of utility services appropriate for the nature of Historical Lublin (communications system - restrictions, public transport, utility services - garbage, parking system for residents and visitors, the development of cycling – rental companies, etc).

2.2.3 The support system of municipal resources of real estates

Establishment of a support system for improving the technical, functional and aesthetic condition (alternatively, the change of the ownership status) of municipal resources of real estates in the area of Historical Lublin in order to increase the attractiveness of the area (with the assumption of the phenomenon of gentrification - the social and physical regeneration of urban areas).

2.2.4 Undertaking of the projects that enable the creation of work places associated with the care of monuments

Creation of works places will take place in all three areas of heritage management strategy.

Realization of detailed objective **2.3 Establishment of a system that allows (provides with) the broad participation of stakeholders in the protection and contemporary usage of heritage,** require, among all, the following actions:

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2.3.1 The system of contacts between stakeholders and entities responsible for realization of the strategy

Creation of a system (based on work positions) allowing a wider stakeholders' contact with entities responsible for realization of the strategy (creation of posts modeled on the, so-called, Planning Officer in the British system of local government; there is precedent for the position of "cycling officer" in the UM Lublin).

2.3.2 The system of public consultations

Creation of a system of public consultation (covering a wide group of stakeholders) that will provide diagnosis of needs, limitations, and potential conflicts.

Realization of detailed objective **2.4 Establishment of a system that will consolidate the identity and image of Lublin (as a city that combines contemporary development opportunities and protection of heritage)**, require, among all, the following actions involving promotion, education, cultural activity (recurring events). The most necessary is:

2.4.1 The system of social communication

Establishment of a system of permanent cooperation with the local media which aims at presenting the strategies and actions for its realization (especially, assumed effects, explanation of constraints, launching of new initiatives) using all the tools of modern information technology.

2.4.2 The system of organization and support of cultural, educational and economic activities

Establishment of a system of organization and support of cultural, educational, and economic activities, etc, that use and promote using of heritage and functioning of Historical Lublin as a place for these events (Historical Lublin's promotion agency).

6.3. Activities undertaken in the area of 'Investments'

The actions undertaken in this area are aimed at the realization of a number of investments that will directly improve the technical condition and the possibility of using part of the historic resource. The second area of investments is to increase the possibility of functioning of Historical Lublin - investments in infrastructure. The third area are, so called, new investments, which consist in supplementation of the historical space with objects that raise the possibility of its use and functioning.

/Examples of objects and areas listed in the "Investments" include various forms of ownership. Expenditures for the realization of the investments can generally bear by owners of the buildings – i.e. the commune of Lublin can fund works connected with its ownership. The comprehensive nature of the strategy, however, requires specification of all types of investments, regardless of the form of ownership and possible sources of funding/.

In the "Investments" area there will be realized **3. Strategic objective: Realization of infrastructure and public investments for the strategy of Historical Lublin**, that includes the following detailed objectives and activities.

Realization of detailed objective **3.1 The investments related to the protection and use of the Historical Heritage of Lublin**, will require, first of all, the following actions:

3.1.1 Revitalization and development of public spaces

Large investment projects covering comprehensive revitalization and development of the, so-called, public spaces of Historical Lublin – i.a. Podzamcze, Railway Station area (along with the construction of a new communicational hub), Plac Litewski,

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significant historic buildings (i.e. ZamekLubelski, Teatrim. J. Osterwy – and pedestrian area)

/investments can be implemented not only in the area of Historical Lublin/

3.1.2 Renovations and maintenance of historic buildings

Investments related to repairs and maintenance of historic buildings (in residential area) in Historical Lublin (investments realized within the Revitalisation Programme).

Realization of detailed objective **3.2 The new public investment in order to improve functioning of Historical Lublin** will require the following actions:

3.2.1 Public buildings and cultural institutions

Investments in public buildings and cultural institutions (Philharmonics, Infrastructure of Museum in Majdanek, Small Town in the Open Air Museum – II stage of extension, development and revitalization of Park Ludowy, Start Stadium, buildings of UM, of Urząd Marszałkowski, etc.)

3.2.2 Shopping-service centers

Building of shopping-service centers in the area of Historical Lublin (i.a. Alchemia, PDT) that increase the functional attractiveness and recovery in the area of Historical Lublin (investments based on commercial financial resources).

3.2.3 Housing industry

Fitment and development of investment lands for housing industry in the area (outskirts) of Historical Lublin (after the analysis of the possibility of this type of investment, and the delimitation of the area of Historical Lublin - eg. Regional Park Rusalka, Staw Królewski).

