3 Pilot Projects: Interventions and Strategies for the Focus Area
This section presents six different pilot projects formulated on the basis of medium-term development visions for the focus area. The pilot projects reflect the key issues and significant locations identified in the findings of the fieldwork and subsequent thematic assessments, as well as of the integrated SWOT analysis documented in Section 2.0 of this report. Furthermore, they are based on the focus area’s specific potentials, its residents’ priorities and international best practices. However, the pilot projects are to be understood as very first steps for initiating urban regeneration activities. It is important to consider a follow-up process in order to elaborate a general strategy that goes together with the institutionalization of working structures and instruments for strategic urban regeneration – in the focus area and beyond.
The projects described here illustrate specific strategies toward the improvement of spatial conditions and living standards within the focus area, propose mechanisms and management tools to physically safeguard the historical urban landscape, facilitate stakeholder involvement, foster investments in the area and improve quality of open and communal space and of connectivity. They are namely the (i) Management Instruments for New Physical Interventions; (ii) Improving Non-Motorized Mobility; (iii) Improving Governance for Neighborhood Rehabilitation; (iv) Economic and Physical Improvement of Dobrobut Market; (v) Sv. Theodora Square: A Community Platform; and (vi) Staryi Rynok and Temple Synagogue: Making History Visible. A visual overview of the targeted locations for each project is provided in Figure 3.2. The proposals for interventions consider the social, economic and physical aspects of urban rehabilitation, dedicating particular consideration to community engagement and participation as well as multi-stakeholder governance in decision-making processes.

3.1 Management Instruments for New Physical Interventions

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

The pilot project for new physical interventions, therefore, is a set of recommendations to establish specific mechanisms and instruments to assess the potential of open, vacant or underutilized plots and buildings within the focus area. The project will also help create management tools to physically safeguard the historical urban landscape, while socially and economically revitalizing the neighborhood.

3.1.1 Strategies for New Physical Interventions

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

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

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

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3.1.2 Instruments and Guidelines for Implementation

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

Land-Use Management Plan

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

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

General Guidelines for New Physical Interventions in the Focus Area

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

Financial Mechanisms

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

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

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

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

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

The development of clear *Aesthetic Guidelines for Urban Development* will ensure that new physical interventions will reflect contemporary and innovative urban design that is conscious of the historical, social and economic context of the neighborhood. The *Guidelines* must also strike an appropriate balance between modern utility and the historical urban topography, respecting the volume and height of neighboring buildings (Figure 3.4). For that, architecture should provide solutions that suit local conditions, making use of suitable materials and resources, utilizing the knowledge of local craftsmen. Specific regulations should steer redevelopment away from *pseudo-historical* design and facadism (Figure 3.5), in order to pay tribute to the authenticity of the Historical Ensemble of L’viv.

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

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

![Figure 3.4](image)

*Contemporary Architecture along Auguststraße 26, Berlin*

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

*Photo credit: R. Piedade (2011).*
International Best Practices:  
International Instruments and Guidelines for  
Physical Interventions in Historical Contexts

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

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

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

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

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

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

3.1.3 Proposals for Application and Replication

In order to illustrate the recommendations described, four examples of physical intervention are presented as concrete proposals for action (Figure 3.6). The intervention projects intend to involve different actors in alternative roles, thereby promoting sustainable development of the neighborhood. Solutions should be incrementally improved and adapted for application elsewhere in the City.
### Proposal I: Rehabilitation of a Vacant and Neglected Historic Building
- Location: Vacant and neglected building next to the Saint Onufry’s Monastery in B. Khmelnytosh street
- Intervention: Provision of a neglected building with a new adaptive use: a Neighbourhood Center; and restoration process as capacity training program

### Proposal II: Reconstitution of the Historic Urban Block
- Location: Block in front of Staryi Rynok, in between Pyl’nykar’ka street and Mukashiv’ska street
- Intervention: Reconstitution of part of the urban fabric, enhancing the use of the courtyard as part of the public space

### Proposal III: Urban Farm
- Location: Large open area between buildings in Uzhhorodska street
- Intervention: Community-driven urban farm with recreational area, educating people on environmental management

### Proposal IV: Community Youth Center as part of a Resident’s Initiative
- Location: Existing playground and sports ground on Chornomorskaya street + plot facing Kniazia Lva street, in between Staryi Rynok and the playground
- Intervention: Improvement of the physical quality of an existing playground and sports ground as part of the consolidation of a complex for a Community Youth Center

**Figure 3.6 Location Map and Description of Proposals**
The locations of the physical interventions described in this section are indicated in red. Design: P. Amatya and R. Piedade (2011).
Proposal I - Rehabilitation of a Vacant and Neglected Historic Building

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

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

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

Figure 3.7
Current status of the neglected building along Khmelnytsoh Street
Photo credit: P. Amatya (2011).
Implementation Strategy and Stakeholders

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

Proposal II - Reconstitution of the Historic Urban Block

Further deterioration of buildings and open spaces within the focus area will lead to slum formation, social polarization and a weak mutual identity within the community. Therefore, the objective of this proposal is to generate a model for the reconstitution of the historic urban fabric. The project has been designed to alter the physical structure of the neighborhood and enable the economic and social integration of new developments into the existing historical landscape.
The intervention is based on creating new semi-public adaptive uses for courtyards within the block structure, creating social and economic functions from otherwise unused spaces. The quality of the new developments will also reinforce the sense of place that supports community identity and an attachment to the neighborhood (Berke and Conroy 2000).

• Location
Although there are many potential blocks (like the square formed by the playground on the plot of a former synagogue at Mstyslava Udatnoho, Vesela and Sianska just north of the Dobrobut Market, see Figure 3.9) the block south of Staryi Rynok, in between Pyl’nykar’ska Street and Mukashivs’ka Street, holds exemplary potential for such an intervention. The block was selected because of the current fragmented status of its interior and the vacant lots lining its eastern and western entry points (Figure 3.10). The proposed intervention can benefit from its proximity to several points of historic interest in the focus area, and allow for mixed-use development that caters to both local and tourist needs. Small neighborhood businesses could occupy the ground floor of the new development and create a thriving economic corridor utilizing the outdoor spaces of each of the buildings. Alternatively, the plot facing Staryi Rynok could also be closed with a building, which would reconstruct the original urban fabric of the square.

