



A MANAGEMENT PLAN PROPOSAL FOR BURSA HISTORIC BAZAAR AND KHANS DISTRICT

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20th October, 2021

Outline:

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 - Importance of the study for healthy cities
- The importance of management plans for sustainability of historical districts
- A management plan proposal for the sustainability of Bursa Historical Bazaar and Khans District
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World Health Organisation Regional Office for Europe

Healthy Cities Checklist

A healthy city aims to provide:

- a clean, safe physical environment of high quality (including housing quality);
- an ecosystem that is stable now and sustainable in the long term;
- a strong, mutually supportive and non-exploitative community;
- **a high degree of participation in and control by the citizens over the decisions affecting their lives, health and well-being;**
- the meeting of basic needs (food, water, shelter, income, safety and work) for all the city's people;
- **access by the people to a wide variety of experiences and resources, with the chance for a wide variety of contact, interaction and communication;**
- **a diverse, vital and innovative economy;**
- **connectedness with the past, with the cultural and biological heritage of city dwellers and with other groups and individuals;**
- a form that is compatible with and enhances the preceding characteristics;
- an optimum level of appropriate public health and sickness care services, accessible to all; and
- high health status (high levels of positive health and low levels of disease).

(<https://www.euro.who.int/en/health-topics/environment-and-health/urban-health/who-european-healthy-cities-network/what-is-a-healthy-city/healthy-city-checklist>)

Properties of a Healthy City

As it is seen the Healthy Cities Checklist which is identified in the web site of World Health Organisation, a healthy city should include:

- **a high degree of participation**
- **access by the people to a wide variety of experiences**
- **a diverse, vital and innovative economy**
- **connectedness with the past**

Aim of the presentation

- In the content of this presentation, a strategic plan proposal which is unique to Bursa Historical Bazaar and Khans District is introduced. This proposal was prepared as a research project which was jointly supported by Uludag University in Bursa and Bursa Metropolitan Municipality between 2010-2013.
- In this presentation, a strategic planning approach, developed for Bursa Historical Bazaar and Khans District is introduced as a model for the sustainable revitalisation of the historic commercial district in traditional cities.

Importance and implications of the study

- At the 38th World Heritage Committee meeting which was held in Doha, Qatar in 2014, Bursa Historical Bazaar and Khans District, along with the Sultan Complexes (Kulliyes) and Cumalikizik in Turkey, were inscribed as a World Heritage Site.
- As a requirement of UNESCO, before the application to the World Heritage Committee, Bursa Site Management Unit prepared a management plan.
- The author of this presentation was charged in the team who prepared the nomination file and also worked in the advisory board of management plan.
- The research project of the author of this presentation was partly used in the preparation of the nomination file and management plan.

THE IMPORTANCE OF MANAGEMENT PLANS FOR SUSTAINABLE REVITALISATION OF HISTORIC DISTRICTS



What is a management plan?

- Since 2000, UNESCO has implemented a prerequisite of a 'Management Plan' for areas to be included on the World Heritage List.
- «the plans formed with the aim of providing protection, maintenance, utilization of the Management area, by considering administration project, excavation plan and environment project or conservation master plan, also indicating annual and five-year application stages and budget of conservation and development project and that are revised once in five years”

What do management plans provide?

The common elements of an effective management system are defined in Guidelines for the Implementation of the World Heritage Convention, as follows:

- “a thorough shared understanding of the property by all stakeholders;
- a cycle of planning, implementation, monitoring, evaluation and feedback;
- the monitoring and assessment of the impacts of trends, changes, and of proposed interventions;
- the involvement of partners and stakeholders;
- the allocation of necessary resources;
- capacity-building; and
- an accountable, transparent description of how the management system functions”

(Operational Guidelines for the Implementation of the World Heritage Convention, 2013: 34)

Why management plans are prepared for the World Heritage Sites?

