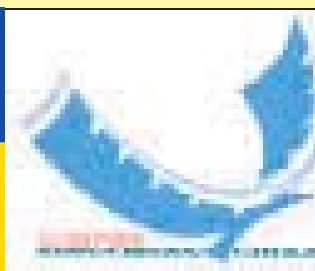


**The European Union's Asia Urbs Programme Project  
CN5-12, People's Republic of China, Municipality of  
Xingcheng, Liaoning**

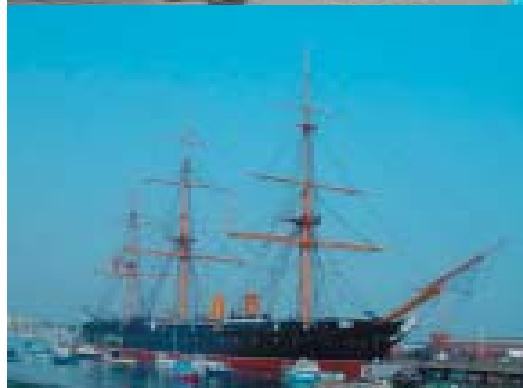


Contract:  
**ASI/B7-300/2544/75797-71**

Project title:  
**HERITAGE MANAGEMENT AND  
ECONOMIC DEVELOPMENT: OBIDOS-  
XINGCHENG-PORTSMOUTH**



Beneficiary:  
**XINGCHENG PEOPLE'S  
GOVERNMENT**



Contractor:  
**CAMARA MUNICIPAL DE OBIDOS**

Period covered by this Final Report:  
**1 JANUARY - 31 DECEMBER 2005**

**Name of the Asia-wide Programme:** Asia Urbs Programme

**Contract reference no.:** ASI/B7-300/2544/75797-71

**Project title:** Heritage Management and Economic Development: Obidos-Xingcheng-Portsmouth

**Name of beneficiary:** Xingcheng People's Government

**Period covered by this interim report:** 1 January - 31 December 2005

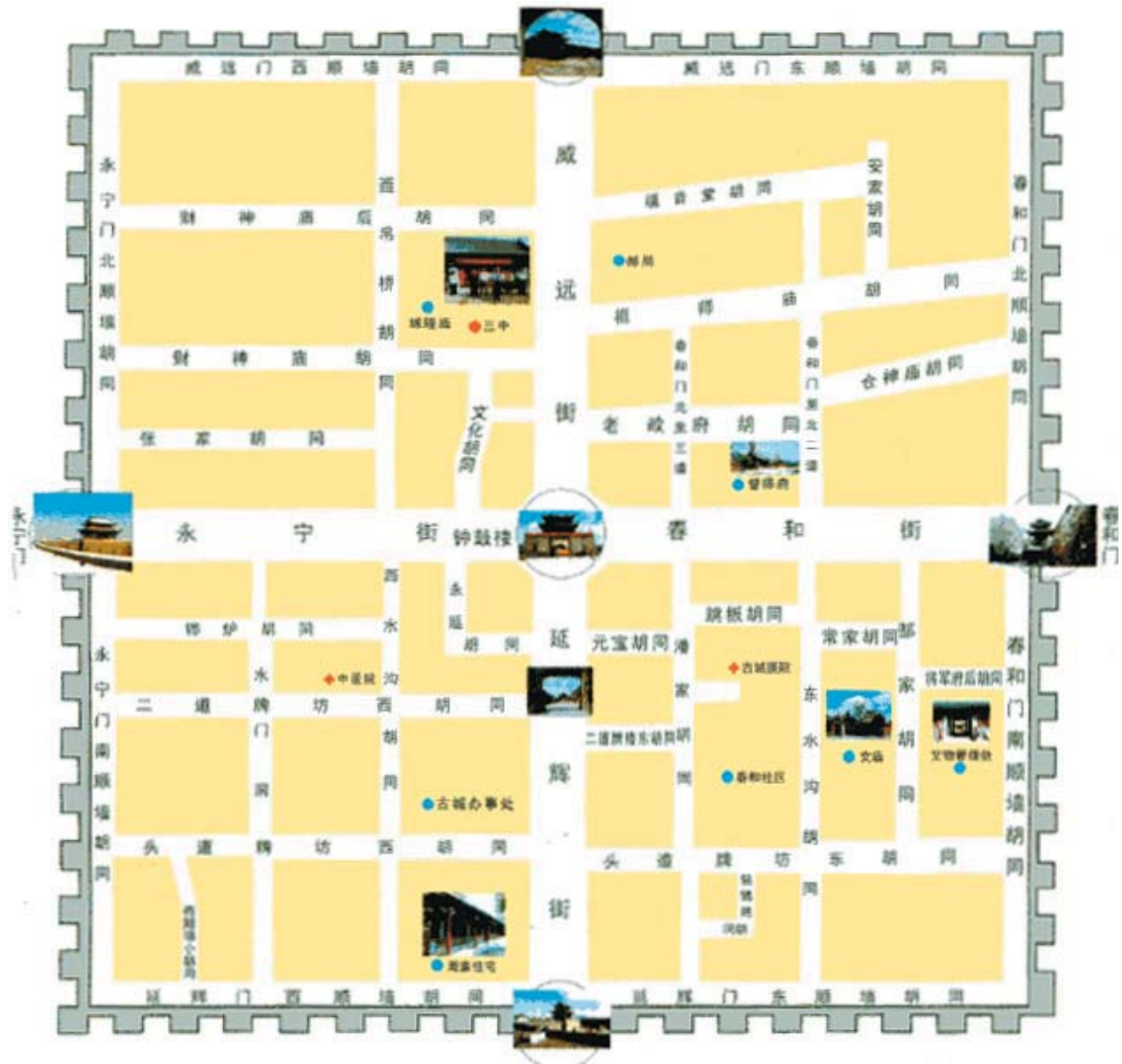
**Due date of this interim report:** 15 January 2006

***Project budget*** *EUR 818,134.15*

***Funds disbursed by Commission to date:*** *EUR 398,464.06*

***Expenditure incurred by Project to date:*** *EUR 860,060.35*





New plan of the walled city, showing the location of the Visitor Centre created with the support of the Project (bottom, just to the west of the South Gate)