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

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

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

- **Implementation Strategy and Stakeholders**
  The implementation of a community-driven urban farm requires the collective action of all participants. After forming a network of interested individuals and families, an application can be submitted to the municipality for the provision or temporary lease of the land. The small initial investment to construct fences on the land could be provided by the municipality or by a private sponsor. However, once the farm is established, the sale of the agricultural outputs should be adequate to cover continuous operational costs. Local universities can also provide technical support where necessary.
Various pilot projects to stimulate sustainable urban development can also be implemented at the urban farm. The collection of rainwater for agricultural application can introduce ideas regarding sustainable water usage, while domestic and agricultural organic waste can be composted and used as fertilizer on the farm. Hence, this project will not only promote capacity development and community engagement, but also provide an opportunity to practice environmental management techniques.

The example of community-driven urban farm in Ziegenhof, Berlin is both applicable and replicable within for the focus area. The farm incorporates traditional agricultural activities, such as vegetable cultivation and animal husbandry, as well as activities for children and open recreational spaces. As the urban farm incorporates community efforts and interests, the management of the property can be entirely driven by community action, with virtually no continuous expenses incurred by the municipality. Another applicable project is the Prinzessinnengärten in Berlin (www.prinzessinnengarten.net) – an urban agriculture initiative involving the local community in gardening and education (Figure 3.13).
Proposal IV - Community Youth Center (CYC) Based on Residents’ Initiative

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

The main objective of this proposal is to reinforce the residents’ commitment to neighborhood improvement, while linking the efforts of public and private entities towards a unified goal. The project is divided into two strategic interventions: (i) the support of current residents’ initiatives to improve the physical quality of their local youth facilities; and (ii) a temporary or permanent commercial intervention on the adjacent plot to enhance the generation of local income for further investment in the development and maintenance of a CYC (Figure 3.15).
• Location
The implementation of the various components of this proposal requires two adjacent plots of land. The existing playground and sports park along Chornomorska Street (Figure 3.16) and the underutilized plot along Lwa Street (Figure 3.17) have been identified as appropriate sites for this intervention.

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

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

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

Figure 3.16
Current condition of the plot adjacent to the sports park
The plot can be used for temporary commercial activities as part of Proposal IV.

Figure 3.17
Current condition of the plot adjacent to the sports park
The plot can be used temporary commercial activities as part Proposal IV.
Figure 3.18a
Temporary Intervention and Consolidated building
Photo collage super-imposing the C-42 project from Manuelle Gautrand in Paris over the same vacant plot.

Figure 3.18b:
Temporary Intervention and Consolidated building
A conceptualized image of a temporary commercial construction in the vacant plot adjacent to the sports park.
3.1.4 Conclusion

Since the Management Instruments for New Physical Interventions are a set of guidelines and recommendations to foster sustainable development within the focus area, it is expected that new structures and relationships will emerge to safeguard the Historical Ensemble of the City. New actors will, therefore, be involved in the decision-making process - defining the location, function and aesthetics of new developments (Figure 3.19). The Management Council will assist the process, ensuring communication, transparency and accountability. The promotion of sustainable development will, therefore, be the product of a broader overview of the focus area, by means of incremental actions towards the future.
3.2 Improvement of Non-Motorized Mobility

The main objective of the proposals and strategies outlined in this section is to improve the interconnection between the City and the focus area through the use of non-motorized transportation. This can be achieved by implementing two general strategies, specifically bicycle mobility (Figure 3.24 and Figure 3.25) and the improvement of pedestrian infrastructure. The strategies are designed to enhance the physical connections with adjacent neighborhoods, with an emphasis on linking the City Center to points of historic interest within the focus area, such as Vysoki Zamok, creating a mobility circuit that is practical for both residents and tourists alike (Figure 3.24 and Figure 3.26).

Figure 3.24
Mobility Strategies
Integrated map depicting the comprehensive approach to improving non-motorized mobility within the focus area.
3.2.1 Strategies for Improved Bicycle Mobility

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

The bicycle network will create a link between the east side of the City Center with Vysoki Zamok and other points of historical interest within the focus area. Convenient transfer points between the City Center and the focus area, as well as future projections of the network have been suggested with regard to the high vehicular and human traffic within this area. Four specific strategies towards the implementation of a bicycle mobility network are discussed below.
Pedestrian and Tourist Mobility Circuits
The pedestrian (left) and tourist (right) mobility circuits are designed to increase pedestrian traffic flows into the focus area, and improve non-motorized mobility throughout.

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

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

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

Creating Rent a Bike Stations
As a means to stimulate economic activity and promote bicycling as a feasible mode of transportation, the establishment of two bicycle rental agencies is proposed. The location of the rental facilities should be easily accessible via public transportation and immediately adjacent to the proposed bicycle circuit; therefore, shops near the Gun Powder Tower and Ploshcha Rynok in the City Center have been identified as suitable locations. These offices can be operated either by the City of L'viv, as a means of adding to the council’s revenue base, or by a local private enterprise.
Sections 1 through 4 identify four distinct characteristics of the urban fabric that will determine different approaches of the final design (left); and a positive example of well integrated bicycle circuits (right).

Controlling Use of Parking Spaces

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

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

3.2.2 Strategies for Improved Pedestrian Mobility

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

Enhanced Connection between Dobrobut Market and Vysoki Zamok

The proposed pathway would serve as a connection between the points of primary importance within the focus area. The route will be developed and improved from the western border of the focus area at Prospekt Chornovola Street, passing along the north side of the Market, continuing to the tram station near Staryi Rynok, and ultimately passing the hospital to the top of Vysoki Zamok (Figure 3.29). The inclusion of physical barriers, such as bollards, can be an effective means to prevent vehicles from...
blocking pedestrian paths and as a general means to improve the appropriation of public space (Figures 3.30). Further proposals in connection with the improvements of the Dobrobut Market can be read in chapter 3.4.2.

