

NICOSIA, CYPRUS

BACKGROUND INFORMATION	
PROJECT TITLE	Regeneration of part of the Taht-el-Kale Quarter, in the walled city of Nicosia
Beneficiary	Municipality of Nicosia
Duration of project	01/2007 – 07/2013 – duration 79 months
Member State	Cyprus (member since 2004), Nicosia Region – Nicosia
Geographic size	Target area: population 2 750 – size 28 500 m ² Urban area: population of the municipality 47 830 (2002) – metropolitan urban area 198 200 (2002)
Funding	Total Budget €7 037 054 ERDF contribution (up to 85%) €5 981 496 Municipal contribution (10%): €703 705 Other governmental funds (5%): €351 853
Operational Programme	Operational Programme Sustainable Development and Competitiveness, 2007-2013 CCI nr 2007CY16UPO001 Priority Axis: Revitalisation of Urban and Rural Areas
Managing Authority	Planning Bureau – Directorate of Structural Funds and Cohesion Fund. The Planning Bureau is a separate ministry-level government department which is accountable to the Minister of Finance.
Cohesion Policy Objective:	Competitiveness
Main reason for Highlighting this case	The integrated approach to urban development is among the project's declared objectives. Although it consists mainly of rehabilitation works (public spaces, roads and facades), the project's relation to the theme results from its complementarity and synergy with a number of social and cultural projects already implemented in the area as part of a wider sustainable integrated urban regeneration strategy, within the framework of Nicosia's Common Master Plan.
Key contact person	Athina Papadopoulou, Head of the Office of the Nicosia Common Master Plan

1. PROJECT DESCRIPTION	
Overall objective / goals	<p>The overall objective of the project is to upgrade the physical and built environment of the neighbourhood, aiming to improve the quality of life for the local population and stimulate economic activity.</p> <p>Other goals include:</p> <ul style="list-style-type: none"> To preserve the area's traditional character by rehabilitating buildings and urban complexes of historical and architectural value. To attract private investment, which can contribute to the gradual revitalisation and enhancement of social cohesion in the intervention area and the walled city. To create important landmarks of city-wide appeal by ameliorating and redesigning public open spaces (which are very limited in the area), thus also strengthening the sense of community and neighbourhood for local

	<p>residents.</p> <p>To create a dynamic regenerated urban neighbourhood that will ensure the sustainability and developmental potential of the interventions.</p>
Description of activities	<p>The works implemented include:</p> <ul style="list-style-type: none"> - Restoration and embellishment of facades and fences of buildings facing the roads - Partial restoration of the city walls, as far as necessary in relation to the facades - Restoration of buildings of significant architectural value - Redesign of public spaces and roads in order to improve pedestrian accessibility, particularly for disabled people, including lighting and urban equipment - Creation of small public open spaces and landscaping where possible - Rearrangement of common service infrastructure and upgrading of the sewage system. - New traffic arrangements <p>The implementation of the project is planned in three consecutive phases from 2007 until July 2013.</p> <p>Phase A: Nikiforou Foka St, Athinas St, Ammohostou St, restoration of 50 facades, restoration of 3 140 sq m of roads and 2 200 sq m of pavements.</p> <p>Phase A2: Polyviou St, Ektoros St and Minoos St – restoration of 55 facades, 1 380 sq m of roads and 930 sq m of pavements.</p> <p>Phase B: Ermou St, Pentadakilou St and Tempon St – restoration of 45 facades, 3 415 sq m of roads and 1 400 sq m of pavements.</p>
Recipients	<p>Direct project recipients are the owners and residents of buildings in the streets to be rehabilitated. Municipal officers cooperate individually with building owners during both the design and the implementation of facade repairs. Landowners' broadly consist of individuals, the church and archbishopric, the municipality and private companies. Other recipients are visitors, users and people working in the area.</p>
Mainstreaming of gender equality and non-discrimination	<p>The project is in compliance with the Cyprus's National Action Plan on Gender Equality and its non-discrimination law. No explicit mainstreaming of these issues has been incorporated in the specific project. A number of social programmes operating in the area support the labour integration of migrant women providing childcare services, and support equal access and integration for other vulnerable groups (migrants, elderly, children) by providing vocational training (language, computers), elderly day centres, youth centres etc.</p>
Intended outputs and results	<p><u>To upgrade the built environment</u> through its functional and aesthetic improvement, in order to counter the downgraded image of the area and make it more attractive, aiming at its general socio-economic regeneration.</p> <p>The project promotes the significance of public space, and is expected to have a demonstration effect. It also affirms the commitment of the public authorities by allocating resources and supporting the sustainable revitalisation of the area. This is in turn expected to increase the private sector's confidence in investing in the area, as well as increasing local residents' appreciation of their neighbourhood, thus motivating their further involvement in processes of urban development.</p> <p><u>To preserve the traditional character of the area</u> and promote its architectural and cultural heritage. The project is expected to act as a catalyst for private initiatives to rehabilitate and reuse abandoned buildings. Such private initiatives can be further supported by the substantial governmental incentives and subsidies for listed buildings.</p> <p><u>To facilitate the future development of the area</u> as an important and lively</p>