# ***A) Technical Section***



## ACRONYMS AND ABBREVIATIONS

<b>EC</b>	<b>European Commission</b>
<b>EU</b>	<b>European Union</b>
<b>HBA</b>	<b>Huszar Brammah Associates, consultants for the Municipality of Obidos</b>
<b>ICOMOS</b>	<b>International Council on Monuments and Sites</b>
<b>OVI</b>	<b>Objectively verifiable indicators</b>
<b>Portsmouth CC</b>	<b>Portsmouth City Council</b>
<b>Portsmouth University</b>	<b>Portsmouth University School of Architecture</b>
<b>PRC</b>	<b>People's Republic of China</b>
<b>SACH</b>	<b>State Administration for Cultural Heritage of the People's Republic of China</b>
<b>Shenyang University</b>	<b>Shenyang Jianzhu University of Architecture and Engineering</b>
<b>UNESCO</b>	<b>United Nations Educational, Scientific and Cultural Organisation</b>
<b>Xingcheng PG</b>	<b>Xingcheng People's Government</b>

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## I. INTRODUCTION

Mobilisation and project activities started on schedule on 1 January 2004 and was completed on 31 October 2005, having met all its foreseen objectives.

Capacity-building was provided to Xingcheng People's Government through on-the-job training and through two study tours to Europe (Years 1 and 2) and one to Asia (Year 1). Workshops in Xingcheng and Óbidos (Year 1) and Portsmouth and Xingcheng (Year 2) provided a forum for the exchange of know-how and experience between the project partners and their associates, Shenyang Jianzhu University and Portsmouth University School of Architecture.

All project partners played an active part in implementing the project. Advisers from Óbidos, Portsmouth and from Portsmouth University spend significant amounts of time in Xingcheng. Shenyang Jianzhu University was responsible for undertaking a major study in a section of the walled city, with the active participation of students and staff, not only in survey, but also in exchange of information during project workshops.

Studies and the review of current policies undertaken in Year 1 resulted in Year 2 in the finalization of a Regeneration Manual, a Design Guide, a draft World Heritage nomination dossier, a new Management Plan, a detailed, large-format, survey of a quadrant of the walled city (by Shenyang Jianzhu University) as well as the definition of new protection zones and conservation regulations.

The identification of the need to diversify Xingcheng's tourism base resulted in detailed preparations for holding a Walled City Festival. Changes in the city's political leadership have postponed staging the event (which will be entirely funded by Xingcheng PG, outside the project budget) to a date after the end of the project.

Priority projects undertaken by Xingcheng PG included the renewal of water and sewerage provision and the restoration of the City God Temple. The project supported the conversion of the historic Zhou House into a Walled City Visitor Centre. Xingcheng PG increased its contribution to the project budget to cover the additional cost.

Visibility and outreach actions included the publication of an attractive, richly illustrated book on Xingcheng and its cultural heritage. In addition, Xingcheng PG published two new guidebooks to the walled city. The existing Xingcheng website was reviewed and new webpages on Xingcheng introduced into the Óbidos website.

The State Administration for Cultural Heritage (SACH) agreed in principle to the nomination of the city walls of Xingcheng to the UNESCO World Heritage List, adding an additional output to the project. This is only one example of the process of forging ties with national and other local authorities which the project achieved, as well as successfully developing links with relevant international organisations.

An exit strategy was agreed and received the support of civic and party leadership at the highest level.



As a result of a serious heart operation between signature of the contract and mobilisation, the Óbidos Project Co-ordinator has had to play a reduced management/co-ordination, necessitating a revision in the allocation of EU expert time and an increase in the contribution by Óbidos to provide an extended input by EU experts. In Year 2, the local management structure was amended to create the position of Assistant Project Director, to strengthen project implementation mechanisms at the local level.

Secondment in Europe was found to present difficulties due to the limited language abilities of Xingcheng professionals, so in Year 2 secondment of a single professional was replaced by an extended study visit by a larger group.

Activities in Year 1 have been reported in the Interim report and are only summarized here. All changes to the budget and action plan were discussed with and received the approval of the EC Delegation in Beijing and are reported in Section (B) of this report.

## **II. IMPLEMENTATION OF ACTIVITIES VERSUS WORK PLAN AND LOGICAL FRAMEWORK**

### **1 Mobilisation**

Mobilisation was accomplished in Year 1 as anticipated in the Plan of Action (see Interim Report, pp. 8-12).

At the end of the project, all equipment purchased by the project was transferred to the ownership of Xingcheng PG (see Annexe XV).

### **2 1<sup>st</sup> Workshop (kick-off meeting)**

The 1<sup>st</sup> Workshop in Xingcheng was implemented in month 4 of Year 1, one month later than anticipated in the original plan of action, due to the commitments of Óbidos experts to implement tourism events in Portugal (see Interim Report p. 13 and Annexe IV). As specified in the contract, a revised logframe and plan of action were prepared following the first workshop/kick-off meeting in April 2004 and was transmitted to the Asia Urbs Secretariat in Brussels on 29th April 2004.

The process of stakeholder consultation initiated during the workshop was continued in Year 2, specifically in relation to Activity 8 (Tourism Development – see Annexe V) and Activity 9 (Housing Action – see Annexe XI).

### **3 Review current policies and strategies**

The review of current policies and strategies of Xingcheng People's Government was





initiated in Year 1 (see Interim Report p. 13 and Table 3, p. 14). The process of review and development of policies was, however, a process continued in Year 2, resulting in a number of concrete outputs:

- The development of a sustainable regeneration policy, and preparation of a Regeneration Manual (see Annexe IX);
- The development of a new tourism policy to promote year-round tourism based on exploitation of Xingcheng’s cultural assets, including preparation of detailed proposals for the Walled City Festival (see Annexe V). Economic activity will be encouraged through improved utilisation of heritage resources to encourage an increase in visitors over a wider period of the year. The further development of the Xingcheng Walled City Visitor Centre will provide another focus for tourism, away from the beach, situated in the more economically deprived part of the city. The successful implementation of the Walled City Festival after the end of the project will provide an exemplar for a diversification of activities to attract visitors;
- A new conservation and heritage management policy, formalized in a new Management Plan. The support of the project also secured the support of the State Administration for Cultural Heritage (SACH) to agree to include Xingcheng in the Chinese Tentative List of World Heritage Sites as part of a proposed *City Walls of China* World Heritage