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

**Physical Improvement of the Staryi Rynok**

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

**Recovery of the North Side of Dobrobut Market**

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

**Figure 3.30**

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

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

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

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

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

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

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

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

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

Amongst international organizations involved with various programs within the City, the GIZ holds an important role due to its current mobility program, Climate-friendly Approach to Sustainable Mobility. The agency can be a key actor for the improvement of non-motorized mobility and a credible support partner to the local government. The organizers of the EURO 2012 events, both on international and local levels, are potential partners in attracting investments and funds. The anticipated influx of people due to the event requires careful transport planning to ensure that the city does not grind to a halt during the championship.

3.2.3 Conclusion

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

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

Although the international academic discourse has largely shifted from the ideals of local government to those of urban governance (Pierre 1999), the decision-making processes with regard to historic restoration in L’viv is dominated by the municipal government at its various administrative levels and its agencies (Figure 3.39). Evidence generated by the 2009 GIZ socio-economic survey (GTZ 2009) and corroborated by the authors of this report suggests that patterns of exclusionary decision-making at the municipal and district levels contribute to feelings of decreased ownership of property and ultimately to the overall neglect of the urban fabric in the focus area. Despite the general willingness of the residents to contribute to the overall improvement of historic structures (GTZ 2009), the institutional framework and mechanisms for participation in the process are either unknown or altogether absent.

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

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

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

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

**Special Interest Precinct**

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

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**Rationale Behind Declaring a Special Interest Precinct**

- Area is home to the oldest identified human settlements within the city and recognized as significant by UNESCO;
- Area has suffered from long-term neglect, with buildings approaching dilapidation;
- Area is home to a variety of destroyed and existing historic monuments;
- Area has well-defined borders, providing distinct administrative boundaries;
- Area is characterized by the lowest ability-to-pay within the GIZ cooperation project area\(^\text{26}\);
- Residents identify the greatest willingness to cooperate with neighbors and actively contribute to building restoration within the GIZ cooperation project area (GTZ 2009); and
- Costs of implementation to the district and municipality can likely be recouped through increased tourist revenue.

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\(^{26}\) The area of ongoing GIZ cooperation project Municipal Development and Rehabilitation of the Old City of L’viv.

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**3.3.1 Neighborhood Center**

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

**Strategy**

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

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

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

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

Location
As a meeting place for all residents of the focus area, the Neighborhood Center should be visible and accessible for everyone. It is also important that the Neighborhood Center provide an excellent example of building rehabilitation for the neighborhood. Soliciting the participation of the residents in the first steps of the planning process and implementation phase of the Neighborhood Center arrangement would contribute to the idea that the Neighborhood Center itself is designed by the residents for the residents of the focus area as a whole. Further information regarding the physical location and design of the neighborhood center has been described in Section 3.1.3 of this report.

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

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

An advisory body composed of representatives of different municipal departments will be formed to channel financial resources and link municipal programs and projects, such as the implementation of OSBBs and the Courtyard Rehabilitation Program, with the Center. Additionally, the Center will rely on support from interns from L'viv universities and volunteers from within the community. Once the staff is in place, the team will be in charge of creating a network with the crucial stakeholders within the local sphere.
• **Phase Two**
Citizen participation can be stimulated through organization of public events, targeted workshops and training sessions, as well as through public awareness campaigns. Promotion of the Center’s activities must be a continuous process, not only to inform and invite the community, but also to raise awareness of current projects and past achievements.

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

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

Public meetings should be organized between service providers and residents in order to acquaint them with each other and define clear strategies and responsibilities for both parties. Meetings between representatives from the utilities company and the Neighborhood Manager must be arranged periodically to provide a monitoring mechanism and increase program accountability. Public meetings with representatives of the ZhEK and residents should also be organized regularly in order to bring service provision closer to the residents, and develop strategies to optimize those services. In these meetings, both planned and realized activities will be presented to the community with emphasis on the specific owners of the houses where measures will be taken.

**International Best Practice:**
*The Gate Committee (Porto Palazzo, Turin, Italy)*

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

*Source: Oxford Institute for Sustainable Development (2009)*

### 3.3.2 Courtyard Renovation

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

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

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

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

**Implementation**

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

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

**International Best Practice:**

Courtyard Rehabilitation (Berlin, Germany)

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

Source: Schillerpromenade Quartier [undated]

### 3.3.3 Policy Recommendation - Fiscal Incentives

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

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27 Comments made by City of L'viv Vice-Mayor Mr. Vasil Kosiv on May 25, 2011.
Designing fiscal incentives that are both practical and confined within the existing framework of Ukrainian tax law is beyond the scope of this report. However, fiscal incentives are an effective, albeit institutionally complex, means of encouraging private investment in historical rehabilitation while minimizing the front-end costs incurred by the state (Tiesdell et al 1996; Case 1968). The following is a brief discussion of idealized fiscal incentive programs drawing on exemplary instances from the international community. Contrary to the majority of the pilot projects described in this report, without a significant shift in political will, these policy recommendations are likely infeasible in the short or medium-term. Additionally, given the high-level of fiscal centralization in the Ukraine, implementation would not be possible exclusively on the municipal level, but would require close cooperation with national and sub-national levels of government.

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

Strategy
Fiscal incentives are generally perceived as ‘positive’ enforcement measures and more broadly legitimate than other regulatory mechanisms, largely because participation is based on mutual benefit, not on compulsory action (McCleary 2005, p. 1). While the development of fiscal disincentives has been effective in the United Kingdom (McGreal et al 2002), such mechanisms could be perceived as anti-business in the Ukrainian context and disproportionately punish those that are unable to pay, rather than stimulate investment from those that can. Financial incentives for historic restoration in L’viv would likely take two forms: (i) tax rebates; and (ii) grants. Whenever possible, the mechanisms should be seen as complimentary, not exclusive (McGreal et al 2002).

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

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

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28 As of March 2010, the State Tax Administration of Ukraine maintains a list of 300 tax incentives, primarily aimed at stimulating industry and foreign direct investment (Maydanyk 2010).
29 In a June 3, 2011 e-mail correspondence, Ms. Lenka Vojtova (GIZ) informed the authors that, according to the City of L’viv Tax Administration, approximately two-thirds of tax-revenue generated in the City of L’viv is transferred directly to the national level government. Slightly different figures were reported by Ms. Iryna Maruniak (Head of the Halyzka District Administration) on May 23, 2011 and Mr. Vasil Kosiv on May 25, 2011.
### 3.3.4 Conclusion

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

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**International Best Practice:**

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

*Source: Council of Europe (2008)*

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**Figure 3.41**

**Expected Future Stakeholder Analysis**

An idealized stakeholder analysis depicting the power structure following the implementation of the various community programs. Note the participatory practices have brought residents and business owners closer to the decision-making process.