	<p>regenerated urban neighbourhood in connection with other important social and cultural spaces (Taht-el-Kale mosque, Famagusta Gate, Melina Mercouri cultural centre, Municipal Art Centre and new Town Hall area, Multifunctional Municipal Centre, Museum of Shadow Theatre, old bakery building, etc.), implemented in the framework of the Green Line Regeneration Programme, EU Structural Funds programmes, bi-communal programmes and other governmental social and public investment programmes, which are also part of the overall plan for the revitalisation of the walled city.</p> <p><u>To attract of new residents</u> (especially young couples) and economically active social groups, as well as visitors and leisure and touristic activity.</p> <p><u>To mobilise private investment</u> and initiatives for the development of new economic activities, especially in the third sector relating to culture and leisure (youth leisure activities, small enterprises compatible with the main residential use of the area, creative sector activities etc.) while also providing new employment opportunities.</p>
2. POLITICAL AND STRATEGIC CONTEXT	
<p>National and regional framework for implementing ERDF funded urban development projects</p>	<p>Urban planning in Cyprus is the responsibility of the Town Planning and Housing Department of the National Ministry of the Interior. This department is responsible for defining the strategic goals and objectives for urban and spatial development and for producing spatial plans and building regulations/ legislation. In Nicosia, the different spatial planning and urban design levels are coordinated by the office of the bi-communal Nicosia Master Plan (NMP) that was established in 1979 in the municipality of Nicosia. The NMP is a joint bi-communal planning effort, drafted under the auspices of the UNDP, providing a common urban development vision and strategy for Nicosia. A Local Plan concentrating on the southern Greek Cypriot part of Nicosia is the official planning policy document, and is updated every five years (last update 2011).</p> <p>Within this framework particular attention was given to the formulation of a preservation and rehabilitation policy for the historic centre, considered as a common heritage for both Nicosia's communities. A number of plans and programmes for the revitalisation of the old centre have been developed and are operating, supported by national or international funds (Partnership for the Future 2001, New Urban Development Vision for the Core of Nicosia 2003-2005, Green Line Regeneration Programme 1991-2013). Through these programmes, the NMP has undertaken a series of priority projects within both communities of the old city centre.</p> <p>In 2007, a Local Operational Programme of Nicosia (LOPN) was formulated as part of the OP "Sustainable development and competitiveness" 2007-2013, special target: "Regeneration of the urban environment and promotion of entrepreneurship". A number of priority projects were included in the LOPN, among which the project for the regeneration of Taht-el-Kale quarter, which is considered as one of the priority investment projects currently under way in the walled city.</p>
<p>The planning context</p>	<p>The quarter of Taht-el-Kale is one of the traditional neighbourhoods of the walled city, situated very near the Green Zone (ceasefire line and buffer zone) that divides the city in two. The buffer zone divided the city of Nicosia and the inner city after the hostilities of 1974. Yet tensions between the two communities and segregation processes (since 1963), as well as existing suburbanisation trends had already resulted to the flight of the local population, and to the abandonment and gradual downgrading of the old centre. The subsequent violent division of the city further accelerated and intensified these processes.</p> <p>Taht-el-Kale, a Muslim quarter before the division of Nicosia, along with the adjacent neighbourhoods of St Kassianos and Chrysaliniotissa, preserve the traditional character of the inner-city neighbourhoods and are of great</p>