New protection zones developed by the project reflect reality on the ground rather than the arbitrary 20 m protection zone previously in place

nomination – a possibility not foreseen in the original project proposal. The draft Nomination Dossier and Management Plan are presented in Annexe VII. A Design Guide was prepared to guide work on individual buildings (see Annexe VIII);

- Improvements in environmental management, reviewed in the Regeneration Manual (see Annexe IX). Detailed proposals for improvement to housing and the built environment, supported by EU experts and Shenyang Jianzhu University studies, were also prepared (see Annexes X and XI). It is also significant that the walled city was noticeably cleaner at the conclusion of the project than at the beginning. Vice Mayor Han and Guo Chunshui made presentations at the Third Workshop in Portsmouth outlining new civic policies on protection planning and development control (see Annexe II);
- Improvements in the development of infrastructure included the renewal of the water supply and sewerage system during the period of project implementation;
- Improvements in traffic management included partial pedestrianisation of the Walled City;
- Training needs were analysed in relation to requirements for tourism training. Capacity-building was provided on a one-to-one basis to municipal personnel and through study tours and secondment (see Annexe III)..

#### 4 Desktop and sample surveys

Desktop and sample surveys were initiated in Year 1 (see Interim Report pp. 13-15), but informed the process of continuing policy review, revision and development continued in Year 2 (see 3 above).

The survey of Xingcheng's tourism assets included reviewing other cultural sites to which Xingcheng could be linked, so that it can develop as a tourism centre for the region. These included the hitherto unexploited potential of the Liaoning Great Wall (see Annexe VI). Methodologies for utilizing such assets for economic development are reviewed in the Regeneration Manual (see Annexe IX).

#### 5 Initiate priority projects

Priority projects initiated during project implementation included the restoration of the City God Temple (see Interim Report, p. 15).

The process of maintaining the impetus for Xingcheng's potential inscription on the UNESCO World Heritage List was continued in Year 2. Regular review meetings were held with Mr Guo Zhan, World Heritage Director, SACH, and a number of meetings were held with the civic authorities of Jingzhou and Ganzhou as potential partners in the *City Walls of China* World Heritage nomination. Drafts of Xincheng's own nomination package



are presented in Annexe VII. Mr Wang Da Min represented SACH at the Final Workshop in Xingcheng (see Annexe IV).

Infrastructure and environmental improvements and in the public realm and methodologies for implementation are reviewed in the Regeneration Manual (Annexe IX) and improvements in housing in Annexe XI. At the Steering Committee meeting held on 1 November (see Annexe I), Party Secretary Wang Ruixiang defined a further series of priority projects which Xingcheng People's Government was now committed to implement as part of the project's exit strategy:

- Taking specific action on recent buildings covered in white glazed tiles which were visually incompatible with traditional houses.
- Removing (to the battlefield site) the statue of General Yuan Chonghuan in front of the railway station, which obstructs the view of the city walls and gate towers for arriving passengers.
- Demolishing the (relatively low value) 2-storey buildings opposite the railway station, which also block the view for arriving passengers.

At the same meeting, Óbidos expert Michael Brammah presented the concept for an additional "West Gate Action Plan" as an example of a further environmental enhancement project.

## 6 2<sup>nd</sup> Workshop and 1<sup>st</sup> EU study tour

The Second Workshop in Óbidos and first EU Study Tour were implemented in month 7 of Year 1, as scheduled in the original plan of action (see Interim Report, p. 16 and Annexe VI). The lessons learnt from the workshop and tour, particularly with regard to sustainable tourism development, informed the development of tourism policies in Xingcheng in Year 2.

## 7 Asian study tour

The Asian Study Tour was implemented in month 9 of Year 1, as anticipated in the revised action plan (see Interim Report, pp. 16-22 and Annexe VII).

## 8 Tourism development

Tourism development activities in Year 1 are presented in the Interim Report, pp. 22-5 and Annexes VIII – X. This included the decision to prepare the concept for a Walled City Festival.



*A new vision for tourism development*

By the end of the project, the project had proven success in supporting the municipal government in developing a wider view of the tourism potential of the city and the means by which tourism income could be developed beyond the previous short tourism season, confined largely to July. At the Third Workshop in Portsmouth, Qiu Fengbin, the Director of the Culture Bureau, made a presentation on the conversion of the Zhou House to a Walled City Visitor Centre, Xu Xu Hui, Director of the Tourism Bureau, made a presentation on its rôle in the development of tourism and Yu Xiuli, Vice Director of the Culture Bureau, on the plans for a Walled City Festival (see Annexe II).

Xingcheng is only four hours by road from Beijing and two hours by road from Shenyang on the expressway. Although the high-speed rail line was already constructed before the end of the project, high-speed trains were not yet running and the train to Beijing still took six hours. Once the high-speed trains are running on the new track, this will make Xingcheng even more accessible to a potential target population of millions of potential visitors.

*Developing Xingcheng as a centre for regional tourism*

The process of reviewing the tourism assets of Xingcheng and surrounding areas was completed in Year 2. These included sections of the Laioning Great Wall (see Annexe VI). Comprehensive proposals for tourism development are presented in the Regeneration Manual (see Annexe IX).



Did the Emperor drink Xingcheng Red?

Liaoning has produced wine for several centuries but mostly for the local market. We do not have any historic records of wine drinking in Xingcheng but it could be that the Emperor Qianlong (1736-1795) who visited Xingcheng several times, on his journeys from Beijing to Shenyang, was a wine lover. The imperial apartments which Qianlong added to the Palace in Shenyang use decorative bricks with grape and vine leaf motifs, which certainly suggests an interest in the fruit if not the wine.

Xingcheng's Walled City Wines are produced in the Liaoning Vinyards of .....and are specially bottled for visitors to the historic walled city.

The design for a label for a fictional Xingcheng red wine: a lighthearted example of the potential use of the Walled City Festival logo designed by the project (see p. 13)



*Proposal for a Walled City Festival*

The concept for the Walled City Festival was developed with support from Óbidos experts and the decision to go ahead, with support from the Provincial and Huludao Tourism Bureaux were taken at a series of meetings in Year 2, month 4 (see Annexe I). Unfortunately, following the replacement of Mayor Wang Shao Jun, the new city administration felt unable to stage the festival in 2005. The situation was reported to the EC Delegation during the implementation of the project.