*Design: A. Guadagni (2011)."
3.4 Economic and Physical Improvement of Dobrobut Market

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

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

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

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

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

The Market has settled in a temporary structure developed in the initial construction phase for a planned hotel that was never completed. According to the General Master Plan of L’viv, a hotel is still planned to occupy the location of the Market. The Master Plan shows that all residential buildings surrounding the Market, including two historically significant structures, would be razed and transformed into open space. While the construction of a hotel on the site would benefit the tourist industry in the City Center, it would diminish the utility of the property for the local residents.
3.4.2 Strategies

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

Physical Improvement

• Formal Market - Phase One

There is a necessity to change the image of the Market and the appearance of the southern edge of the area (Figure 3.45). Doing so is the first step to attract tourists and visitors from the City Center and Opera House into the focus area. Actions that can be taken to emphasize the entrance of the Market include: (i) improving the Market facade; (ii) installing official signage denoting the Dobrobut Market; (iii) more clearly defining the Market entrance, and (iv) illuminating the entrance to improve the appearance at night to support new traditional restaurants that have been proposed.

With regard to accessibility, the following potential improvements have been identified: (i) providing additional landscaping and pedestrian paths along the access route to the south; (ii) creating a more fluid dynamic between the Market and City Center (for more details see also figure 3.32); (iii) redefining the functions of access roads and pedestrian paths, to create better entrance points along all sides of the Market; and (iv) delimiting clear boundaries around the Market in order to prevent uncontrolled expansion and improve its overall appearance.
• **Formal Market - Phase Two**
  The actions and strategies of improvement in the medium and long-term include the improvement of the overall appearance of the Market by changing the roof and renovating existing structures. An open architectural competition could be one possible solution to obtain a number of proposals and integrate a variety of stakeholders in the selection of a final design. Thus, a new aesthetic for the Market can be developed in phases, according to the opinions of stakeholders. Such physical renovations can create a new landmark within the City similar to those in Barcelona and Vienna.

**International Best Practices:**
*Barcelona and Vienna*

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

**Improvement of Market Image and Function**

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

• **Formal Market - Phase One**
  A reorganization of its function could create a unique niche for the Market within the City. To a certain extent, the Market is already viewed as a place for purchasing traditional Ukrainian foods and goods. This, however, has not yet been effectively exploited, and has not had a significant impact on the Market’s local reputation. The image of the market could be improved through the introduction of aprons with custom traditional designs for market vendors, the promotion of social activities through cultural walk signage identifying destinations on the cultural and historic pathway.

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

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

![Figure 3.46](image_url)

*Scheme for future arrangements of Market zones*

*Design: H. Nabavi (2011).*
The incorporation of the sellers into a formal system can be achieved by simplifying legal restrictions, presenting a streamlined registration and licensing procedure, and developing an equitable tax scheme. The vulnerability and social exclusion associated with informal markets can be reduced by introducing a set of legal provisions that would assure recognition by financial institutions and thus, enable opportunity for economic progress (Becker 2004).

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

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

**The New Arts and Crafts Market and Pathway**

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

31 Information provided by Mr. Alexander Kobsarev, in interview conducted on May 17, 2011.
- **Creation of Small Businesses along the Pathway**
  Along the pathway, leisure points in the open spaces can be connected with small businesses offering traditional food, souvenirs, books and traditional arts and crafts. The outcome would be a community of small-scale business sellers that complement each other, and lead visitors past additional points of interest.

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

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

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

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

- **Micro-finance**
  Financial resources are an important prerequisite for improvement and development of the Market. However, high rent prices and low-profit margins restrict stallholders’ eligibility for loans from commercial banks. Micro-finance is a form of financial development based on the provision of small-scale loans to lower-income clients, who traditionally lack access to the financial services market (Barr 2005). The formation of tenants’ association could initiate self-financing through micro-saving schemes. A wider savings base and access credit opportunities through the availability of micro-financing schemes could provide the required financial resources to attract younger businesses, as well as enhance capacity of sellers.

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

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

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

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

Formal Market

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

The capacity development programs, as well as the oversight of the physical rehabilitation of the Market can be organized by the Business Improvement Association. In return, landowners can offer long-term contracts with certain benefits as an incentive for the improvement of the Market. The Business Improvement Association would be responsible for the improvement of the whole BID, which includes the pathway to Vysoki Zamok where the new Arts and Crafts Market will be established (Figure 3.47). They will also monitor the economic revitalization of the market.

Farmer’s Market

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

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

The Market Manager

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

Figure 3.50
Expected Future Stakeholder Analysis
of the implementation process is to increase the sellers’ incomes and expand formal job opportunities at the new market zones, with the support of all stakeholders.

3.4.4 Conclusion

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

3.5 

Sv. Theodora Square: A Community Platform for the Neighborhood

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

3.5.1 Location

Sv. Theodora Square is located immediately east of the intersection of the arterial road Prospekt Chornovola Street and the smaller Muliarska Street (Figure 3.52). Despite its central location, the poor
connection to the arterial road and City Center have made the Square nearly invisible to casual passersby. Nevertheless, the Square is within a 10-minute walk from several of L’viv’s most noteworthy attractions, notably Saint Nicholas Church, the Opera House and the Ivan Franko National University of L’viv. The Square also holds significant historical importance in its own right, as its grounds were once home to the Church of Saint Theodor and its adjoining cemetery.

