

REVITALIZING A DECLINING HISTORIC URBAN QUARTER — THE WALLED CITY OF FAMAGUSTA, NORTH CYPRUS

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Traditional historic urban quarters, which are special places not only due to the cultural heritage they house but also due to their urban pattern, are in danger of losing their traditional character if relevant measures fail to exist and ensure the continuity of this character. The Walled City of Famagusta is a district of the second biggest city of North Cyprus, and like the island as a whole, the Walled City of Famagusta has undergone substantial changes to fit the requirements of the different cultures of its many conquerors. As a spatial reflection of the different socioeconomic lifestyles or attitudes of the rulers — Lusignan (1192-1489), Venetian (1489-1571), Ottoman (1571-1878), British (1878-1960) — the urban pattern, as well as the buildings and their functions, have been modified through time. Consequently, the historic areas have become places of intermingling cultures. The Walled City of Famagusta, as many other historic quarters elsewhere in the world, is in a process of decay and deterioration, and its functionally distinctive areas are severely threatened by physical, functional, locational, and image obsolescence at varying degrees. Considering revitalization of the Walled City in a long-term perspective, this diversity should be taken into account for successful decision-making. The aim of this paper is to propose conservation and revitalization measures to address the deterioration and obsolescence process of the Walled City, in Northern Cyprus, based on a thorough study at both architectural and urban levels. SWOT analysis method, which has been used for the purpose of this paper, is based on a field and questionnaire survey and has conveyed an understanding of the environmental and sociocultural qualities.

INTRODUCTION

Historic urban quarters, as part of a wider totality, represent or reflect the elements of a city's cultural, social, economic, political, and architectural history. Similar to sites or areas of historic interest, historic urban quarters are also products of their epochs. The historical buildings and the historic urban tissues, the witnesses of the past civilizations, as well as the authentic remains, constitute the cultural heritage face of the historic urban quarters. They represent the outcome of all social, economic, and political factors that created them; the level of development reached by the nation's culture; and its technology, transportation system, construction material sector, and aesthetic traditions. None of these factors are temporary in nature. They exercise a constant influence on historic sites during the whole of their existence. If one or several of the factors undergo a change, this tends to alter the whole face of the site (German Commission for UNESCO, 1980).

Unlike the traditional modifications that were slow, gradual, and adaptive, modern changes have been rapid, large-scale, and destructive. As a result of these changes, interest in area-based protection of historic urban quarters, which is an important part of the cultural heritage, showed an increasing trend as a reaction to the destructive effects of comprehensive redevelopment in these historic environments. After the 1960s, when it was noticed that it was not possible or rational to transform the whole historic urban quarter into a museum environment, emphasis was placed on the revitalization of these quarters as functioning parts of their cities.

As stated by Tiesdell, *et al.* (1996:22),

historic urban quarters are part of an economic dynamism, they are rarely autonomous functioning zones and usually have a symbiotic relationship with the rest of the city. They must therefore be considered within the context of the city as a whole and their conservation has to be considered not as a straightforward and restrictive concern with preservation but as a concern with revitalization and enhancement.

Reviewing the distinction between preservation and conservation will convey a better understanding of further discussions. Therefore, they will briefly be highlighted. Preservation is the first wave of protection of historic buildings, and it is concerned with limited change. Conservation, however, is always associated with changes and the management of these changes. The process of revitalization can be defined in its simplest form as a "process through which the deterioration and decay of a historic urban quarter can be addressed, terminated, or reversed" (Doratli, 2000:32). Since this process should involve social and economic dimensions rather than purely physical protection and enhancement measures in a long-term perspective, it can be considered a complex issue.

These ideas have been reflected in practices throughout the world, and revitalization of historic urban quarters has become part of the overall urban development program for towns, cities, and urban centers worldwide. It has been realized that in order to achieve sustainability, planners should take into consideration the long-term potential of the city, which includes all its assets and cultural resources. Accordingly, revitalization of these areas has become an integral part of the urban and economic development process. A dynamic and progressive approach is required to adapt historic buildings and monuments for contemporary uses and facilities while preserving their unique characteristics and qualities. Hence, depending on their inherent qualities, as well as local physical and socio-economic conditions, different comprehensive approaches, in other words different strategies — *restructuring, regeneration, functional diversification* — should be engaged in the revitalization processes of historic urban quarters.

The Walled City of Famagusta (Gazimagusa) houses traces of intermingling cultures on the Island of Cyprus. It is a historic urban quarter and has been declared a "conservation area" since 1989. However, the Walled City has experienced only a limited level of changes in practical terms, as well as in attitudes towards conservation and development. At a casual glance, it may seem that deterioration and decay continue largely unchecked and that the political, financial, environmental, and cultural odds against conservation and revitalization are too numerous and weighty to overcome.