- The structure of a management system depends on the type, characteristics and specific requirements of a cultural heritage site and the context of the geography in which it is placed.
- Management systems may vary according to different cultural perspectives and the resources of the country.
- In order to clarify the management system, UNESCO first expects to know about the legislative, regulatory, contractual, planning, institutional and/ or traditional measures most relevant to the protection of the property.
- Also, a detailed analysis of the way in which this protection actually operates is the other basic requirement.

What are the stages of a management plan?

Management planning includes three major stages. These are:

- Determining the present state and development potential of the site

Current Condition Identification

Site Analysis

The definition of vision of the area and setting the policies

- The determination of Work Programme, Timetables and Action Plans
- Monitoring, Evaluation and Training

(Regulation Regarding the Procedures and Principles for Determining Foundation, Duties and Management Areas of the Site Management and Board of Monuments; 2005).

A MANAGEMENT PLAN PROPOSAL FOR BURSA HISTORIC BAZAAR AND KHAN DISTRICT



Bursa Historic Bazaar and Khans District

Bursa was the first capital city of the Ottoman Empire. Throughout its Ottoman and Turkish history, it has been an important trade centre. The city, which was situated on the “Silk Road,” was a fundamental commercial centre in marketing the silk produced both in the domestic market and in Europe throughout the Ottoman Era. The Historical Bazaar and Khans District, being situated in the city centre of Bursa, functioned as the heart of trade activity in the city throughout the centuries. Due to its central location in the city and its place in the collective memory of the inhabitants, the area has conserved its aesthetic, economic and social values since its establishment 600 years ago.





1 PİRİNÇ HAN



2 İPEK HAN



6 EMİR HAN



7 KOZA HAN



8 GEYVE HAN



9 FIDAN HAN



1. Piri Han
2. Eski İpekhane
3. Tavukpazan Hamamı
4. Kapan Han
5. Şengül Hamamı (Gümüşçüler Çarşısı)
6. Emir Han
7. Koca Han - İç Koca Han
8. Gevve Han
9. Fidan Han
10. Kubbeli Han
11. Tuz Han
12. Davutpaşa Hamamı
13. Eskişehir Han
14. Yoğurt Han
15. Tarihi Kayhan Hamamı
16. Apollon Han
17. Ulucami
18. Orhan Cami
19. İvazpaşa Cami
20. Ertuğrulpazarı Cami
21. Tuzpazan Cami
22. Hayrettin Paşa Cami
23. Tarihi Belediye Binası
24. Tıyare Kültür Merkezi
25. Ahmet Vefik Paşa Devlet Tiyatrosu
26. Zafar Plaza Alışveriş Merkezi
27. Beledesten
28. Bakırçılar Çarşısı
29. Havlucular Çarşısı
30. Kapalı Çarşı
31. Uzun Çarşı
32. Tuzpazan Çarşısı
33. Okçular Çarşısı
34. Balpazarı
35. Demirciler Çarşısı
36. Kayhan Çarşısı

Bursa Historic Bazaar and Khans District

- Bursa Historical Bazaar and Khans District is a unique example of traditional Ottoman commercial districts.
- The initial buildings of the area, such as the Emir Khans, Orhan Mosque and Orhan Turkish Bath, were built in the 14th century.
- In the following two centuries, each of the prevailing Ottoman Sultans constructed many Khans buildings. As the number of these buildings increased, new shopping streets appeared on the axes connecting the Khans and Bedesten, such as the Long Bazaar and Covered Bazaar.
- By the 16th century, the early growth of Bursa's historical commercial centre was complete. The 17th and 18th centuries were periods of stagnation for the district.
- The 19th century showed the earliest signs of change with transformation of the pre-industrialised city to an industrialised city, which was evidenced by changes in commercial activities. In this period, new transportation routes destroyed the organic structure of the city and bounded historical commercial districts
- The area underwent a decline in terms of its architectural characteristics, spatial unity and socio-economic activity due to rapid industrialisation and urbanisation experienced in the 20th and the beginning of the 21st centuries in Bursa.
- New building typologies, including banks, health clinics, some administrative buildings and new types of commercial buildings, were built in the periphery of the area by the mid-20th century.