Realization of detailed objective **3.3 Infrastructure investments in Historical Lublin area** will require, among others, the following groups of actions:

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3.3.1 Improvement in the quality of infrastructure

Investments improving the quality of infrastructure in the area of Historical Lublin, such as - installation repairs, improvement in roads condition, street lighting, small architecture on the streets and public spaces.

3.3.2 Development of communication networks

Investments related to the adaptation of the communication network to the functioning assumptions of Historical Lublin - namely, a network of public transport, car parks on the outskirts, the organization of movement (restrictions), the development of bicycle paths, bicycle rental network.

3.3.3 Utility services

Investments connected with i.a. the organization of utility services (i.e. hidden garbage cans).

Conclusions and comments

After the adoption of the schedule and scope of activities within the framework of Lublin cultural heritage management strategy, it is necessary to develop indicators that will be the basis for monitoring and evaluation of the strategy.

The following statement consist of lists of the objectives and activities in the areas of strategy, presented in tabular form.

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Table 7. PLANNING – list of strategic objectives, detailed objectives and activities.

PLANNING

1. STRATEGIC OBJECTIVE: 1. Creation of the full extent of planning studies for the protection and use of the historical heritage of Lublin

No	DETAILED OBJECTIVES	ACTIVITIES
1.1	Formulation of conceptions, and Lublin spatial development and economic plan in the long-term perspective in which function and form of protection of Historical Lublin (historic and traditional areas)	1.1.1 Vision of the development of Lublin 1.1.2 Plan of spatial development of Lublin 1.1.3 Local plans of spatial development 1.1.4 Program of revitalization of Historical Lublin 1.1.5 Program of the preparation of Cultural Park
1.2	Diagnosis, inventory, valorization, assessment of technical condition and formulation of conception and plan of protection, and contemporary use of the resource of Lublin heritage	1.2.1 Identification of the resource 1.2.2 Valorization of the resource 1.2.3 Specification of the resource's technical condition 1.2.4 Specification of the program of protection and utilization of the resource
1.3	Formulation of conceptions and documentation for urban investments connected with realization of the strategy	1.3.1 Plan of renovations 1.3.2 Documentation of infrastructure investments 1.3.3 Plan of renovation of residential historical buildings 1.3.4 Plans of management of historic building

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Table 8. SYSTEMS – list of strategic objectives, detailed objectives and activities

SYSTEMS

2. STRATEGIC OBJECTIVE: Creation of management and support systems for the protection of the heritage and development of the city

No	DETAILED OBJECTIVES	ACTIVITIES
2.1	Improving of the system of heritage protection, which is to enable the protection of the greatest part of the resource of Lublin heritage (tangible and intangible)	2.1.1 The system of cooperation of entities involved in heritage protection 2.1.2 The Committee for Heritage Protection 2.1.3 The system of financial support for heritage protection 2.1.4 The system of administrative and substantive support for heritage protection 2.1.5 The system of monitoring of activities related to the management of cultural heritage
2.2	Establishment of a system of use of heritage resource as a basis for the modern functioning and development of Lublin (housing, economy, tourism, public space, transport and communication, etc)	2.2.1 The support system for business, commercial and cultural activity, and for the housing industry 2.2.2 The system of utility services 2.2.3 The support system of municipal resources of real estates 2.2.4 Undertaking of the projects that enable the creation of work places associated with the care of monuments
2.3	Establishment of a system that allows (provides with) the broad participation of stakeholders in the protection and contemporary	2.3.1 The system of contacts between stakeholders and entities responsible for realization of the strategy

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usage of heritage	2.3.2 The system of public consultations
Establishment of a system that will consolidate the identity and	2.4.1 The system of social communication
2.4 image of Lublin (as a city that combines contemporary development opportunities and protection of heritage)	2.4.2 The system of organization and support of cultural, educational and economic activities

Table 9. INVESTMENTS – list of strategic objectives, detailed objectives and activities

INVESTMENTS

3. STRATEGIC OBJECTIVE: Realization of infrastructure and public investments for the strategy of Historical Lublin

No	DETAILED OBJECTIVES	ACTIVITIES
3.1	The investments related to the protection and use of the Historical Heritage of Lublin	3.1.1 Revitalization and development of public spaces 3.1.2 Renovations and maintenance of historic buildings
3.2	The new public investment in order to improve functioning of Historical Lublin,	3.2.1 Public buildings and cultural institutions 3.2.2 Shopping-service centres 3.2.3 Housing industry
3.3	Infrastructure investments in Historical Lublin	3.3.1 Improvement in the quality of infrastructure 3.3.2 Development of communication networks 3.3.3 Utility services