	<p>cultural and social importance for the metropolitan area. The walled city is designated by national law (Ministry of Interior) as an 'Area of Special Character' and any interventions have to comply with the specific restoration regulations. However, to date, their comparative advantage, namely their traditional architectural forms and varied urban environment, along with their proximity to the city centre, has not acted as a catalyst for their revitalisation.</p> <p>These neighbourhoods suffer from long-lasting degeneration and disinvestment. The main problems are the shrinking and ageing of population, the lack (both in quality and quantity) of public green open spaces and the reduction of the productive base of the area. A number of indicators (such as the reduction in the number of permanent residents and especially of those who are economically active, and the high concentration of economically and socially vulnerable groups) illustrate the deprivation of the area, while the existence of incompatible uses, such as manufacturing and warehousing in the abandoned building stock, is often depicted as a problem. The built environment is dilapidated and buildings of great architectural importance are in very bad condition and remain empty. Moreover, the area lacks basic urban and social infrastructure. Finally, there are major problems of traffic and accessibility, which are also due to the total dependency on private cars and the underdeveloped public transport system in the area.</p> <p>In these areas, the population and economic activities have been significantly reduced, leading to their relative marginalisation. The population of Taht-el-Kale, Chrysaliniotissa and St Kassianos dropped from 1 032 in 1982 to 798 in 2001. Despite the various programmes implemented that managed to reduce the number of empty buildings from 335 in 1982 to 286 in 2001, 24% of the building stock remains empty. The recent population increase, as well as a considerable share of commercial activity, is mainly due to the settlement of immigrants (55% of the inner-city population in 2005) in the broader area, who take advantage of the low rent levels.</p>
3. IMPLEMENTATION	
3.1. PROJECT DESIGN AND PLANNING	<p>Project idea</p> <p>The regeneration of the physical environment, the rehabilitation of public spaces and the construction of new urban infrastructure have been very pressing needs in the area. The planning authorities considered that more emphasis should be given to improving the image and attractiveness of the neighbourhood. The project was conceived within the framework of the NMP in relation to other social and physical projects implemented in the area in previous years. It was also proposed in continuity and synergy with EU co-funded projects during the previous and current programming period.</p> <p>More specifically EU-funded projects in the area include:</p> <ul style="list-style-type: none"> • 2004-2006: Children's Educational Centre within the walled city of Nicosia; Municipal Multifunctional Centre for Contemporary, Social and Cultural Services in the building of the old people's home at Famagusta Gate; • 2007-2013: Regeneration of area of the old Town Hall; bus station on Solomou Square and parking in Omirou Avenue; regeneration of Eleutheria Square. <p>The technical team of the NMP Office introduced and elaborated the project, in cooperation with the political authorities of Nicosia and the planning authorities of Cyprus.</p>
	<p>Needs assessment and analysis</p> <p>A Local Operational Programme for Nicosia (LOPN) was formulated by an</p>

external expert (private consultant) before the open funding call, in collaboration with the Planning Bureau, the Town Planning and Housing Department and the Intermediate Managing Authority, highlighting the priority needs for each area.

The criteria for the selection of intervention areas set by the LOPN are related to the areas' underdevelopment and to the existing potential to counter associated problems. Emphasis was given to the improvement of competitiveness, especially in relation to infrastructure, green and public spaces and safe mobility and accessibility for inhabitants and visitors.