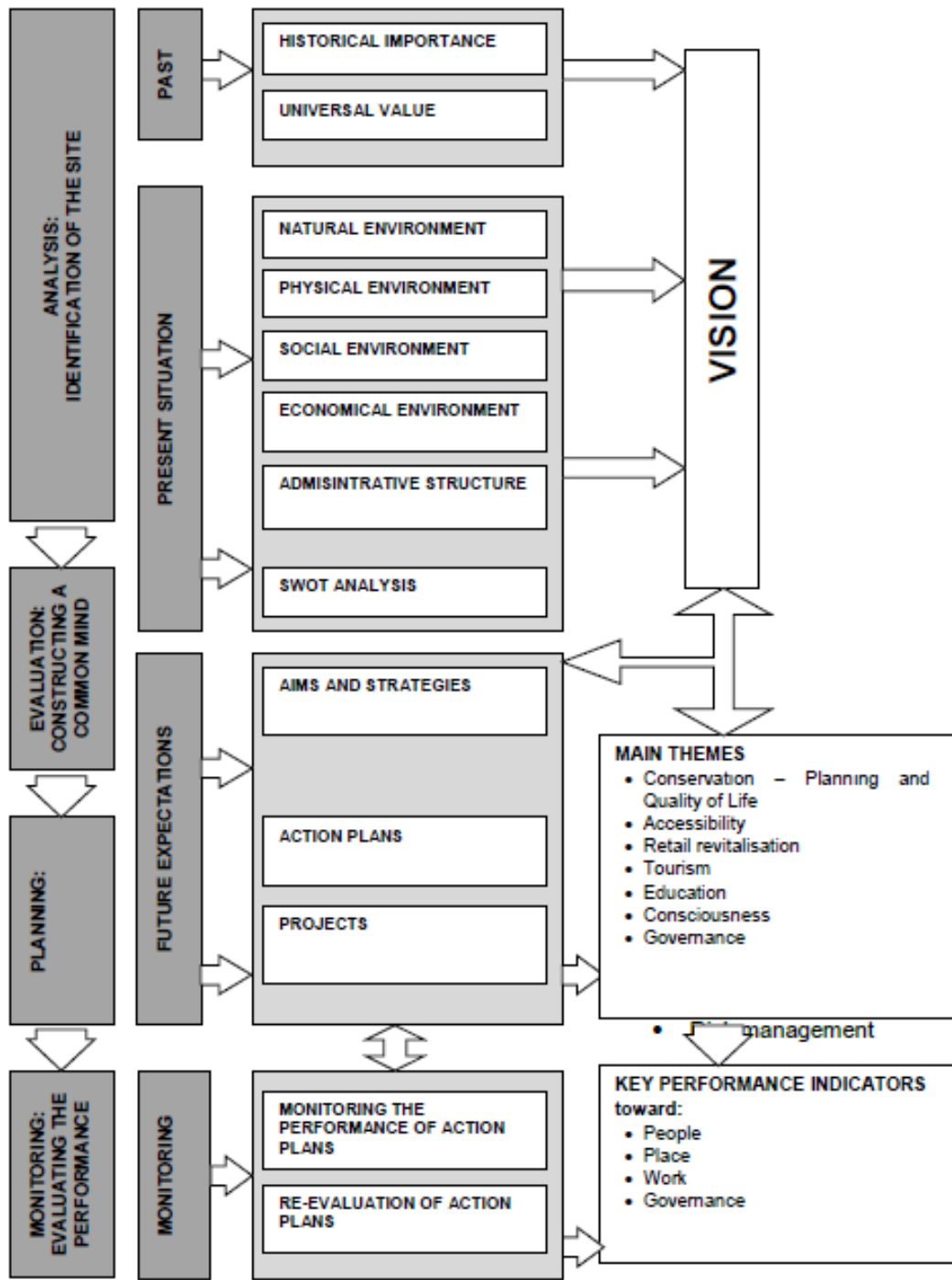


Stages of management plan proposal for Bursa Historic Bazaar and Khans District

In regard to this literature survey, the management plan is structured on four fundamental stages. Specialized methods in each stage of the study have been followed to reach the goals. The table below explains the essential aims of these stages and the method used in order to fulfil these aims.