The aim of this paper is firstly, to set up a new framework for the revitalization rationale that can be summarized as the triangulation of the *values*, *obsolescence*, and *development dynamics* of/within historic urban quarters, as an initial step in the process of the determination of a strategic approach for revitalization. Secondly, based on this new framework, the paper aims to propose conservation and revitalization measures dictated by the most relevant strategic approach to address the deterioration and obsolescence process of the Walled City of Famagusta, which is the case selected for this study. The method of the analysis rests upon a field and questionnaire survey, which has conveyed an understanding of the environmental and sociocultural qualities through the application of SWOT analysis. SWOT analysis is a method that has been newly interpreted by the authors.

Revitalization Rationale

Historic urban quarters, within which revitalization attempts to take place, are part of the cultural heritage with a different variety of values. One of the strongest arguments for the protection of historic urban quarters ought to be that these areas have multiple layers of value to the community. As Rypkema (1992) states, the historic properties may be considered to have different types of values.

Larkham (1996) argues about conflict and tension in conserving the built environment when considering retaining the townscape, retaining the originality of structures and area against economic pressures for redevelopment, and enhancement of structures and context. With a similar approach, Tiesdell, *et al.* (1996) state the necessity of balancing economic development with the environmental quality.

The three contextual attributes that historic urban quarters possess are *values*, *obsolescence*, and *development dynamics*. Based on the above arguments, the authors believe that these three contextual attributes should be well understood prior to further discussions on revitalization of these unique places.

Values — Factors that Make the Areas Worth Being Preserved and Revitalized

In the ICOMOS Charter for the Conservation of Historic Towns and Urban Areas (2003) it is stated that beyond their role as historical documents, the historic urban areas embody the values of traditional urban cultures.

A historic urban core possesses a mix of assets that offers a variety of possibilities for defining its identity, and its definition may be found in its buildings, streets, squares, and people. Urban cores in traditional urban environments show the most successful qualities of a well-defined urban fabric, architectural unity, order, and continuity (Doratli, *et al.*, 2004). Accordingly, these areas may embrace a multitude of values, such as a cultural identity value (including age, tradition, continuity, political, and national values), a scarcity value (resulting from typology, form, period of construction, and design of the buildings in these areas, which makes them unique when compared with recently built buildings), a resource value (the amount of existing housing stock, which can also be considered an economic issue), an aesthetic value, a social and psychological value, a political value, an environmental value, and an educational value.

Obsolescence — Factors/Process Contributing to Deterioration and Decay

Considering the deterioration and decay process under which most of the historic areas suffer, it should be noted that *obsolescence* is the underlying concept, which can briefly be defined as “the mismatch between the services offered by the fabric and the contemporary needs” (Lichtfield, 1988:25). Based on this argument, it might not be wrong to consider obsolescence as a process through which most of the problems of traditional urban quarters are being generated. Thus, the area may face various types of obsolescence, which has been discussed in detail by Tiesdell, *et al.* (1996). The following lines regarding obsolescence will be based on their arguments for the purpose of this paper.

Physical/structural obsolescence: Through the effects of time, the weather, earth movement, traffic vibration, and poor maintenance, the traditional buildings and the building fabric would be subject to physical/structural deterioration, which leads to obsolescence. Obsolescence of this nature is likely to be — at least initially — gradual (Tiesdell, *et al.*, 1996).

Functional obsolescence: Functional characteristics of a building or an area may cause obsolescence of this nature. The building may fail to meet the contemporary standards and requirements of the users with its design and fabric. Deficiency of a building may range from lack of contemporary sanitary fittings and spaces to central heating, air conditioning, and other contemporary facilities.

Locational obsolescence: When the building is originally built, its location is determined through its accessibility to other uses, markets, suppliers, transportation infrastructure, and the like. However, over time this location may become unfavorable or obsolete for the activities for which the building was originally constructed. This type of obsolescence is primarily an attribute of the functional activities within the area (Tiesdell, *et al.*, 1996).

In addition to these, it is possible to mention *image obsolescence*, which is related to the perception of a building or an area with its uncomfortable traffic circulation, noise, smell, and vibration. *Official/legal obsolescence* is related to restrictions that render buildings or the area (declared as “conservation area”) obsolete, or an absence of financial incentives that may hinder the willingness of property owners to restore and rehabilitate their property.

Development Dynamics — Factors Triggering Physical Change

In addition to obsolescence, it is also possible to claim that there is a mutually exclusive relationship between the type of obsolescence under which an area suffers and the development dynamics of that place. Depending on the economic pressure for development on the area, a historic urban area may face a different state of dynamics of development, described as *high*, *static*, or *declining* (Doratli, 2000).