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

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

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

3.5.3 Proposals for Design and Functional Elements

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

Sport Facilities

The integration of simple sporting facilities into Sv. Theodora Square could contribute significantly to the productive use of the area without compromising other temporary uses of the open space. A variety of athletic facilities, such as squash courts, soccer field, basketball hoops and table tennis tables, can be installed with relatively low investment and virtually no continuous maintenance costs.
**Leisure Facilities**
The incorporation of a public fountain and water landscape into *Sv. Theodora* Square could be an interesting strategy to create a pleasant micro-environment while alluding to the underground river *Poltva* that runs to the west of the Square (Figure 3.55). The water landscape could also incorporate a shallow area in which children can play during the hot summer months. The installation of a *garden chess board* can also encourage multi-generational use of the space (Figure 3.57). The large southern wall of the *Millennium* night club has potential to be used as a projection screen for an open air theater, to support local film initiatives, or broadcast games during the 2012 European Football Championships.

**Community Activity Pavilion**
The establishment of a community pavilion will increase the number of public activities in the Square. The walls of the existing electrical transformer station can be utilized to create a multi-purpose structure, offering a climbing wall for kids, exhibition space for local artists and an aesthetically agreeable green facade (Figure 3.58). Such activities could be overseen by the *Neighborhood Center*.
as described in Section 3.3 and 3.1.3 of this report. In order to create a sense of community ownership towards the pavilion, construction could be implemented through direct residents’ actions and completed incrementally based on available community resources. The pavilion could be further extended in the future to house a public consultancy office for urban regeneration and restoration of architectural heritage sites (Figure 3.59).

**Traffic and Vehicle Management**

The implementation of a *Shared Space Concept* could be useful for improving the current imbalance between motorized mobility and functional public use of the space. This transportation management tool aims to use the public activities as an impetus for drivers to reduce their speed, while simultaneously attracting people for public activities (Clarke 2006). Replacement of the current road and pavement surfaces and leveling the pedestrian path with the roadway are applied to more seamlessly integrate both vehicles and pedestrians into the urban fabric. Through the use of differentiated paving materials, *Sv. Theodora Square* could still maintain its historic urban outline. Ultimately, the Square will appear as a fully integrated public realm (Figure 3.60 and Figure 3.61).

**Economic Improvement**

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

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*Figure 3.60*

Conceptualization of *Sv. Theodora Square*

View from the southeast corner of the Square.

*Photo credit and design: H. Yoon (2011).*

*Figure 3.61*

Conceptualization of *Sv. Theodora Square*

View from the northeast corner of the Square.

*Photo credit and design: H. Yoon (2011).*
International Best Practice:  
Shared Space

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

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

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

Stakeholders

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

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

Implementation Process

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

- Phase One – Preparation

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

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

- Phase Two – Project and Budget Planning

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

Following the creation of the guiding principles, the Neighborhood Center and the City Council should establish a phased budgetary plan and strategies to attract investment. The Neighborhood Center, with the assistance of the GIZ, could hold events to encourage stakeholders to consider their possible donations. For example, experts in the fields of architecture and landscape design could volunteer their time. The GIZ and local universities could create a participatory design program for the students, or host a design contest between universities.
Potential beneficiaries such as the surrounding shop owners could donate their labor or money in the process of constructing the planned facilities via Corporate Social Responsibility mechanisms. A method called Tile Inscription by Contribution, in which individual contributors have their name inscribed on a tile that is then laid in pavement of the square, could be employed to stimulate small-scale local investment (Figure 3.64). Alternatively to financial contributions, labor or skills could be contributed during the construction phase, creating an opportunity for the involvement of all members of the community.

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

- **Phase Three – Incremental Implementation**
  It is important to involve all relevant stakeholders for the implementation of the project once the planning decisions are made and financial resources are secured. Due to the incremental nature of the project, implementation can proceed in accordance with the available budget, and continue as additional funding is secured. The method of Community Action Planning (CAP) could provide guidance and facilitate the participation of the relevant stakeholders in all phases of the project. It involves and links the local community with the decision-makers and technical experts in the planning process (Zhu and Sippel 2008).

### 3.5.5 Conclusion

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

Staryi Rynok (Old Market) is the most central square of the focus area. It is an important meeting point for locals and outsiders. People talk and rest in the shade of the small park. It is on the route to Vysoki Zamok, close to two important churches.

However, the square has lost its former significance as the historical birthplace of the city and one of the most outstanding locations of Jewish life in L'viv. Prior to Nazi occupation and genocide of the Jewish population, the focus area - together with the neighboring Cracowian Suburb – was a center of Jewish life in Lviv as it was predominately inhabited by Jews until the 1940s. All but two of the 42 synagogues that existed in L'viv were destroyed by the Nazi occupiers. One of these remaining synagogues is located in the focus area (see figure 3.64). One of the biggest and most important synagogues of the whole City was the Temple Synagogue, which used to stand on Staryi Rynok and was destroyed in 1941. Today, there is not much that reminds locals and visitors of this chapter of L'viv's history. The aim of this pilot project is to uncover this part of history and propose how to make it visible again.

3.6.1 History of Staryi Rynok

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

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Figure 3.65
Staryi Rynok from the map of the royal and capital city of L’viv (1890)
Emanuel Blumenfeld, the first Jewish lawyer in L’viv, proposed the construction of a *Progressive Synagogue* to be built after the model of the synagogues in Prague, Budapest and Berlin (Gelston 1997). The clergy of the church and the nearby *Benedictine Monastery* opposed the proposed construction of the synagogue in *Strzelecki* Square (modern day *Danilo Halitsky* Square). On July 4, 1843, the governorship agreed to sell a plot at *Staryi Rynok* to the Jewish Community, and, between 1843 and 1846, the *Progressive Synagogue* was built (Gelston 1997). The author of the idea is considered to be the architect Lewicki. However, the project supervision was carried out by the architect John Salzman (Gelston 1997). The model for the building was a Viennese synagogue at *Seitenstattgasse* (Gelston 1997). From 1860, the function of the synagogue expanded, as it was not only the site of religious ceremonies, but also an important location for public meetings (Boyko 2008).