For the assessment of projects, criteria included sustainability, competitiveness, complementary and maturity.

a) sustainability: the projects have to contribute to the improvement of the quality of life of residents and future inhabitants in traditional centres or areas of social and cultural value endangered by abandonment.

b) competitiveness: the projects have to enhance and promote the comparative advantage of the intervention areas by reusing the existing building stock and cultural heritage and supporting economic and social activities.

c) complementarity: the projects should have spatial and functional proximity and coherence with other projects and programmes recently implemented in the areas, and should lever immediate or future private sector initiatives.

d) maturity: the projects have to be technically developed and complete.

Selection by Managing Authority

The Managing Authority selected the specific project on the basis of its maturity and compliance with the LOP of Nicosia.

Consideration of risk

During the design phase the Municipality and Managing Authorities considered two types of risks related to the implementation of the project: a) technical aspects of the project, and b) coordination of the various actors involved and negotiations to achieve consensus among all owners to conduct regeneration works on their properties. Given the beneficiary's experience of previous projects, these factors were not regarded as crucial for the unobstructed implementation of the project.

Sustainability, results exploitation and transferability

Since the design phase, the project has been conceived as a catalyst for private investment in the rehabilitation and reuse of abandoned buildings, as well as for the economic revitalisation of the area. The choice to limit the intervention to the facades, in order to achieve multiplier effects from a small budget, has been considered as a successful strategy and is already being implemented in other parts of the walled city.

Energy efficiency

The rehabilitation of facades was done following the specific rehabilitation regulations valid for the 'Areas of Special Character', but did not include energy efficiency actions.

Role of EU support

Although in the past four decades a large number of initiatives have been implemented in the area, the pace of regeneration has been very slow, and these initiatives did not manage to achieve significant outcomes. The main reason for this, according to planning officers, is the limited resources allocated to municipalities and the centralisation of planning procedures and developmental choices. A further reason is the significant suburbanisation of Nicosia and the emergence of new competing hubs.

	<p>The old centre is still stigmatised by its proximity to the buffer zone and most of Nicosia's residents do not consider it attractive.</p> <p>EU co-funded projects have greatly contributed to the dynamic of the regeneration process by giving impetus to specific high-priority projects.</p>
3.2. MANAGEMENT, MONITORING AND EVALUATION SYSTEM	<p>Other funds</p>
	<p>The project is funded only by the ERDF.</p>
	<p>Management structure</p> <p>The Planning Bureau is the National Authority for the implementation of cohesion policy in Cyprus and the <u>Managing Authority (MA)</u> responsible for the management and implementation of the operational programmes. Subject to it is the <u>Intermediate Managing Authority</u>, the EU Structural Funds and Cohesion Fund office, an independent agency in charge of monitoring and evaluation. A number of state agencies and ministries are responsible for the implementation of distinct parts of the OPs, functioning as <u>Intermediate Bodies</u>. At the bottom level, there are the funding beneficiaries.</p> <p><u>The beneficiary</u> of the project, the Municipality of Nicosia, is responsible for the project throughout all its phases. The Head of the Nicosia Common Master Plan Office has the general overview and general management of the project.</p>
	<p>Implementation</p> <p>The technical team of the Nicosia Master Plan Office, consisting of architects, planners, civil engineers and financial administration officers (six people in total), designed the project and is responsible for the day-to-day supervision and management of its implementation. The management processes consist of regular coordination meetings among the team members, as well as with external partners, such as subcontractors and planning officers from the Town Planning Department.</p>
	<p>Monitoring</p> <p>The project monitoring and evaluation team of the <u>Intermediate Managing Authority</u> consists of three administrative officers, accountants and a civil engineer in charge of supervising the physical works. Apart from standard monitoring procedures and reporting, steering meetings take place every three months at the Mayor's Office with the participation of all parties involved in the coordination and problem solving of projects undertaken by the Municipality of Nicosia. This is a process that has helped a lot with the effective handling of obstacles and problems. Furthermore, communication with all parties involved, regarding any issue, is daily and immediate. On the top monitoring level is the <u>Managing Authority</u>. One person is responsible for monitoring the specific project.</p>
<p>Evaluation</p> <p>No evaluation of outcomes and impacts of the specific project is foreseen during the implementation phase. Three evaluation audits have been carried out as part of the ongoing evaluation of the management and progress of operational programmes. When the works are concluded, the beneficiary will publish a final evaluation report related to the efficacy and consistency of subcontractors.</p>	
<p>Adaptation to unexpected obstacles</p> <p>All parties consider the management structure to be very efficient. In the specific project the main problems relate to the implementation level (coordination of different agencies and public services involved, negotiations with owners and unforeseen technical difficulties). These have been efficiently answered by the project team and have no consequences</p>	