Physical and functional obsolescence diminishes the competitiveness of a historic urban quarter against newly developing districts, and accordingly, development dynamics in the area approach *static* or *declining states*. Conversely, migration of inhabitants and uses away from a historic urban quarter in a static or declining state of development dynamics accelerates physical and functional obsolescence and gives rise to other types of obsolescence.

On the contrary, some of the historic urban quarters are affected by structural and environmental decay but are nevertheless characterized by a very high concentration of economic activities ranging from business concerns and market transactions to crafts and artisan workshops. Such areas normally provide a wide range of employment opportunities and are characterized by steadily increasing densities, which accelerate the existing process of structural and infrastructural decay. These type of areas can be identified as being in *high state of development dynamics* with too much economic pressure for development resulting in pressure for the demolition of old buildings in order to realize the full potential of valuable sites. In this case, the buildings are either in a state of physical/structural obsolescence, in poor condition, or in functional obsolescence, where there would be a mismatch between the fabric and contemporary needs and expectations (Doratli, 2000; Doratli, *et al.*, 2004).

Correct identification of the above-stated contextual attributes during the analytical stage plays a key role in determining relevant strategic approaches for revitalization. Besides, application of effective organizational, legal, fiscal, and financial tools would lead to the success of revitalization efforts.

A Strategic Approach for Revitalization

In order to provide a historic urban quarter with a certain level of competitiveness and the basis to channel the various competing demands for spaces within them, determination of an appropriate

strategic approach is an important issue to debate. Based on the discussions above, it seems to be inevitably necessary to identify the *values* that are worth being preserved, the *type and rate of obsolescence*, and the *development dynamics* in order to develop relevant strategies for revitalizing these areas, since different types and intensity of obsolescence would necessitate different kinds of intervention to ensure revitalization in a long-term perspective. Revitalization can be briefly named as the following:

- (1) *restructuring the economic base of the area*: changes in occupation with new uses or activities replacing the former ones;
- (2) *functional diversification*: keeping the existing uses to some extent and introducing some new uses; and
- (3) *functional regeneration*: existing uses remain but operate more efficiently or profitably.

It should be kept in mind that *economic revitalization*, which would be sustained through one of the above-stated strategic approaches, and *physical revitalization* should be considered complementary to each other. Physical revitalization will help to increase the confidence in the area; whereas the maintenance of this confidence requires an economic revitalization. Approaching these two types of revitalization as being complementary to each other would convey the achievement of the objective of area-based protection of cultural and historical heritage, since area-based conservation involves much more than pure preservation of large building complexes in which ownership is dispersed into many hands.

Considering the framework of this study, determination of the most relevant strategic approach should rest upon a thorough analysis. This analysis should include both the data gathered through classical analysis methods (such as historical and locational analysis, land-use survey, architectural survey and evaluation, survey of traffic and transportation, social survey, etc.) and also through the SWOT analysis method, which is a kind of prerequisite for strategic planning. Accordingly, data gathered from classical analysis methods and the SWOT analysis method, which has recently become popular in environmental studies, have also been utilized for the purpose of this paper. Before moving onto the case study, the following section will first give general information on this specific method and explain how this method has been adopted for the purpose of conservation planning and, thus, revitalization.

SWOT ANALYSIS METHOD

The SWOT analysis approach, a derivative of the Harvard policy model [also referred to as the "design school model" (Mintzberg, 1994:36-39)], seeks to address the question of strategy formation from a two-fold perspective: from an *external* appraisal (of threats and opportunities in an environment) and from an *internal* appraisal (of strengths and weaknesses in an organization). SWOT generates lists, or *inventories*, of strengths, weaknesses, opportunities, and threats. Organizations use these inventories to generate strategies that fit their particular anticipated situation, their capabilities, and their objectives (Bourgeois, 1996; David, 1997; Doratli, *et al.*, 2004; Pearce and Robinson, 1997).

However, this clear distinction between internal and external conditions is more difficult to apply when assessing the potential part of the physical world, such as a city district or a historic urban quarter. Moughtin, *et al.* (1999) argue that the analysis in strict management terms could be applied to an organization contemplating a particular intervention in the real estate world but not necessarily in quite the same way for the potential of real estate itself. According to those authors, many of the threats or the opportunities facing an inner-city area could be considered to be internal to the physical structure being investigated.

As again stated by Moughtin, *et al.* (1999), there is clearly an overlap between all four analytical categories. A weakness, for example, can be viewed in a more positive light as an opportunity, while in some instances strengths in one area, when viewed from a different perspective, can appear as the

TABLE 1. SWOT analysis structure.