CULTURAL HERITAGE MANAGEMENT STRATEGY

Office of the City Monument Conservator in Lublin proposes to supplement the strategy with the following tasks:

In the **PLANNING** area:

1.1.3.1 Compilation of zoning plan for urban complex of the Old Town and the downtown of Lublin with the borders appropriately delimited for them, so called, nature protection, with minimum compilation for Historic Monument area

1.1.3.2 Compilation of zoning plan for the area of the former Jewish cemetery and Białkowska Mountain

1.1.3.3 Compilation of zoning plan for Podzamcze area

1.1.5.1 Documentation of Cultural Park – urban complex of the Old Town and the downtown of Lublin

1.2.1.1 Compilation of cultural reports for separate units or groups of historical units related to the area involved in zoning plan

1.2.4.1 Communal care program for monuments

1.3.4.1 Management plan of Ogród Saski

1.3.4.2 Management plan of Park Bronowicki

1.3.4.3 Management plan of Plac Litewski

1.3.4.4 Management plan of Park Ludowy

1.3.4.5 Management plan of Historic Monument

In the **SYSTEMS** area:

2.1.1.1 Compilation of a strategy for cooperation and united conservation policy of conservation protection services (LWKZ and MKZ)

2.1.4.1 Compilation of a methodology for the assessment of heritage management

2.2.1.1 Establishment of conservation counseling

2.2.3.1 Improvement of the act of the Lublin City Council related to funds for the historical monuments listed in the register

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2.4.2.1 Creation of a manual of knowledge about cultural heritage

2.4.2.2 Lublin in miniature – mock-ups of the most important monuments of Lublin for the visually impaired people

The conditions for success of the strategy:

- The restoration of respect for cultural heritage.
- Development of research concerning the history of the city based on cooperation with local research centers.
- Establishment of system solutions for protection and shaping the cultural environment of the city of Lublin.
- Formulation and promotion of methods of using tradition as one of the foundations of sustainable development of the city.
- Understanding of the unusual nature of the protected heritage which is not an inanimate object, seen as pieces of art in museum and monuments in traditionally understood city, but as inhabited scene that should stand out by what other cities lack, and what is required by contemporary history: the harmony between the life of the inhabitants and the landscape around them.

LOCAL ACTION PLAN

Part II.

Local Action Plan for the Strategy implementation

**Compiled by the Municipal Conservator of
Monuments Office in Lublin**

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LOCAL ACTION PLAN

The objective of the Local Action Plan is **“to disseminate knowledge about heritage and its importance through diversified educational activities and to construct efficient management structure with assistance of local stakeholders”**.

The above objective will be achieved through the following activities:

- Activity No.1 – Educational activities focused on local heritage issues
- Activity No.2 – Dissemination of knowledge concerning heritage and its importance for the city’s development
- Activity No.3 – Setting efficient management structure within the municipality
- Activity No.4 – Construction and cooperation with local stakeholders group

STRUCTURE OF PARTICULAR ACTIVITIES

Name of activity	Financing	Responsible body	Primary stakeholders	Secondary stakeholders	Indicators
Educational activities focused on local heritage issues	External funds, European networking projects	The City’s Conservation Office	Schools in Lublin, cultural institutions, representatives of the university	Relevant departments in the municipality, NGOs, users of historic buildings	Number of organized workshop, number of created virtual tools, number of organized competitions
Dissemination of knowledge concerning	External funds, European	The City’s Conservation Office	Cultural institutions, schools, inhabitants	Tourists, entrepreneurs,	Number of created websites, Number of used

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LOCAL ACTION PLAN

heritage and its importance for the city's development	networking projects		of Lublin, councillors	NGOs, departments in the municipality	Internet tools, number of published brochures, number of radio interviews, number of media appearances, number of organized exhibitions
Setting efficient management structure within the municipality	Own funds	The City's Conservation Office	Departments in the municipality, councilors	The Voivodship's Conservation Office, cultural institutions	Number of prepared plans, number of organized meetings,
Construction and cooperation with local stakeholders group	External funds, European networking projects	The City's Conservation Office	Cultural institutions, The Voivodship's Conservation Office, NGOs, schools, universities	Inhabitants, tourists, organizers of festivals and other cultural events, representatives of other self-government bodies	Number of meetings organized, number of post at Internet media, number of conferences organized