	apart from some delays in relation to the initial time schedule.
3.3 GOVERNANCE: PARTNERSHIP, PARTICIPATION AND EMPOWERMENT	<p>Composition of partnership</p> <p>The project is being developed and implemented by the NMP Office. Partnership involves the municipality, subcontractors and private owners of buildings in the area</p>
	<p>Leadership</p> <p>The NMP Office leads both the design and the implementation phases.</p>
	<p>Involvement of citizens and stakeholders</p> <p>Participation of stakeholders and citizens in the urban development process is a stated goal of both political and planning authorities. A number of UNDP-funded projects, which have been going on for several years in the area, include participation of stakeholders and citizens as central goals (see ETEK 2012). However, this has not been consolidated in the planning and governance mechanisms. Participation and consultation processes do not happen on a regular comprehensive basis, but rather on an on-demand basis according to the needs of specific projects or other issues at stake.</p> <p>There was no particular participation process during the design phase. A public presentation of the project by the mayor of Nicosia and the architects of the NMP Office in charge of its design and future implementation was organised in order to inform the inhabitants about the works to be undertaken. A leaflet was distributed door to door and there were various publications in the press.</p> <p>A public debate took place during the project's presentation and also through informal online communications by a self-managed organisation of citizens who are critical of the project. Issues raised related to the different prioritisation of needs by local residents, who asked for projects that would answer the neighbourhood's more urgent problems such as the sustainability of the area and the quality of everyday life (car traffic, parking, urban equipment, urban infrastructure, pedestrian accessibility).</p> <p>Regarding the restoration of facades, council officials negotiated individually with building owners in order to reach an agreement on the works to be done on their property. Overall, the owners' reactions have been positive and apart from small changes and adjustments, the intervention is managing to advance according to plan. A few owners disagree strongly, especially when, in order to comply with building regulations or restoration rules, they have to change alterations made to their building or within their property limits (given the fact that this was also a cultural heritage restoration project). In these cases a negotiation is initiated in order to reach consensus, which is achieved in almost all cases.</p>
	<p>Political support</p> <p>Political support for the project is strong and stable throughout all phases. The political leadership of the municipality works closely with the administration in order to ensure the uninterrupted implementation of urban regeneration projects.</p>
4. INNOVATIVE ELEMENTS AND NOVEL APPROACHES	
4.1 INNOVATION	<p>Project design, planning and management</p> <p>The most novel approach in the project design, implementation and management is the strategic choice to restore facades on private</p>