	Strengths A1	Weaknesses A2	Opportunities A3	Threats A4
A. Built Environment Physical and aesthetic qualities				
B. Natural Environment Fauna, flora, air, water, pollution	B1	B2	B3	B4
C. Socioeconomic environment Including political and administrative conditions	C1	C2	C3	C4

source of weakness. Nevertheless, the structure imposed by the listing and categorizing of aspects and qualities of the project site or the working area/district under these four broad headings does assist in formulating possible strategies for intervention.

Within the regional development environment, the SWOT instrument is intended to highlight those dominant and determining factors, both within and outside of the territory in question, that are likely to influence the success of the project. It is also intended to produce relevant strategic guidelines by linking the project to its environment (European Commission, 1999:42).

SWOT analysis is an important step in planning, and its value is often underestimated despite the simplicity in creation. The role of SWOT analysis is to take the information from the environmental analysis and separate it into internal issues (strengths and weaknesses) and external issues (opportunities and threats) (Danca, n.d.). Besides a tool of situation analysis, SWOT (strengths, weaknesses, opportunities, and threats) is used in the preplanning stage of strategic decision making (Johnson, *et al.*, 1989), where it provides the basic weaknesses, opportunities, and threats.

The completion of the analysis can also form the basis for questioning the assumptions underlying project goals and objectives. The SWOT analysis can, therefore, assist in clarifying the definition of the design brief and point the way to design solutions (Moughtin, *et al.*, 1999).

The SWOT analysis, when used in a matrix form, as introduced by Moughtin, *et al.* (1999), is a powerful tool for dissecting the properties and potential of an urban area. If the examination of the data is structured as shown in Table 1, then the strengths and weaknesses of a number of the main aspects of life in a study area can be addressed and analyzed. The properties and potential of the study site or city district can be examined under a number of broad headings or factors — such as physical properties and aesthetic qualities of the *built environment* in the study area; the *natural environment*, which would include fauna, flora, air, water, and pollution; and finally, the *social and economic conditions* in the area, including political and administrative issues. Using such a matrix, it is possible to examine the strengths and weaknesses of the study area in terms of the factors listed in the matrix, as well as working horizontally along a line of the matrix to examine any particular factor for its strengths, weaknesses, and opportunities for development and the potential threat it faces.

The use of the matrix is simply an aid for analysis. The result of that analysis will be a statement that summarizes the potential of the site for achieving sustainable development, outlining the interventions or actions necessary to arrive at such an outcome.

Keeping in mind that effective strategies will be built on strengths, take advantage of opportunities, and overcome or minimize weaknesses and threats (Bryson, *et al.*, 1988) (in addition to classical analysis methods), the historic urban quarters should be scanned for the assessment of their positive aspects (i.e., values and sometimes obsolescence and development dynamics), negative aspects (obsolescence and development dynamics), and the changes likely to occur for better or for worse. Only by this way will it be possible to determine the most relevant strategic approach for the revitalization of such areas (Hoskara and Doratli, 2003).

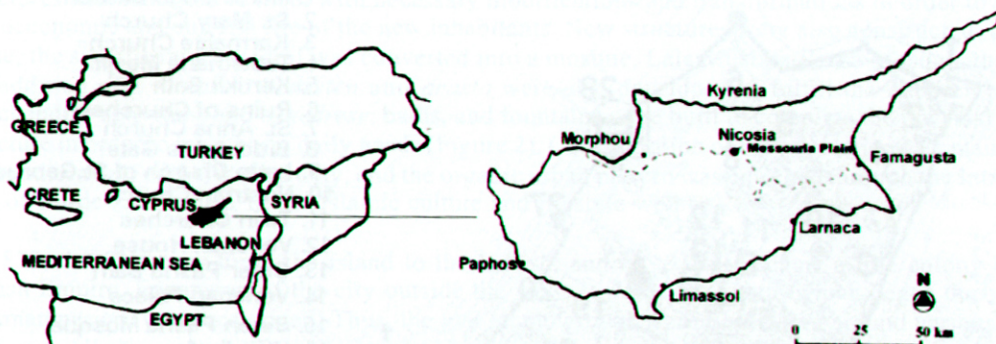


FIGURE 1. Location of the Famagusta.

Based on this argument and the three contextual attributes within the definition of revitalization (which have already been discussed in previous lines), a new matrix that interprets *values*, *obsolescence*, and *dynamics of place* in the study area with regard to strengths, weaknesses, opportunities, and threats, has been developed (in addition to the matrix proposed by Moughtin). Based on the data collected through multi-dimensional analyses (historical and locational analysis, land-use survey, architectural survey and evaluation, survey of traffic and transportation, social survey, Lynch analysis, urban pattern analysis, townscape analysis, lost space analysis) carried out on the case site by the author (Doratli, 2000) at various time periods, these two matrices of SWOT analysis are then applied to the case study of this paper.