Although this might at first appear to have been a serious setback, nevertheless the project was able to develop a comprehensive programme and methodology for implementing the festival. In Year 2, month 4, a competition was held for designing a festival logo, resulting in the adoption of a highly attractive design. The outputs in Year 2 relating to planning the Walled City Festival are presented in Annexe V. In addition, a new tourism guide was published (see Annexe XIII). It should be noted that publication of this guide, as well as the costs of staging the Walled City Festival, did not form part of the project budget.

*Preparation of core promotion material*

The adjusted project budget agreed by the EC Delegation included the publication (in Year 2, month 12) of an attractive illustrated bilingual book on Xingcheng (in English and Chinese), as well as two guidebooks financed by Xingcheng People’s Government (see Annexe XIII). Copies of publications accompany this report. Xingcheng Municipality’s



The Walled City Visitor Centre and project office (right) following landscaping works in Year 2

existing website was reviewed by Óbidos advisers and Óbidos Municipality added webpages on Xingcheng to its own website (see Annexe XIV).

The project received press coverage in the European partner cities, and in France during the 2<sup>nd</sup> EU Study Tour (see Annexe XVI).

### *Walled City Visitor Centre*

The historic Zhou House, one of the best traditional houses within the city walls, was converted into a visitor centre and project office in Year 1 (see Interim Report, pp. 23-5 and Annexe VIII). In Year 2, landscaping works financed by Xingcheng Culture Bureau transformed the Visitor Centre courtyard into an attractive historic space which soon became a tourism attraction in its own right.



The battlements of the City Walls viewed across the courtyard of the Walled City Visitor Centre

## 9 Housing action

Shenyang Jianzhu University, an Associate of Xingcheng People’s Government in implementing the project, carried out a comprehensive survey of the south-western segment of the walled city. The impressive outputs of this work are presented in Annexe X.

A housing survey, including consultation with householders on their priorities in housing improvements. The resulting report on housing improvements by Óbidos expert David Jordan is presented in Annexe XI and strategies for improvements in the Regeneration Manual (Annexe IX).

The renewal by Xingcheng People's Government of the water supply in the walled city reported in Year 1 (see Interim Report pp. 15, 25) was followed in Year 2 by replacement of sub-standard sections of the sewerage system.

A Design Guide was prepared with the support of Portsmouth University to guide house-owners in how to repair their houses, as well as to institutionalise municipal conservation policy (see Annexe VIII).

No resettlement took place as a result of project activities and there was therefore no need to develop a resettlement strategy.

## **10 Environment and infrastructure action**

This action resulted in a number of project outputs. Shenyang Jianzhu University prepared proposals for environmental improvements in the south-western segment of the walled city (see Annexe X). Michael Brammah, Óbidos's Urban Design Expert, prepared a pilot proposal for environmental and infrastructure improvement for the West Gate area for presentation to civic leaders, who made commitments to implement a range of environmental improvements (see Annexe I). The study on housing improvements includes proposals for environmental and infrastructure improvements (see Annexe XI). The Design Guide provides details on improving houses (see Annexe VIII). Most importantly, the new Management Plan institutionalises a range of environmental improvements, including the designation of intrusive sky signs in the proposed World Heritage buffer zone, which have a negative effect on the visual setting of the walled city (see Annexe VII). In addition, the Regeneration Manual also established strategies for environmental and infrastructure improvements (see Annexe IX).

## **11 3rd Workshop and 2nd EU study tour**

The Second EU Study Tour was implemented in Year 2, month 6, as foreseen in the revised action plan. The detailed report on the Study Tour (see Annexe III) explains that it was decided that it would be better to concentrate mainly on historic cities, of a similar scale to Xingcheng walled city, where good heritage management was the basis for a successful tourism industry, rather than the large cities tentatively suggested in the original project proposal, and the tour visited Bruges, Ghent and Ypres (Belgium); Montreuil and Caen (France) and the partner city of Portsmouth (UK). The report on the tour explains the lessons learnt.

The Third Workshop was held in Portsmouth in Year 2, month 6, followed by a study visit



to the International Festival of the Sea, to provide experience of international festivals relevant to holding a Walled City Festival in Xingcheng. The workshop is reported in Annexe II.

The experience gained in Year 1 (as reported in the Interim Report, p. 16) showed that there was a problem in implementing extended secondment to European partner cities, due to the limited language abilities of Xingcheng officials. In Year 2, therefore, the original proposal for the secondment of a single Xingcheng official for thirty days was replaced with a six-day study visit for the whole Xingcheng group (see Annexe II), in order to avoid any such problems caused by restricted language abilities. The project proposal had foreseen that such a change might be necessary.

## 12 Regeneration output

As foreseen in the revised plan of action, a focus on regeneration was maintained throughout the period of project implementation, resulting in the preparation of a comprehensive tourism-based Regeneration Manual for Xingcheng (see Annexe IX).

## 13 Heritage and urban design output

The project achieved a number of concrete outputs in terms of heritage conservation and urban design.

### *Conservation of individual buildings and urban areas*

The conversion of the Zhou House to the Walled City Visitor Centre (see Interim Report, Annexe VIII) formed not only part of the project's tourism actions, but also as an exemplar project for the beneficial reuse of a historic building. The documentation of the structure prior to conversion formed part of a substantial study by Shenyang Jianzhu University for the regeneration of the south-western quadrant of the walled city (see Annexe X). The study on housing improvements defined ways in which the inhabitants of old houses could modernise their lifestyles while preserving the historic environment (see Annexe XI), while the Design Guide provides a practical framework for renewal and modernisation (see Annexe VIII).

### *Conservation and heritage management and new zoning regulations*

Refinement of the city's conservation and management strategy is tied to the definition of new buffer zones. In this respect, the policy was entirely revised and the existing protection zone of an arbitrary 20 metres outside the city walls abandoned in favour of several tiers of protection which reflect reality on the ground. Implementing conservation management within this new framework involved the preparation of a new Management Plan (see Annexe VII), which will form part of the documentation for the nomination of Xingcheng's city walls to the UNESCO World Heritage List, as part of a proposed *City Walls of China World Heritage Site*. At a meeting on 8 April 2005, the commitment of





Liaoning Provincial Cultural Bureau for the nomination was secured (see Annexe I) and regular liaison was maintained with the World Heritage Director of SACH to develop the nomination strategy. Xingcheng's new conservation and management strategy was presented in two papers to the project partners at the Third Workshop at Portsmouth (see Annexe II).