### Destruction of the Synagogue

The synagogue was among the Jewish buildings that were damaged during a Polish Pogrom in November 1918, when it was set on fire (Center for Urban History of East Central Europe 2011). In 1919, the synagogue was renovated under the direction of Leopold Reis (Center for Urban History of East Central Europe 2011). In summer 1941, the synagogue was destroyed by the occupying Nazis: first it was set ablaze, then it was demolished using dynamite (Boyko, 2008). Eyewitness Eugene Nakonechny describes the *Temple Synagogue*’s destruction as follows: ‘The Nazis set fire to the synagogue, first burning the decorative elements, and then laid dynamite charges to blow up the building. Sappers having fulfilled their job proficiently, large chunks of the synagogue walls collapsed onto the ground.’ (Center for Urban History of East Central Europe 2011).
Staryi Rynok after World War II
After the Second World War, the USSR carried out a policy of ‘Ukrainization,’ which affected the entire city of L’viv (City of L’viv 2011). This policy led to the forced emigration of non-Ukrainian residents from L’viv and the settlement of Russians in their place (City of L’viv 2011). Most of the current residents in the area of Staryi Rynok moved into the neighborhood following the Second World War35. During the Soviet period, a park was built on the former site of the synagogue36. Nowadays this park serves a variety of functions for neighborhood residents. In addition to its recreational function, the park is in a very central location, surrounded by a bank, a kiosk and a tram station. Local residents, especially old people, use the park as a place to rest. However the park is also a gathering place at night for alcoholics.

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

35 Interview with Oksana Boyko in May 2011.
36 Interview with Oksana Boyko in May 2011.
Figure 3.68
Staryi Rynok Area 2011
Photo credit: A. Huseynov (2011).

Figure 3.69
Memorial Stone of Temple Synagogue
Located in the park where the synagogue used to be.
Photo credit: A. Huseynov (2011).
Interviews about the Memorial Stone
From the interviews it was found that following Ukraine’s independence, the Jewish community in Ukraine had taken action to either restore synagogues to their original use, or to reconstruct synagogues that had been destroyed. On the site of the Temple Synagogue, there is a park that was built after the Second World War. In the mid-1990s, a proposal by the Jewish community to rebuild the synagogue was rejected by the local government. In the mid-1990s, a memorial stone was placed in the park where the Temple Synagogue once stood. For a variety of reasons, the existing memorial stone does not serve to commemorate the synagogue: its small size, its unimpressive appearance and the isolated location do not correspond to the historical significance of the Temple Synagogue. As a result, it is either not noticed or simply ignored by most visitors.

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

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

Figure 3.70
Broken bench in Staryi Rynok Park
Photo credit: A.Huseynov (2011).
3.6.3 Ideas to Commemorate Temple Synagogue

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

International Inspirations 1: Nazi Book Burning Monument

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

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

International Inspirations 2: Berlin Wall Cobblestones

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

Figure 3.71 Nazi Book Burning Monument

During the daytime, the memorial’s glass opening reflects the sky, giving the illusion that the empty bookshelves are floating in the sky. During the night, the bookshelves are illuminated. Photo credits: A. Huseynov (2011).

Figure 3.72 Berlin Wall cobblestones

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

• Adoption of the Inspiration to Staryi Rynok
Based on historical materials, interviews, and examples of memorials in Berlin, this pilot project was conceived for the area of Staryi Rynok. The project proposal for the Temple Synagogue Memorial and the park, consists of four main stages or elements: (i) archeological excavations; (ii) installation of a cobblestone marking the outline of the synagogue; (iii) construction of an underground chamber to represent a model of the former building; and (iv) renovation of the park and improving its automobile and pedestrian access.

• Archeological Excavations
Oksana Boyko, the author of the book Sinaqoqi Lvova (2008) has conducted extensive research on the Temple Synagogue. She believes that archeological excavations in the park will lead to the discovery of historical remnants of the building. These remnants could be very effectively utilized in a new memorial. During an interview with Oksana Boyko, she mentioned that two factors make it quite likely that remnants of the synagogue would be discovered if archeological excavations were undertaken. First of all, the destruction occurred fairly recently, and except for the present park, no subsequent construction activity is known to have occurred. Secondly, the synagogue was dynamited and not all rubble was cleared from the site after its destruction. So it is very likely that some architectural elements will be discovered that could be utilized in the third stage of the proposed project.

• Cobblestones Showing the Outline of the Building
The above-mentioned cobblestone line that commemorates the Berlin Wall is a very good and original example of a device for catching people’s attention, and enabling them to better imagine an important piece of history. The double line of cobblestones in Staryi Rynok Park will follow the course of the outer walls of the former synagogue. Every few meters, metal plaques will indicate the name of the synagogue and the years it stood on this site. The line of cobblestones will not create any obstacles for pedestrians or bicyclists, but will serve to catch their attention in a subtle and polite way.

• The Integration of an Underground Chamber
An installation similar to the Nazi Book Burning Memorial on Bebelplatz in Berlin will be integrated into the synagogue pilot project. The chamber will contain a 3-D model of the synagogue. At night, the chamber will be illuminated from within. During the day, the chamber’s glass opening will partially reflect the sky and surrounding trees. This chamber would be placed within the cobblestone outline of the former synagogue at the center of the park without creating an obstacle for park visitors, but rather catching their attention in a thought-provoking way.

37 Interview with Oksana Boyko in May 2011.
Renovating of the Park and Improving Access
After completion of the first three stages, the park will be renovated in a manner that is consistent with the new memorial, so as to create a complete ensemble. The roads, benches and lawns will be refurbished and access to the park will be improved in such a way that people will want to pass through the park on foot, and explore the memorial. The increased popularity of the park, its improved appearance with the rebuilt memorial would attract many visitors and encourage tourists to also visit the neighborhood surrounding Staryi Rynok, which is the birthplace of the city and once held great significance for the Jewish community (for more proposals concerning the improvement of the area see also 3.2.2 and 3.4.2/ The New Arts and Crafts Market and Pathway).
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Expert Interviews (conducted from May 16 – 26, 2011):


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

Oleksander Kobzarev, Head of City Institute L’viv

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

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

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

Lila Onyschtchenko, Head of the Heritage Department, City of L’viv

Yuri Stolarov, Architect at Mistoproject

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

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Figure 4.2
Graffiti: “Lviv city Of Ideas”.

Figure 5.1
Building behind L’viv Opera House at V’yacheslava Chornovola avenue.
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Expected Future Stakeholder Analysis

Old market near the Kniazia Osmomysla Square

The chaotic, unappealing main entrance to the Market along Torhova Street.