SWOT analysis has also been applied to the conditions of the country. This includes sociopolitical and economic situations and the valid laws and regulations regarding the urban environment in general and conservation in particular, etc. SWOT analysis has been used as an external appraisal, and it has been kept in mind that revitalization of historic urban quarters has become an integral part of the urban and economic development process in recent practices throughout the world.

THE WALLED CITY OF FAMAGUSTA

Famagusta is located on the eastern coast of the island, and it is the second largest city of Northern Cyprus with a population of 27,437 (TRNC Prime Ministry, SPO Statistics and Research Department, 1996) (Figure 1). As the administrative center of the Famagusta District, it provides government, health, and community services, as well as education for over 72,000 people.

Famagusta houses the largest and most well-equipped port, which serves the entire Turkish Republic of Northern Cyprus. Apart from the port, which generates a large proportion of economic activity in the city, Eastern Mediterranean University, the largest university on the island with a student population of 11,500, has become a main source of economic activity during the last decades.

The history and urban development of Famagusta date back to the first century A.D. The contemporary city has been developed throughout seven particular periods: the early periods (A.D. 648-1192 — the foundation of the city), the Lusignan period (1192-1489), the Venetian period (1489-1571), the Ottoman period (1571-1878), the British period (1878-1960), the period between 1960-1974, and the period after 1974.

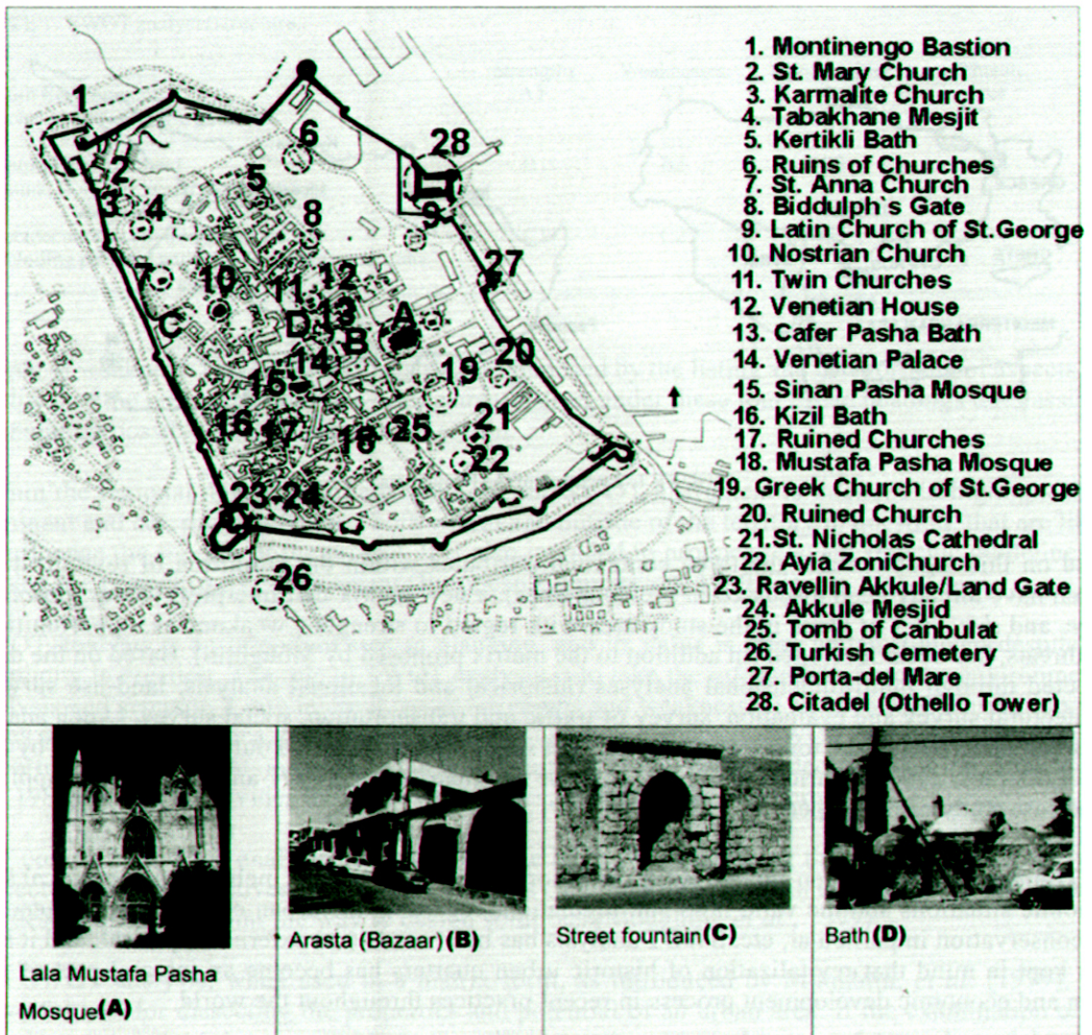


FIGURE 2. Important historical buildings.