#### 14 Project completion and exit strategy

All three project partners and their Associates (Shenyang Jianzhu University and Portsmouth University School of Architecture) assembled at the Final Workshop in Xingcheng, 29<sup>th</sup>-30<sup>th</sup> October (see Annexe IV), at which Vice Mayor Han Qing Chun presented the achievements of the project. The workshop was followed by a Post-workshop Tour to selected heritage sites in the Xingcheng area, to illustrate their tourism potential. The project's exit strategy was then agreed at a special meeting of the Steering Committee on 1<sup>st</sup> November 2005, which was attended by a wide range of Xingcheng's civic and political leaders, the Director of Liaoning Provincial Cultural Relics Bureau, representatives of Shenyang Jianzhu University and Portsmouth University and Óbidos Municipality's Urban Planning Expert (see Annexe I). The meeting accepted the project exit strategy and adopted a vision to move forward to develop the economy through cultural tourism, to institutionalise the new conservation and management strategy and to proceed with the World Heritage nomination process.

### III PARTNERSHIP

The roles of the partners in Year 1 was presented in the Interim Report, pp. 25-6.

In Year 2, partner responsibility continued to be guided by the revised Action Plan (see Interim Report, Annexe I). Responsibility for managing the international aspects of the project was undertaken by Óbidos Municipality and responsibility for implementing activities within China by Xingcheng People's Government, with the Culture Bureau taking the lead role in collaboration with the Tourism and Construction Bureaux, with the active support of civic and political leaders.

Óbidos Municipality provided expert input through its professional seconded to the project to continue to develop and refine new strategies for tourism, event management and exhibitions (see Annexe V). An exhibition on Óbidos was mounted in the Walled City Visitor Centre to coincide with the Final Workshop in Year 2, month 10. Through its expert consultants, Óbidos also supported the finalisation of urban management and conservation policies, a housing policy and overarching strategies for development and regeneration (see Annexes VII, IX and XI).

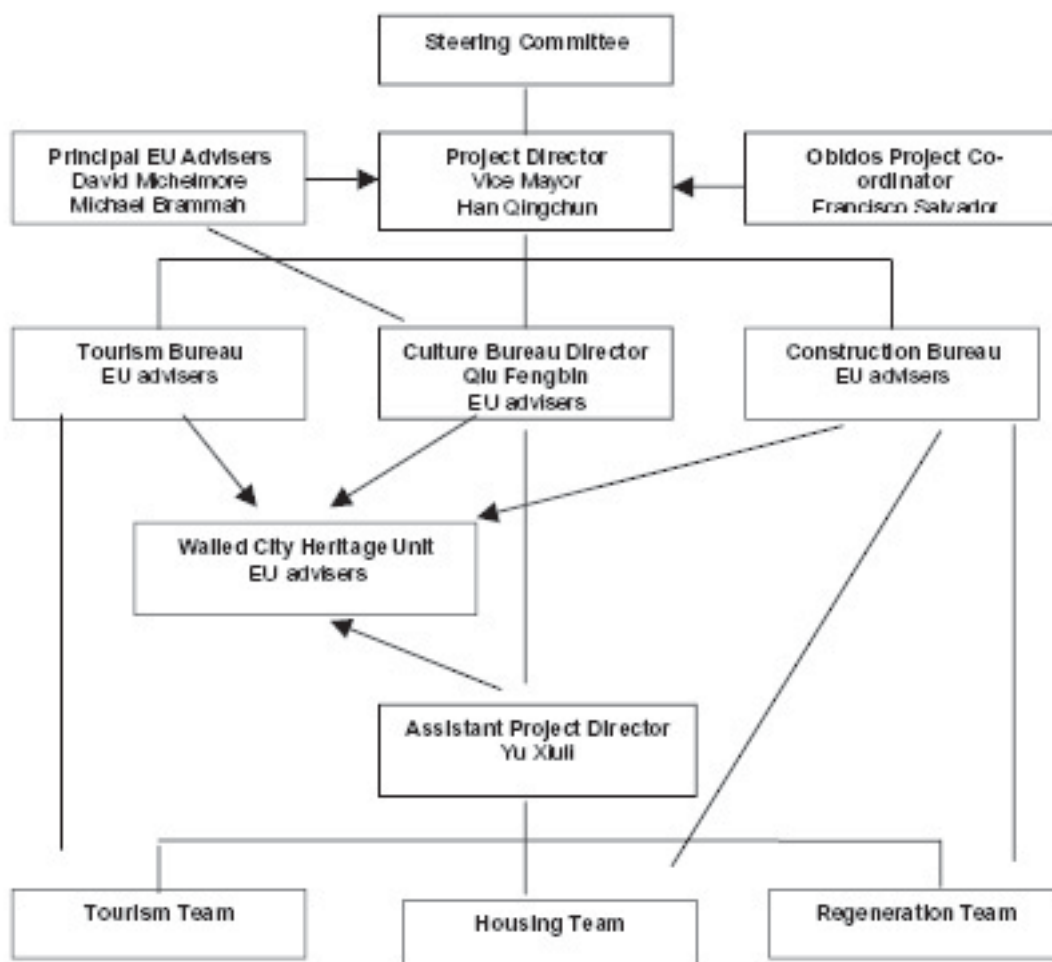
Portsmouth City Council organised the Third Workshop at Portsmouth in Year 2, month 6 (see Annexe II) and Kate Prowse (Business Development Expert) and Ian Bridges



(Inward Investment Expert) made presentations on urban regeneration and growth at the Final Workshop in Xingcheng in Year 2, month 10.

Shenyang Jianzhu University continued to be actively involved with implementing project activities through student work and the support of two academics, Prof. Shi Tie Mao and Prof. Fu Yao. Their impressive study of the south-western quadrant of the walled city as a pilot area was completed and is presented in Annexe X. Shenyang students also participated in the Final Workshop in Xingcheng.