	Analysis	Evaluation	Planning	Monitoring
Aim	Determining the importance and originality	Formation of a common mind by coordination	Constitution of action plans	Evaluation of performance
Target	Determination of own unique qualities of region	Constitution of an integrated scenario with a participatory approach Constitution of design criteria required for the execution of the scenario jointly with the applicable law and authorized institutions	Production of projects that will enable the execution of the determined strategies and targets	Determination of performance indicators peculiar to the area in order to measure the contribution of the projects

MANAGEMENT PLAN PROPOSAL FOR BURSA BAZAAR



Analysis Stage: As the determination of the most relevant strategic approach should rest upon a thorough analysis, the analytical stage is the crucial basis for successful planning. In this stage, the analysis topics and the analysis methods/techniques and tools are the basic requirements (Doratli et.al; 2004). The strategic plan proposal the analysis topics were classified under:

- Analysis of the natural environment
- Analysis of the built environment
- Analysis of the socio-economic environment
- Analysis of managerial system (Vural Arslan et.al, 2013)

Evaluation Stage: Collection of all this related information about the site and preparing inventories were necessary steps in defining the unique values of the site. However, there was also a need to identify key constraints as well as potential opportunities. This is one of the necessities for a strategic approach to conservation and revitalization. For such identification, the SWOT analysis method, a prerequisite for strategic planning, should be applied to the area for conservation purposes. The SWOT approach seeks to address the question of strategy formation from two perspectives in regard to external appraisals (threats and opportunities) and internal appraisals (strengths and weaknesses) (Doratli, et. al, 2004). In the evaluation stage for the preparation of SWOT analysis, meetings were organized separately with:

- Stakeholders who make decisions: Authorities of Bursa Metropolitan Municipality and Bursa Provincial Directorate of Culture and Tourism
- Stakeholders who affect the decisions: The Board of the Chamber of Architects, Bursa Branch and Bursa Historical Bazaar and Khan District Association
- Stakeholders who are affected by the decisions: Customers and retailers in five Khans of Bursa Historical Bazaar and Khan District.

MANAGEMENT PLAN PROPOSAL FOR BURSA BAZAAR



	Strengths	Weakness	Opportunities	Threats
Physical Environment	<ul style="list-style-type: none"> Being in the city centre Existence of identical districts and monumental buildings (e.g., Covered Bazaar, "Khan"s, and Ulucami). Mixed uses within the district (retail, socio-cultural and religious activities). Labyrinth-like structure that interests visitors. Being a pedestrian area. 	<ul style="list-style-type: none"> Maintenance problems, especially in open-air retail streets. Inappropriate structural transformations in retail units that are placed in historical buildings. Chaotic appearance. Parking problems. Inadequate street furnishing elements. 	<ul style="list-style-type: none"> Existence of many defined urban squares that have the potential to be improved. Existence of many retail units that are actively used. 	<ul style="list-style-type: none"> Deterioration of historical buildings. Multi-storey building additions that conceal historical buildings. Physical obsolescence Inefficient uses of public open spaces
Social Environment	<ul style="list-style-type: none"> Existence of some social activities on specific days. Existence of warm relationships between shop owners and clients 	<ul style="list-style-type: none"> Decreasing safety Incivility of the environment 	<ul style="list-style-type: none"> Being an important place in the collective memory of the inhabitants of the city. Increasing interest to cultural tourism throughout the world 	<ul style="list-style-type: none"> Rising attractiveness of suburban settlement patterns.
Economic Environment	<ul style="list-style-type: none"> Being an actively used commercial area for 500 years. Diversity of uses and retail mix (variety of shops, open air market, restaurants etc.). Variety of choices about some special products (e.g., jewellery, dowry, marriage outfit, and souvenir shops). Existence of some local stores and restaurants 	<ul style="list-style-type: none"> Lack of international brands Inappropriate size of shops for the trade of certain specific goods. Lack of leisure activities (e.g., cinema and entertainment centres). 	<ul style="list-style-type: none"> Being an attractive area for both tourists and local people. Being in the social and commercial centre of the city 	<ul style="list-style-type: none"> Rising attractiveness of out-of-town shopping malls. Changing consumption habits. Changing user profile from middle income to lower income
Management Structure	<ul style="list-style-type: none"> Having a well-organised retailers' association. Sultan Kulliyes and Cumalikizik Management Plan 	<ul style="list-style-type: none"> Lack of specific management plan unique to this district. 	<ul style="list-style-type: none"> Being registered as a World Heritage Site. The existence of NGOs resembling the guild system in Ottoman history 	<ul style="list-style-type: none"> Lack of holistic approach to the revitalisation of the district. Being a place under the control of two different municipalities