Location of Dobrobut Market

A photo collage depicting the conceptualization of physical improvements of the Market.

Scheme for future arrangements of Market zones.

Retail Pathway Plan

Tourist Guidance System

Directional Signage

Expected Future Stakeholder Analysis

Schematic Market Improvement Diagram

Assessment of the Current Sv. Theodora Square Site

Current Status of Sv. Theodora Square

Current Status of Sv. Theodora Square

Fountain and Water Landscape

A shallow area in a fountain at Neumarkt in Gotha (Germany) invites children to play.

Garden Chess

Climbing Wall and Green Facade

Community Pavilion Implementation Process

Conceptualization of Sv. Theodora Square

Conceptualization of Sv. Theodora Square

Zentralplatz in Biel, Switzerland, designed as a shared space

Zentralplatz in Biel, Switzerland, designed as a shared space

Tile Inscription by Contribution

Staryi Rynok from the map of the royal and capital city of L`viv (1890).

Temple Synagogue at Staryi Rynok (1846).

Staryi Rynok Square late 1950s

Staryi Rynok Area 2011.

Memorial Stone of Temple Synagogue

Broken bench in Staryi Rynok Park.

Nazi Book Burning Monument

Berlin Wall cobblestones.

Cobblestones in the ground follow the course of Temple

Synagogue’s exterior walls.

City Centre: Location of The Great City Synagogue (destroyed in 1943)

4 References

Beautiful courtyard close to Staryi Rynok

Graffiti: “Lviv city Of Ideas”

5 Annex

Building behind L`viv Opera House at V`yacheslava Chornovola avenue

Focus Area Street Map

Suggested Additions to the L`viv Tourist Map

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

<table>
<thead>
<tr>
<th>№</th>
<th>Які Ваші побажання щодо покращення цієї території</th>
<th>What are your suggestions for improving this area?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Відреставрувати фасади, під'їзді</td>
<td>Renovation of facades, entrances</td>
</tr>
<tr>
<td>2</td>
<td>Заборонити стоянку автомобілів, які належать працівникам банку “Фінанси та кредит” на пл.Св.Теодора, також заставити їх засіяти газон по якому вони їздять!</td>
<td>Prohibit parking on Sv. Theodora Sq. for cars that belong to employees of bank “Finance and Credit,” also get them to plant grass!</td>
</tr>
<tr>
<td>3</td>
<td>Обновити фасади будинків. Поставити лавки на цій території. Ремонт фасадів на вул. Підмурній, 5. ремонт дорог та тротуарів цієї частини міста</td>
<td>Renovate facades, install benches in the area. Repair the facade vul.Pidmurnyi, 5. Repair the roads and sidewalks</td>
</tr>
<tr>
<td>4</td>
<td>Прибрати і побудувати майданчик</td>
<td>Clean and construct playground</td>
</tr>
<tr>
<td>5</td>
<td>Побудувати на пл.Св.Теодора дитячий майданчик</td>
<td>Construct playground on Sv. Theodora Square</td>
</tr>
<tr>
<td>6</td>
<td>Поставити урни для сміття</td>
<td>More rubbish bins</td>
</tr>
<tr>
<td>7</td>
<td>Допомогти відреставрувати колишню синагогу на вул. Вугільній, 3</td>
<td>Renovate the building of former synagogue on the 3, Vuhilna str</td>
</tr>
<tr>
<td>8</td>
<td>Прибрати вулиці</td>
<td>Clean the streets</td>
</tr>
<tr>
<td>9</td>
<td>Збільшити зелену частину площі, додати квітники, поставити лавки, посадити дерева, зробити зони відпочинку</td>
<td>Increase green space, add flower beds, install benches, plant trees and make recreation areas</td>
</tr>
<tr>
<td>10</td>
<td>Покращення стану будинків та ремонт фасадів та внутрішні роботи</td>
<td>Improve buildings and facades</td>
</tr>
<tr>
<td>11</td>
<td>Розпочати благоустрій території зі заміни влади</td>
<td>Start with the changing of authorities</td>
</tr>
<tr>
<td>12</td>
<td>Поміняти президента</td>
<td>Change president</td>
</tr>
<tr>
<td>13</td>
<td>Батькам навчити любити своє місто</td>
<td>Teach kids to love their city</td>
</tr>
<tr>
<td>14</td>
<td>Прикрасити цю територію більшою кількістю зелені</td>
<td>More green space</td>
</tr>
<tr>
<td>№</td>
<td>Що є найбільшою проблемою цієї частини міста?</td>
<td>What is the biggest problem of this part of the city?</td>
</tr>
<tr>
<td>----</td>
<td>---------------------------------------------</td>
<td>---------------------------------------------------</td>
</tr>
<tr>
<td>1</td>
<td>Треба ремонтувати не тільки фасади</td>
<td>Repairing of the houses, not only facades</td>
</tr>
<tr>
<td>2</td>
<td>графіті</td>
<td>Graffiti</td>
</tr>
<tr>
<td>3</td>
<td>засмічені майданчики</td>
<td>Rubbish</td>
</tr>
<tr>
<td>4</td>
<td>Заборонити проїзд транспорту в історичній частині міста. Заборонити зупинку маршруток на плоці</td>
<td>Prohibit the transport traffic in historic part of town. Prohibit bus stops on this square</td>
</tr>
<tr>
<td>5</td>
<td>Краще прибирати і вчасно вивозити сміття</td>
<td>Improve cleaning</td>
</tr>
<tr>
<td>6</td>
<td>Влаштувати місце для вигулу собак</td>
<td>Arrange a place for walking dogs</td>
</tr>
<tr>
<td>7</td>
<td>Влаштувати дитячий майданчик та лавки для старших людей</td>
<td>Arrange a playground and benches for old people</td>
</tr>
<tr>
<td>8</td>
<td>Засадити площу ефірними деревами (липа, акація, грецький горіх та іншими ефіроносними квітами)</td>
<td>Plant scented trees (linden, acacia, walnut and other)</td>
</tr>
<tr>
<td>9</td>
<td>Пісок на дит. Майданчиках</td>
<td>Sand on the playgrounds</td>
</tr>
<tr>
<td>10</td>
<td>Відремонтувати фасад будинку вул.Сянська, 20 і заборонити рух машин перед дитячою площадкою, щоб діти не дихали вихлопами</td>
<td>Repair facade of the building on 20, Synska Str. and prohibit traffic near playground</td>
</tr>
<tr>
<td>11</td>
<td>Реставрація архітектурних, історично цінних будинків</td>
<td>Restoration of historical heritage</td>
</tr>
<tr>
<td>12</td>
<td>відсутність смітників</td>
<td>Lack of rubbish bins</td>
</tr>
<tr>
<td>13</td>
<td>Заборонити вигул собак на майданчикуах вул. Ужгородська, 4, 5 відремонтувати фасад і даха, вул. Удатного, 5 відремонтувати фасад, вул.Б.Хмельницького, 20 відремонтувати фасад</td>
<td>Prohibit walking of dogs on the playgrounds Renovate facades : Uzhgorodskaya, 4; Udatnoho,5; B.Hmelyntskoho,20</td>
</tr>
<tr>
<td>14</td>
<td>Посадити побільше квітів і клумб, зробити великий дитячий майданчик</td>
<td>Plant more flowers and make a big playground</td>
</tr>
<tr>
<td>15</td>
<td>Не вистачає футбольного поля</td>
<td>Construct soccer field</td>
</tr>
</tbody>
</table>
5.4 Focus Area Street Map