In Year 1, four students from Portsmouth University School of Architecture worked in Xingcheng and on the Shenyang campus with students from Shenyang Jianzhu University, supported by Ewa Maciejewska, Lecturer in Architecture. In Year 2, the University put a longer input into the project through Architecturer Lecturer Celia Clark, who also supported the project in her capacity as Community Participation Adviser for the City of Portsmouth. Dr Clark and Ms Zhou Guoyan, a doctoral research student, supported Xingcheng Municipal Government in the development of heritage management strategies and the finalization of the Design Guide (see Annexe VIII)



Revised management structure developed at the end of Year 1

#### IV. METHODOLOGY AND EFFECTIVENESS

The methodology applied corresponded to the project proposal and the revised action plan, with a number of limited changes, all of which were reported to and discussed with the EC Delegation in Beijing.

At the end of Year 1, month 1, when Frank Wen, the Office Manager, emigrated to Canada, Ms Yu Xiuli, Deputy Director of the Culture Bureau, took on new responsibilities as Assistant Project Director, to assist Vice Mayor Han Qing Chun on leading the implementation of project activities on a day-to-day basis. The revised management structure was developed in Year 1, in anticipation of these personnel changes.

The illness of Mr Francisco Salvador (Óbidos Project Coordinator) necessitated additional time input by David Michelmore, Heritage Team Leader, and Michael Brammah, Principal Urban Management Adviser. Óbidos Municipality provided additional matching funding in order to strengthen project management by these means. These changes were duly reported and agreed with the EC Delegation in Beijing and are fully detailed in the Financial Report (Section B).

The experience of Year 1 demonstrated that lengthy secondment of Xingcheng professionals to Europe was impractical because of language problems, and in Year 2 such secondment was replaced by an extended study visit by the whole Xingcheng study-tour group (see Annexes II and III). The need for this change had been discussed with the EC Delegation before implementation of the new strategy.

As previously reported and approved by the EC Delegation (see Interim Report, p. 22), it had been decided to concentrate on developing a single new major event for Xingcheng in the form of a Walled City Festival outside the current July tourism season, during which the annual Sea Festival is held. Following the replacement of Wang Shao Jun as Mayor of Xingcheng, the city's political leaders felt it was impractical to fulfill their undertaking to fund this activity in Year 2, month 9 (see Annexe I), but that preparation should continue so that it could be organized after the end of the project. It should be noted that this change has no budgetary implications, as the event was to be entirely funded by Xingcheng outside the project budget. The project has provided Xingcheng with the capacity to stage such an event.

Mr Jiang Tiecheng, Director of Liaoning Provincial Cultural Relics Management Office, supported the concept of the project from the initial planning phase and has been a member of the Steering Committee. However, project implementation has seen a wider involvement of international and national organisations than was foreseen in the original project proposal. The agreement in principle by SACH (State Administration of Cultural Heritage of the People's Republic of China) that the city walls of Xingcheng should be included in the new Tentative List of Chinese World Heritage Sites, preparatory to a nomination of the *City Walls of China* to the World Heritage List has resulted in an active dialogue between Xingcheng Municipal Government and the state authorities responsible for cultural heritage preservation at the national level. Regular meetings have been held



with Mr Guo Zhan, World Heritage Director of SACH, who attended the First Workshop in Xingcheng (see Interim Report, Annexe IV) and was represented at the Final Workshop in Xingcheng by Mr Wang Da Min.

The project has provided the link between Xingcheng and Ms. Beatrice Kaldun, Programme Specialist for Culture, UNESCO Office Beijing. UNESCO is advised on matters relating to heritage conservation and site management by ICOMOS (International Council on Monuments and Sites), which is also responsible for evaluating nominations to the World Heritage List. Mayor Han Qing Chun attended the ICOMOS General Assembly in Xi'an and Mr Ian Hocking represented the Historic Towns Committee of ICOMOS at the Final Workshop in Xingcheng.

In view of Xingcheng People's Government's limited resources, the project ensured the more active involvement of Liaoning Provincial Government and Huludao City Government in plans for tourism promotion and heritage promotion. The support of Liaoning Provincial Tourism Bureau and Huludao Tourism Bureau were secured for staging the Walled City Festival. The involvement and support provided to the project by these international and national authorities during Year 2 is illustrated in Annexes 1 (minutes of meetings) and 4 (Final Workshop). Beyond the end of the project, the international members of the project management team will support Xingcheng in joining international networks of heritage towns in East and South East Asia, for example through contact with the networks supported by the UNESCO Regional Office for Asia and the Pacific in Bangkok.

## V IPACT TO DATE

Action	Impact
1. Effective mobilisation and establishment of a project office in Xingcheng, initially in the Culture Bureau, but transferred to the Zhou House after conversion to the Walled City Visitor Centre	<ul style="list-style-type: none"> <li>• Providing Xingcheng PG with the experience of implementing an international project and with EC procedures.</li> <li>• Increase in the technical and managerial capacities of Xingcheng PG staff</li> <li>• Experience in the conversion of a historic building to a beneficial new use</li> <li>• The establishment of new linkages and networks with SACH, Liaoning Provincial Culture and Tourism Bureaux, Huludao Tourism Bureau, Ganzhou and other Chinese cities with similar ambitions for economic development through the exploitation of heritage.</li> </ul>
2. Successful implementation of the First Workshop in Xingcheng	<ul style="list-style-type: none"> <li>• Establishment of a working partnership between the project partners and their associates.</li> <li>• Introduction to Xingcheng a range of ideas on development through tourism</li> </ul>

Action	Impact
	<ul style="list-style-type: none"> <li>Active involvement with commitment by SACH to include the city walls of Xingcheng in the new Chinese Tentative List.</li> </ul>
<p>3. Review of current policies and strategies</p>	<ul style="list-style-type: none"> <li>Provision of experience to Xingcheng PG staff of working with international experts.</li> <li>Information-sharing on tried-and-tested solutions to local problems.</li> <li>Familiarisation of the partners with local conditions and the problems that needed to be addressed by the project.</li> </ul>
<p>4. Implementation of desk-top studies and sample surveys of the local tourism industry, urban infrastructure, etc</p> <p>Survey by Shenyang Jianzhu University of housing and the built environment in a pilot sector of the walled city</p>	<ul style="list-style-type: none"> <li>Provision data on visitors, tourism services and hotels.</li> <li>Provision of the framework for the development of the proposal for the Walled City Festival.</li> <li>Provision of data on water supply and sewerage and the deficiencies of the systems.</li> <li>Provision of the framework for the implementation of priority projects for urban renewal.</li> <li>Provision of up-to-date detailed information on housing conditions.</li> <li>Survey of the Zhou House complex prior to its restoration and conversion to project office and visitor centre.</li> <li>Establishment of a working relationship between Shenyang Jianzhu University and Xingcheng PG.</li> <li>Familiarisation of Shenyang University with Xingcheng and its cultural values.</li> </ul>
<p>5. Initiation of priority projects for the renewal of urban infrastructure and restoration of the built heritage in the walled city</p>	<ul style="list-style-type: none"> <li>Renewal of the water system and improvements in the sewerage system in the walled city directly benefited the inhabitants, particularly the urban poor.</li> <li>Restoration of the City God Temple, extensively damaged during the Cultural Revolution, has provided an additional visitor attraction and a new focus for civic pride and awareness in the cultural riches of the walled city</li> <li>Xincheng PG has defined a further series of priority projects which it will implement as part of the project's exit strategy</li> </ul>