Planning Stage: In the third stage, in the light of the SWOT analysis, the project team determined the main themes of the action plan tables. The following became important guides for the determination of strategies, mission and vision of the management plan:

- Conservation
- Planning and Quality of Life
- Accessibility
- Retail revitalisation
- Tourism
- Education
- Consciousness
- Governance
- Risk management

In regard to these themes, in determination of the strategies and tactics Weihrich's (1982) TOWS Matrix approach was used. This approach is "proposed as a conceptual framework for a systematic analysis that facilitates matching the external threats and opportunities with the internal weaknesses and strengths" of the selected site.

	Internal Strengths (S) 1..... 2..... 3.....	Internal Weaknesses (W) 1..... 2..... 3.....
External Opportunities (O) 1..... 2..... 3.....	S-O Strategies Strategies that use strengths to maximize opportunities 1..... 2..... 3.....	W-O Strategies Strategies that minimize weaknesses by taking advantage of opportunities 1..... 2..... 3.....
External Threats (T) 1..... 2..... 3.....	S-T Strategies Strategies that use strengths to minimize threats 1..... 2..... 3.....	W-T Strategies Strategies that minimize weaknesses and avoid threats 1..... 2..... 3.....

In this process, meetings with local authorities and retailers associations have been held for second times for providing a common mind in the determination of strategies and tactics.



Monitoring Stage: Monitoring the action plans and applying sanctions for their accomplishment are the main responsibilities of local governments. However, it is essential to develop key performance indicators in order to measure the success/impact of strategies and Action Plans.

At the fourth stage of the study, the importance of developing performance indicators was emphasized. In the content of the study, the key performance indicators are developed in regard to the main themes of the strategic plan.

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Physical Environment PLACE	Social Environment PEOPLE	Economic Environment WORK	Managerial Structure GOVERNANCE
<ul style="list-style-type: none">• Balance between protection and beneficial use Development Characteristics• Changes in Visual appearance• Land use patterns• Vacancy Rates• Changes in the quality and usage of services• Public Transport Usage Surveys	<ul style="list-style-type: none">• Population demographics• Perception surveys• Pedestrian Flows• Crime Data• Tourism awareness	<ul style="list-style-type: none">• Employment Characteristics• Property values• Business Surveys	<ul style="list-style-type: none">• Coordination between different branches of local authorities• Collaborative works between NGO's, academicians and retailers' associations

Conclusion

In this study, the proposed model for the management plan for Bursa Khans district is introduced. The main purpose of this study, starting from the example of Bursa, is to put forward an approach related to protection, evaluation and provision of sustainable development of historical commercial districts which have been faced with dilapidation in Turkey.

To prepare this approach basically; it is benefited from national legislation in Turkey and retail revitalisation programs for historical commercial districts in the city centres of different geographies in the world.

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Thank you for listening

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