Famagusta is said to have been built upon the ruins of the ancient lagoon settlement of Arsinoe, which was founded by Ptolemy II in 300 B.C. and named after his sister. For a long while it was only an undistinguished coastal fishing town. After the final destruction of neighboring Salamis/Constantia by Arab raiders (Saracens) in A.D. 648, the surviving inhabitants moved to the site of today's city and subsequently developed it into a small commercial port (Parker, 1962). In the Lusignan period, Famagusta became an important center on account of its natural harbor and because of this, a citadel and a fort were built to protect the city. Many religious and public buildings — some of which still survive today — were constructed, including the fine cathedral of St. Nicholas, which dominates what was once the largest and richest square in Europe. Today St. Nicholas dominates the city's main square, Namik Kemal Square. The Venetians then turned Famagusta into a fortified city as a military base. The Walled City, dating back to the 15th century, is a superb example of a fortified medieval city with its bastions, citadel (Castella), moat (cut out of solid rock), Sea Gate (Porta del Mare), and Land Gate (Ravelin) (Gunnis, 1936). The Ottomans conquered the city in 1571. In the first two decades following the conquest, the population was transferred from Anatolia, and the previously inhabiting non-Muslim population were forced to sell their properties and move out of the Walled City. The attitude of the Ottomans with respect to the Walled City affected the social and economic life as well

as the consequent physical and spatial form. They preferred mainly to keep the existing buildings and structures and make use of them with necessary modifications and transformations in order to fit the socioeconomic and cultural life of the new inhabitants. New structures were also constructed. In that sense, the significant Cathedral was converted into a mosque, Lala Mustafa Pasha Mosque, through the addition of a *minaret*. *Bedesten* and *arasta* were also developed to fulfill the requirements of merchandise activities, and a *medrese*, baths, and fountains were built to complete the physical infrastructure in order to meet basic daily needs (Figure 2). Concentration of the population was mainly on the southern half of the Walled City, and the organic urban pattern was enriched through the introduction of cul-de-sacs, which fit the Islamic culture and lifestyle well.

In 1878, the Ottomans hired the island to the British, and in 1910 it became a true colony of the British Empire. Expansion of the city outside the walls towards the south, which began during the Ottoman period, was accelerated. Thus, the two ethnic groups were distributed around various parts of the overall city; only the Turkish Cypriots were living inside the walls. The British also constructed an administrative center between the walls and Maras (*Varosha*) as a part of their colonial experience. The intention was then to develop an alternative city center, which included mainly administrative and commercial activities. However, the Walled City still retained its significance as a traditional core and a residential quarter. Additionally, due to the increasing use of the harbor, a number of storage buildings within and outside the Walled City were constructed. The main difference that occurred in the British Period was the neglect of existing building stock and construction of new buildings in accordance with the needs and requirements of the city's inhabitants. The new buildings were constructed on empty land or in place of demolished old buildings without consideration of the traditional pattern and characteristics (Luke, 1965). There were new developments, especially on the northern part of the Walled City, a couple of new street openings, and construction of detached houses.

This approach of the new administration resulted in differences in the development pattern of the historical area in such a way that new roads were constructed that were in contrast to the traditional tissue. The detached buildings interrupted row houses, which formed the traditional urban pattern. It is worth mentioning that 52.5% of the buildings existing in the Walled City today date back to the British period. After 1946, when a new legislation "Streets and Buildings Regulation — Cap 96" for organizing the new developments was introduced, the amount of contrasting new developments in the Walled City increased considerably.

Although the city was declared a conservation area in 1989 because of its walls and moat, the vicious circle of deterioration and decay has still not been terminated, and its vitality is diminishing if not yet dying. This is due to several factors: (1) the area schemes prepared for various parts of the historic quarter were only implemented in a piecemeal fashion by public authorities as a result of legal, financial, and organizational constraints; (2) the area schemes were prepared basically with a strong emphasis on physical revitalization (dynamics of place, obsolescence, and the position of the Walled City within the overall city context were not much considered); and (3) neither the base of popular appeal is strong enough nor are financial incentives present to spur private interest and investment. Accordingly, conservation of the area could not become "a shared vision" by the community.