<p>4.2. KEY IMPLEMENTATION CHALLENGES AND PROBLEM-SOLVING PRACTICES</p>	<p>properties. The choice to limit the restoration works to facades only is quite original in itself and is related to the strategic choice to focus on the attractiveness of public space in order to achieve a multiplier effect and motivate the owners to complete the restoration using their own means, as well as mobilising private investment. Furthermore, in this way, the budget of the operation is limited and the works can extend to a much wider area, achieving a better cost-benefit ratio.</p> <p>The initiator of novel approaches was the technical team of the NMP Office.</p> <p>Communication and dissemination</p> <p>The beneficiary considers the public presentation in the cultural centre in the Famagusta Gate, which is situated in the project area, to be quite an innovative element which represents progress in the communication and participation strategy of the municipality and its agencies. It is however acknowledged that the strategy has significant shortcomings, which also points out possibilities for future efforts and improvements in this direction.</p> <p>Implementation challenges</p> <p>Two key implementation challenges pointed out by the beneficiary are: 1) the demanding coordination of all parties involved during the implementation phase; and 2) the diversion of traffic and management of building sites so as to minimise disturbance.</p> <p>The coordination of all the municipal and public utility services and agencies involved, such as the sewage and water, telecommunications and electricity companies, is a demanding task which is being carried out successfully.</p> <p>Problems related to the disturbance caused by road repair and restoration works are handled by limiting the extent of building sites during each phase, in order not to create heavy traffic problems. This is of course to the detriment of the project's schedule, which has had to be significantly extended in comparison with prior calculations.</p> <p>Finally, various technical problems occur during the restoration of facades, especially those of buildings in really bad condition, and delays are caused during the excavation of roads when archaeological remains are found and the archaeological heritage agency is called in.</p>
<p>4.3. THEMATIC FOCUS</p>	<p>Theme 2: Sustainable Integrated Urban Development under Article 8</p> <p>The project for the regeneration of part of Taht-el-Kale is conceptualised within the framework of the wider strategic vision for the revitalisation of the walled city of Nicosia. It is also in continuity and synergy with other social and cultural projects and programmes that are under way in the area (e.g. Taht-el-Kale mosque, Famagusta Gate, Melina Mercouri Cultural Centre, Municipal Art Centre and new Town Hall area, Multifunctional Municipal Centre, Children's Educational Centre, Museum of Shadow Theatre). The intention of these complementary projects is to enhance the sustainability and multiply the effects of the regeneration of the area, as well as its wider social and economic impact.</p> <p>The Multifunctional Municipal Centre for Contemporary, Social and Cultural Services provides upgraded social services to vulnerable social groups and has been established as a cultural reference point for both the area and the entire city. It provides day care to elderly people, programmes for the labour integration of migrants and support to women entering the labour market by providing childcare. It also offers language and computer lessons for immigrants (funded from national resources). Moreover, the centre's facilities often host cultural events organised by civil society organisations and NGOs. The Children's Educational Centre promotes the integration of migrants' children and cooperation through educational,</p>

	<p>social and cultural programmes. It also hosts exhibitions in cooperation with the Ministry of Education and Culture and has organised several arts and crafts workshops.</p> <p>The above mentioned projects are situated within the intervention area and have gradually won the approval of local residents, while also gaining a wider recognition and functioning as community centres. They are currently expanding their activities with the support of national and international funds.</p> <p>The projects implemented during the previous funding period were developed by the local authorities with the support of the ESF as pilot actions, given that social policy is among the responsibilities of the central state and that municipalities have neither the resources nor the competence to deliver social services. The EU-funded projects gave the municipality the opportunity to address social problems that had been recorded in social surveys and assessments of local residents' needs. Of course this was done within the limits of the resources available. Despite the projects' success, this approach was not extended to the current funding period. This time, emphasis was placed on developing basic infrastructure projects, while the opportunity of co-funding from the ESF was not taken up.</p>
5. FUNDING	
	<p>Total budget: €7 037 054.05 ERDF contribution (up to 85%): €5 981 495.90 Municipal contribution (10%): €703 705.40 Other governmental funds (5%): €351 852.70</p> <p><u>Annual spending</u> 2007: €53 345.42 – 2008: €77 230.58 – 2009: €1 369 616.35 – 2010: €818 040.16 – 2011: €2 284 371.64 – 2012: €2 227 950.00 – 2013: €207 500.00.</p> <p><u>Implementation costs:</u> Works: €6 222 722.71 Assignments (studies, counselling) : €755 436.42</p> <p><u>Management costs:</u> Assignments (studies, counselling): €27 844.92 Dissemination: €31 050.00</p>
	No private sector leverage was generated by public funding.
6. PROJECT ASSESSMENT	
6.1. FINANCIAL SUSTAINABILITY	<p>The project will be completed within the ERDF funding period.</p> <p>Its sustainability is guaranteed by the future maintenance to be undertaken by the municipal technical services. The project is expected to act as a catalyst for private investment and private initiatives for further restoration of buildings, reuse of abandoned stock and the economic revitalisation of the area.</p>
6.2. TRANSFERABILITY	<p>Mainstreaming</p> <p>The project did not start as a pilot action; however projects with similar characteristics have been implemented previously in other neighbourhoods of the walled city, in the framework of bi-communal programmes, such as the residential programme of Chryssaliniotissa and the project to revitalise the Omerie quarter.</p> <hr/> <p>Transferability</p> <p>It is quite early to assess the long-term effects of the project in relation to its initial goals and expected outcomes (in terms of mobilisation of private investment, attraction of new residents and new economic activity,</p>