Action	Impact
<p>Initiation of the process of nomination of the city walls to the UNESCO World Heritage List</p>	<ul style="list-style-type: none"> <li>• World Heritage status has the proven potential for transformation of the local economy.</li> <li>• The process of preparing the draft nomination dossier has resulted in documenting the history of Xingcheng, which is being utilized as a resource for the tourism continuing promotion component of the project.</li> <li>• The need to prepare a conservation management plan has lent an urgency to implement the project components relating to urban management.</li> <li>• The possibility of achieving World Heritage status has increased the value of the project in the eyes of local civic and party leaders.</li> <li>• An active working relationship has been established with Ganzhou to achieve the common aim of World Heritage inscription of their city walls.</li> </ul>
<p>6. Implementation of the First European Study Tour</p> <p>Implementation of the Second Workshop in Óbidos</p> <p>Secondment of two senior Xingcheng officials to Óbidos</p>	<ul style="list-style-type: none"> <li>• Awareness-building of Xingcheng leaders and officials of the achievements and problems of tourism promotion and urban management in EU cities.</li> <li>• Provision of a comparison of cultural heritage assets and the potential of their exploitation for economic development.</li> <li>• Networking and creation of linkages between Xingcheng and European cities, with the potential for a long-term partnership between Xingcheng and Aigues Mortes</li> <li>• Strengthening a sense of partnership between the three cities.</li> <li>• Extensive knowledge-sharing, particularly in the field of tourism promotion through the staging of special events.</li> <li>• Promotion and publicity for Xingcheng Familiarization of Xingcheng PG staff with tourism and urban conservation strategies in Óbidos.</li> <li>• Familiarisation of Xingcheng personnel with cultural heritage sites in Portugal.</li> <li>• Strengthening ties between Óbidos and Xingcheng personnel.</li> </ul>

Action	Impact
<p>7. Implementation of the Asian Study Tour</p>	<ul style="list-style-type: none"> <li>• Awareness-building of achievements in Vietnamese and Chinese heritage cities in the promotion of cultural heritage to achieve development.</li> <li>• Awareness-building of conservation management for environmental protection, including <i>feng shui</i> landscapes relevant to that of Xingcheng</li> <li>• Learning how the experiences of the 1st European Study tour could be transferred to an Asian context.</li> <li>• Exposure to the holistic management strategies of Hoi An and Lijiang.</li> <li>• Awareness-building of the requirements for the management of World Heritage Cities.</li> <li>• Experience of the conversion of heritage houses to tourism accommodation.</li> <li>• Experience of the promotion of intangible heritage within overall conservation strategies.</li> </ul>
<p>8. Review of tourism assets in Xingcheng and surrounding areas</p> <p>Development of proposals to extend the tourist season</p> <p>Conversion of the Zhou House to the Walled City Visitor Centre and project office</p>	<ul style="list-style-type: none"> <li>• Commencement of plans for developing Xingcheng as a base for half-day and one-day visits to sites (including the Liaoning Great Wall) and nearby parts of Hebei Province, to encourage longer stays</li> <li>• Development of a detailed proposal and methodology to hold a Walled City Festival beyond the end of the current tourist season, as a demonstration of the potential to utilize cultural heritage to attract tourists outside the summer season.</li> <li>• Effective creation of an exemplar project for the sustainable reuse of a historic building, as well as a working base for the project.</li> <li>• Promotion of the value of the built heritage of the walled city.</li> <li>• Familiarisation of Xingcheng PG staff with EC procurement procedures for works.</li> <li>• Practical experience of EU visibility guidelines. Involvement of Shenyang Jianzhu University with a practical</li> <li>• project in Xingcheng and development of the relationship between the University and Xingcheng PG</li> </ul>

Action	Impact
Preparation of core promotional material	<ul style="list-style-type: none"> <li>• An attractive, richly illustrated book, on Xingcheng and the heritage attractions in the area has been published</li> <li>• Xingcheng PG has published two new guidebooks</li> <li>• Xingcheng’s existing website has been reviewed</li> <li>• Óbidos has added webpages on Xingcheng to its own website</li> </ul>
9. Pilot project for upgrading housing in the walled city	<ul style="list-style-type: none"> <li>• Sample surveys and the completion of questionnaires has broadened understanding of the issues and prioritized potential future actions</li> <li>• The assistance of local community groups in completing the sample surveys has encouraged stakeholder involvement</li> <li>• Survey of a selected area of the walled city by Shenyang Jainzhu University students has provided a database for conservation management</li> </ul>
10. Short-term improvements to the environment and infrastructure of the walled city	<ul style="list-style-type: none"> <li>• Surveys of the sewerage and water system informed the infrastructure renewal work and the aspirations and concerns of local householders.</li> <li>• Extensive renewal of the water and sewerage systems by Xingcheng PG has resulted in tangible improvements to services in the walled city</li> </ul>
11. Successful implementation of the 2 <sup>nd</sup> EU Study Tour	<ul style="list-style-type: none"> <li>• Exposure of Xingcheng personnel to historic cities where good heritage management is the basis for a successful tourism industry</li> <li>• Establishment of links with the heritage and tourism managers in the cities visited</li> <li>• The value of attracting meetings and conferences to extend the tourism season into winter</li> <li>• The importance of effective and enforced building regulations</li> <li>• Information on methodologies for instituting local tourism taxes</li> <li>• The value of networking with other heritage places to share costs in tourism promotion</li> <li>• The possibilities of developing audio guides that can be accessed by mobile phone</li> </ul>