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

1. Prospekt Chornovola
2. vul. Bohdana Hmelnyckoho
3. vul. Zamarsyniwska
4. ploshcha Torhova
5. vul. Ivana Honty
6. vul. Staromiska
7. ploshcha Rizni
8. vul. Lazneva
9. vul. Sianska
10. vul. Pidmurna
11. vul. Mstyslava Udatnoho
12. vul. Vuhila
13. vul. Muliarska
14. vul. Vessela
15. vul. Medova
16. Unknown 1
17. Unknown 2
18. vul. Snizhna
19. vul. Vichewa
20. vul. Nasypna
21. vul. Pisha
22. vul. Mosiazhna
23. vul. Rybna
24. vul. Chornomorska
25. vul. Lwa
26. vul. Mukachiwska
27. vul. Uzhhorodska
28. vul. Shodova
29. vul. Zamkova
30. vul. Spadysta
31. vul. Pylnykarska
32. vul. Smerekova
5.5 Suggested Additions to the L'viv Tourist Map
(see proposals in section 3.2)
5.6  Slogans for the Focus Area
5.7 Profile of Authors

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

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

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

Maria Cecilia de Carvalho Rodrigues (Brazil) is a social scientist and specialist in public policies trained at the Universidade Federal de São Carlos and the Universidade Católica de Santos. She has several years of relevant work experience with solidarity economy enterprises and municipally funded initiatives for the upgrade of informal settlements. In 2009, Cecilia was awarded the DAAD scholarship ‘Postgraduate Courses for Professionals with Relevance to Developing Countries’ to take part in the Urban Management Program.
An architect trained at the Instituto Tecnológico y de Estudios Superiores de Monterrey in Guadalajara, Mexico, **Ingrid Sofía Cornejo Reindl** (Mexico / Germany) has several years of relevant work experience related to urban issues. Prior to enrolling in the Urban Management Program, she was a project coordinator for a private architectural design and construction firm, where she acquired experience in **LEED (Leadership in Environmental Energy Design)** certification of new edifications.

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

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

Born in Nakhchivan, **Arzu Huseynov** (Azerbaijan) received his Bachelor’s Degree in Public Administration from the Academy of Public Administration. From 2006 to 2010, he worked as a project coordinator in Association of Young Azerbaijani Friends of Europe and was involved in more than 20 international youth projects of European Commission and Council of Europe. For his commitment to public service work, Arzu has been granted the **President’s Scholarship of Azerbaijan Republic** to pursue his Master’s studies in Berlin.
Sang Hyun Jeon (South Korea) is an architect and real estate consultant interested in urban development. He has work experience with nearly 40 urban-scale projects in South Korea, the Philippines and Shanghai, China. Following graduation, he is planning to work for an urban consulting firm.

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

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

Trained as an Urban and Regional Planner, Erastus Sila Mutuku (Kenya) has special interest in the slum upgrading and slum improvement issues relevant to his home country. Prior to joining the Urban Management Master’s Program, he worked as a District Physical Planning Officer for the Government of Kenya. After graduation, he hopes to join an NGO working on issues related to slum improvement.
An urban planner from Tehran, Seyyedeh Hoda Nabavi (Iran) has several years of work experience in urban research and the production of master plans for cultural spaces development. Prior to enrolling in the Urban Management Program, she served as an assistant manager for the Tehran Neighborhood Identity Structure project, funded by the City of Tehran. Her academic and professional work is oriented toward the field of sustainable neighborhood development.

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

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

Born in Tehran, Saman Tahmasebi (Iran) has earned a Bachelor’s degree in Business Management Studies. Prior to enrolling in the TU-Berlin Urban Management Program, she worked as a member of the executive management team in the marketing section of a private firm in her home city of Tehran.
Holding a Master’s Degree in Architectural Engineering, Hwon Yoon (South Korea) is a registered architect of the Republic of Korea with 13 years of relevant private sector work experience. Additionally, Hwon has held the position of Invited Professor of Architectural Design at the Woosong Technical College (2004-2009), served as the Secretary General of the Research Institute of Architecture (2008-2009), and as a lecturer at the School of Architecture established by the Korean Institute of Architects (SAKIA) (2008-2009).
Technische Universität Berlin / Berlin University of Technology

Urban Management Program
Faculty VI Planning Building Environment
Sekr. A 53
Strasse des 17. Juni 152
10623 Berlin
Federal Republic of Germany
Phone: + 49-30-314-21468
Fax: + 49-30-314-21907
E-mail: a53@tu-berlin.de
Internet: www.urban-management.de

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH / German International Cooperation

Cooperation Project: Municipal Development and Rehabilitation of the Old City of Lviv
A. Bohomoltsia Street 6, Office 6
79005 Lviv
Ukraine
www.urban-project.lviv.ua
www.giz.de