In general, residents and businesses' flight to outside the walls has been a natural process for decades. The strategic importance of the Walled City in terms of its economic and mixed-use function has gradually diminished. However, although in deterioration and decay, the Walled City is still a place of concentrated commercial, residential, and manufacturing activities. According to the land-use survey, there are 820 dwellings and 539 units of commercial activities, including 240 shops of different kinds of retail activities, eight banks, and several storage buildings and offices. There are also a variety of communal services, such as two elementary schools, three mosques, public utilities, a police station, and plenty of passive and active recreational facilities, which include a library, a museum, restaurants, pubs, cafes, a sports club, and field (Town Planning Department, 1996). The intermix of these different activities, together with high occupancy rates in housing, as well as in traditional retail buildings, enables one to claim that the Walled City is still an attractive place to live and work. However, there are also a number of newly constructed retail complexes in the form of primitive

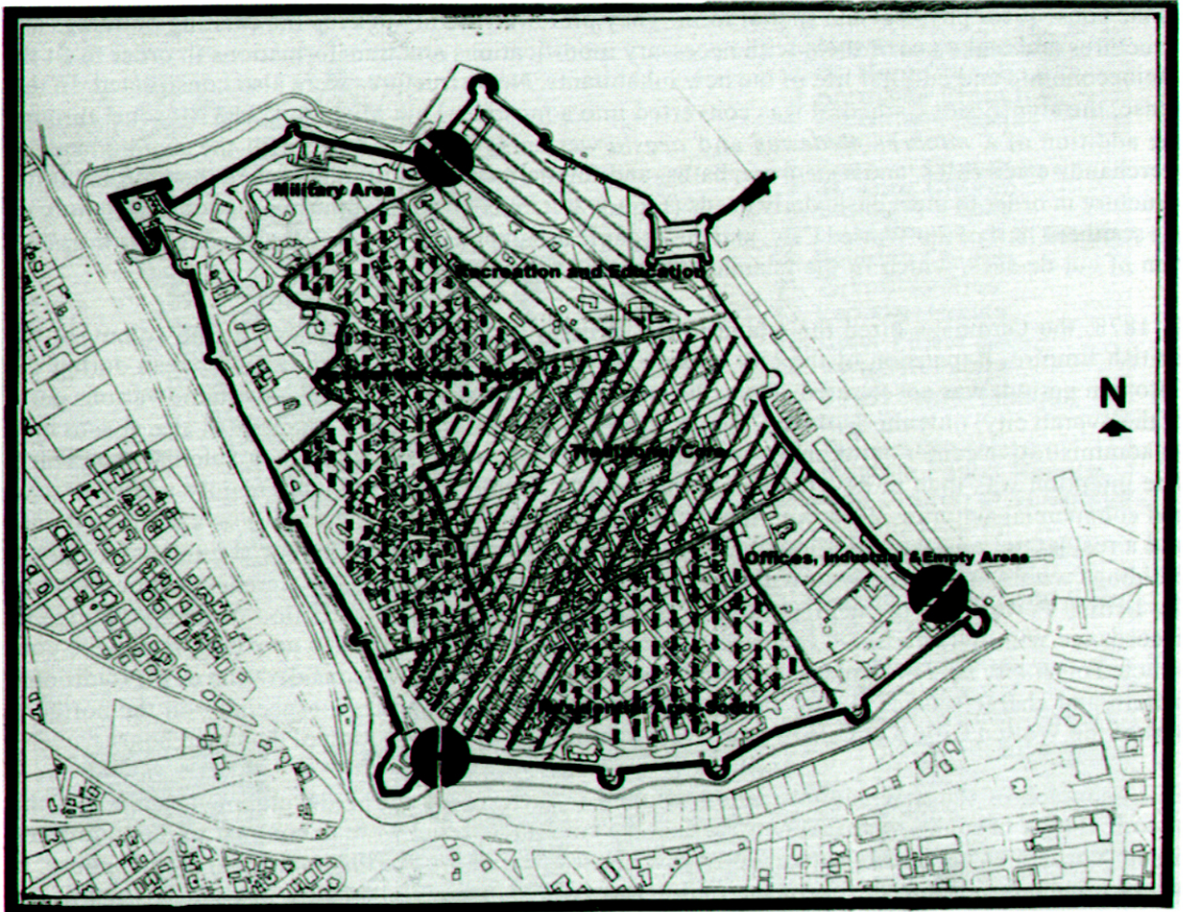


FIGURE 3. Districts within the Walled City of Famagusta.

arcades, which contrast with the traditional characteristics and house a large number of vacant shops (Doratli, *et al.*, 2001).

Although the Walled City itself is a historic urban district as a whole, which is clearly defined by its surrounding fortifications based on the results of the above survey on land-use and architectural evaluation, it is possible to identify six districts within the larger district, due to the distinctive functional and physical characteristics of these areas (Doratli, 2000) (Figures 3-4).