	<p>employment etc.). Even so, the project is considered a success of its kind and similar interventions are advancing in other parts of the walled city with governmental and municipal resources, and in other traditional neighbourhoods of Nicosia with ERDF co-funding.</p> <p>Furthermore, the beneficiary believes it is an important experience for the development and implementation of future similar programmes, as it produces specialised know-how and offers the possibility to spot weaknesses for the future.</p>
<p>6.3 ISSUES AND PROBLEMS</p>	<p>Apart from positive effects and successful outcomes, some important challenges are apparent as regards the sustainability of the project and long-term impacts for the neighbourhood and local society.</p> <ol style="list-style-type: none"> 1. There is concern that the ‘scenographic’ choice to rehabilitate only facades will lead to the rapid deterioration of the repair works, especially in the case of empty dilapidated buildings, but also in the case of low-income owners and residents who do not have the means to complete the restoration. 2. Rigidities in the property market resulting in the fact that there are no (or very few) properties for sale, together with the high expectations created by the various regeneration projects, have resulted in unreasonably high selling prices and rents for houses and shops, which make the realisation of expected outcomes (attraction of new residents and new economic activity) more difficult. 3. Local residents voice other pressing needs that remain unanswered and affect the functionality and sustainability of the area, as well as the quality of everyday life. These include issues of car traffic, parking, lack of basic infrastructure (such as drainage), lack of urban equipment, rubbish collection and noise from the uncontrolled operation of bars and clubs in residential areas. 4. Incorporating immigrants’ social needs into the vision and planning of the city centre is an issue that has been marginal in the NMP (ETEK 2012). Migrants make up an important part of the local population and have contributed to the demographic growth and economic development of the area, while also adding value to an otherwise abandoned building stock. Although a number of social programmes for the support and integration of migrants are under way in the area (in the Multifunctional and Children’s Educational centres), integration policy has the potential to be strengthened and expanded. <p>The above-mentioned challenges show that there is a need to develop a more sustainable and integrated perspective on the urban development strategy for the revitalisation of the walled city of Nicosia. The projects and programmes that have been implemented so far constitute a valuable legacy for the future regeneration of the area. However they have functioned mostly as a combination of different projects without much internal coherence, which has limited the impact of the revitalisation process. This is partly due to the limited public resources, the discontinuity and inconsistency of funding opportunities, and the need for better cooperation and coordination among the different administration levels involved in urban planning and governance. It is crucial to strengthen the local level by delegating the powers and resources needed to operate multi-sectoral policies (such as social services, housing, integration of migrants), as well as to establish mechanisms ensuring the actual participation of citizens from the early planning stages onwards.</p> <p>The Planning and Managing Authority acknowledged that the integrated perspective was quite underdeveloped during the current programming period and that the projects funded consisted mainly of basic infrastructure works. The emphasis on hard measures in the operational programmes of the New Member States seems to be quite a common tendency, since emphasis is put in remedying the shortcomings of the basic infrastructure.</p>