Action	Impact
<p>Implementation of the Third Workshop at Portsmouth</p> <p>Study visit by Xingcheng study-tour team (replaced secondment by a single person as impracticable because of language problems)</p>	<ul style="list-style-type: none"> <li>• The importance of the historic buildings to the city’s image and hence to its tourism industry</li> <li>• The necessity to find appropriate modern uses for disused historic buildings, to ensure that they are cared for</li> <li>• The need to develop a vision for the city, through extensive consultation with the public</li> <li>• the importance of integrated transport systems, in which good public transport will make it possible to limit car access and improve the pedestrian environment</li> <li>• The range of materials and services that can be provided by visitor centres</li> <li>• Sustainable means of funding tourism information brochures through advertising</li> <li>• The benefits of having quality tourism souvenirs available</li> <li>• Provision of a platform for Xingcheng to present its new tourism development and conservation management strategies</li> <li>• Sharing Portsmouth experience on effective urban regeneration strategies as an element in economic development</li> <li>• Experience of the “International Festival of the Sea” as an exemplar for promoting the Walled City Festival in Xingcheng</li> <li>• Experience of the promotion of food in a festival context</li> <li>• Development of new links between Portsmouth and Xingcheng communities, including the Portsmouth Chinese Association</li> <li>• Exposure to different conservation strategies and an opportunity to evaluate “good” and “bad” conservation</li> </ul>

**VI LINKS WITH OTHER PROJECTS/PROGRAMMES**

During Year 1, the Asian Study Tour visited two other cities which had received funding through the Asia Urbs Programme (see Interiam Report, p. 31. Year 2 largely saw the strengthening of institutional links with State and provincial authorities (SACH, Liaoning Provincial Government, Huludao City Government), international organisations (especially UNESCO, including the Beijing office) and international NGOs (ICOMOS) rather than



projects, but the development of a working relationship with Ganzhou has the potential to develop joint projects in the future.

## VII. SUSTAINABILITY

The project has demonstrated the potential economic value of the distinctiveness of Xingcheng as a heritage city, which will undoubtedly become increasingly important as its tourist attraction as a seaside resort will diminish, because of the unfavourable climate and extremely short existing tourist season. Xingcheng's communications by both rail and road are excellent, not only with the major cities of Beijing and Shenyang, but also many smaller cities, providing it with a potential tourism market numbering many millions. There is every reason to suppose that Xingcheng can build prosperity through exploiting its heritage and by developing a second centre for tourist activity in the town – the walled city as well as the beach – to the great benefit of the urban poor in the city core.

To maintain its attractions and achieve World Heritage inscription, the character of the ancient city and its surroundings must be much better managed. The project, through a transfer of know-how from the European partners, has much in assisting the development of effective and sustainable urban management strategies, which are enshrined in a new management plan which will form part of the documentation for the World Heritage nomination and which has been prepared with the support of the project.

The great success of both Óbidos and Portsmouth in attracting tourist wealth has offered extensive experience from which Xingcheng can benefit. The Walled City Festival needs to be implemented, replicated in later years, and a longer series of events developed, to achieve the result of a series of self-financing activities to generate tourism revenue. The project has demonstrated the potential for Xingcheng to become a tourism centre in southern Liaoning, with a range of cultural sites in easy reach to be visited.

The three study tours have played an important role in opening eyes and broadening visions. The Asian Study Tour demonstrated that effective conservation and tourism development strategies are possible not only in Europe, but also in a regional context.

The project has provided a framework for convincing civil and party leaders of the possibilities of success and of the need to promulgate and implement new strategies in the field of urban planning to protect the environment, and the potential economic benefits that can ensue. A pledge to implement such policies has been made by party and civil leaders within the framework of making a positive commitment to the project's exit strategy and to form an intersectoral Walled City Heritage Unit (together staff from the Culture, Tourism and Construction Bureaux) to execute actions (see Annexe I).

The project has the support of Liaoning Provincial Government and indeed the involvement of Óbidos as applicant for the project is the result of an initiative of the



Provincial Culture Bureau in bringing international experts to the city. The Bureau is represented on the Steering Committee. Huludao City Government has also given the project its full support. Through the project, Xingcheng PG has built a working relationship with the central government, through SACH, and has started the process of gaining international recognition and the formation of international partnerships with organisations such as UNESCO and ICOMOS.

Within Xingcheng itself, the project received the full endorsement of the new Mayor, Han Ping. At the end of the project, Vice Mayor Han Qing Chun was seconded for a year to the Liaoning Provincial Tourism Bureau, which will undoubtedly increase his value on his return as a prime agent in continuing the development of sustainable new tourism strategies for Xingcheng, as well as forging strong ties with the provincial authorities.



Project management team with Han Ping, the new Mayor of Xingcheng

Without the project, there is little chance that Xingcheng could have been considered for World Heritage Listing. World Heritage status provides the greatest opportunity for economic transformation as a result of the wide publicity that Xingcheng would receive within and outside the country. World Heritage is now actively and effectively promoted in China, through publications, a dedicated magazine and through television programmes. Although the process of achieving World Heritage inscription will take a number of years, at least it has been initiated. The similar ambitions of Óbidos promise a shared experience as Xingcheng and Óbidos both work their way through the process.

### VIII Other Issues

The project successfully implemented all activities supported by the project budget. The postponement of the Walled City Festival, following the removal from office of Mayor Wang Shao Jun, should not be seen as a failure, as the city’s leadership has committed Xingcheng to a range of environmental improvement actions, as well as to holding the festival at a later date. In any case, the festival was always to be financed with 100% funding from Xingcheng, entirely outside the project budget.



The Asia Urbs project in Xingcheng has undoubtedly transformed the understanding of politicians, civil leaders and officials in Xingcheng of the potential of using heritage as the catalyst for development and of the tools and strategies which are available to achieve such a result.

China has little experience of civil society involvement in civic planning and management, or of stakeholder consultation. In this context, the project provided a strong example of stakeholder consultation, through formal meetings and informal interviews, in planning tourism development. The activities for planning housing and environmental improvements also provided an opportunity for public engagement, with citizens actively involved in survey and information-gathering.

Finally, the project has demonstrated the potential for effective implantation of projects in even small provincial authorities in China, despite limitations in human and financial resources.

**SIGNATURE PAGE**

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