	<p>Furthermore, the quite recently established mechanisms of management and monitoring of EU-funded projects in Cyprus (since 2004) and the relatively small amount of experience that has been built up, prevents beneficiaries from developing more multidimensional interventions as this would render their implementation more complex. However, this weakness has already been noted and is taken into account in the planning of the next funding period. The Intermediate Managing Authority has produced a set of guidelines consistent with the Europe 2000 strategy, and has invited municipalities to develop projects emphasising their integrated dimension and taking advantage of co-funding possibilities. In addition, a new more detailed Area Plan for the Centre of Nicosia, which will form the future regulatory framework and will offer new tools for urban development, is in preparation. This is expected to overcome the previous insufficiencies and ambiguities of the NMP, since this was never upgraded into a legal framework. The new Area Plan will certainly offer more concrete opportunities for comprehensive and multi-dimensional developments and interventions.</p>
<p>6.4 PROJECT OUTPUTS & RESULTS</p>	<p>The concrete outcomes delivered by the project include the upgrading of 7 935 sq m of roads, the construction and upgrading of 4 530 sq m of pavements, and the restoration of 150 facades on privately-owned buildings.</p> <p>Direct results, such as the improvement of public spaces and the physical environment, are already visible. However, long-term results will be evident in the long run after the completion of the third and final phase of the project, as well as the completion of other projects in the area directly connected to it, such as the regeneration of the old Town Hall area.</p> <p>It is also anticipated that the project will motivate the participating and other property owners to restore (or continue the restoration of) their buildings using their own means, or in some cases taking advantage of the fiscal incentives given by the Ministry of Finance for the rehabilitation of listed buildings (covering up to 50% of the cost up to a certain ceiling). The project has prompted an increased interest in rehabilitation subsidies, and a growing number of applications is being made, however it is quite early to assess the multiplier effects of the project on the preservation of the built environment.</p> <p>Another important expected impact is the return of old residents or the attraction of new ones, especially young couples, as well as the installation of new economic activities and third sector businesses in the area. Since the beginning of the project, an increased interest and growing numbers of applications for rehabilitation subsidies have been observed. However, although this tendency has been somehow ascertained, the market shows several rigidities which make the realisation of the expected outcomes of the project (attraction of new residents and economic activities) more difficult. Existing ownership patterns, but also the high expectations created by the various regeneration projects implemented in the area, have subsequently led to the rise of real estate values.</p>
<p>7. CONCLUSIONS: KEY SUCCESS FACTORS AND LESSONS LEARNED</p>	
	<p>Success factors:</p> <p>1. Continuity and synergies</p> <p>Part of the project's success is due to its interrelation with previous social and rehabilitation projects already implemented or under way in the area. An array of physical and social interventions, including the rehabilitation of residential neighbourhoods, the improvement of commercial areas, public spaces and infrastructure, the restoration of cultural and historic heritage, support for vulnerable social groups and entrepreneurial support, contribute to a long-lasting and multidimensional urban development process.</p> <p>2. The significance of public space</p>

	<p>By investing in public space and in the image of the city, the planning and city authorities intend to trigger a multiplier effect and act as a catalyst for private investment (rehabilitation of derelict property, reuse of abandoned building stock, settlement of new businesses) and the further upgrading of the area.</p> <p>Lessons to be learned:</p> <ol style="list-style-type: none"> 1. The project is part of the wider strategy for the redevelopment of the Nicosia inner city as developed through the Nicosia Master Plan since 1979. Local and neighbourhood regeneration projects acquire meaningful and sustainable results and impacts to the extent that they are part of long-term and interrelated processes of urban development. 2. Conceiving individual 'sub-projects' as part of a wider strategy and vision for the city allows for the articulation of synergies and complementarities amongst projects and programmes, which results in maximising effects and enhances their social and economic impact. This allows for unisectoral (sub)projects, such as the Taht-el-Kale regeneration project, to function within a broader framework. 3. The communication and participation strategy is a step-by-step learning procedure for all parties involved. The specific project introduced novel, in relation to previous projects, processes of citizen involvement (through individual negotiation and in situ information processes). A future participative approach in urban development and planning in Nicosia can built upon this experience, as well as other experiments introduced in similar projects.
<p>8. FURTHER INFORMATION</p>	
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Contact	<p>Athina Papadopoulou Nicosia Master Plan Office Tel: +357 22 797 542 athina.papadopoulou@nicosiamunicipality.org.cy www.nicosia.org.cy/english</p>
Name of expert who did the case study	Dimitra Siatitsa
Date	March 2012

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