- (1) *Traditional core and its near vicinity*: the most dynamic part of the Walled City. It is a mixed-use area, with shops, banks, offices, restaurants and cafes, municipal covered bazaar, mosques, houses, and organized car parking lots. Namik Kemal Square, which was pedestrianized in 1998, is located at the heart of the area. A considerably large number of contrasting buildings in the area indicate that the area has been the most attractive part of the Walled City, and although there was a height limitation, the area has attracted new developments. However, establishment and the rapid growth of the university have created a negative impact on the dynamics of the place, as it has on the walled city as a whole.
- (2) *Residential area (south)*: the area on the south of the Walled City, between the traditional core and the district of offices and open land. It is an area where most of the problems of the conservation area are recognized:
 - almost all of the houses of the traditional tissue, which are only a small amount, are in poor condition;

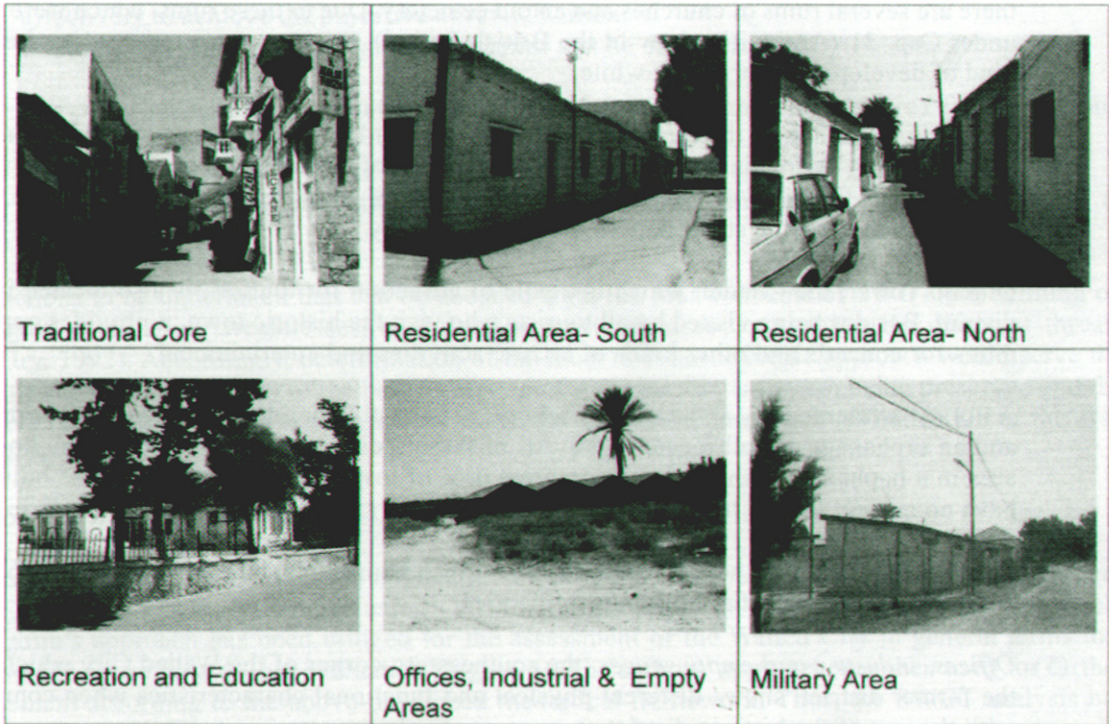


FIGURE 4. Views from the districts in the Walled City of Famagusta.

- a considerable proportion of the buildings, which were built towards the end of British Period onwards, are in contrast in all architectural aspects to the traditional tissue; and
- although few in number, some houses are being occupied by incompatible uses, such as storage, repair, and manufacturing workshops.

The dominating land-use is housing, but on its fringe next to the ring road, a block, which to a larger extent was developed during the last decade, is occupied by a mixture of uses — shops on the ground floor and dwellings on upper floor.

- (3) *Residential area (north)*: the most densely developed housing area. Just like in the other parts of the Walled City, a vast majority of the traditional houses are in poor condition. When considering the overall Walled City, this area, especially the western edge, shows traces of the traditional tissue in its full potential. Following the traditional core, there are a large number of listed buildings, which are mostly houses.

In the northern part of this area, the traditional tissue is somewhat distorted through developments that took place towards the end of the British Period and onwards. Many detached or semi-detached houses interrupt the rhythm of the terrace houses, which are a dominating feature of the traditional tissue. Five blocks of municipal row houses, which were built during the late British Period to house harbor workers, dominate the townscape of the area, contrasting with the traditional character. Two blocks of these buildings consist of 12 units, whereas three of them consist of 15 dwelling units. In addition to their poor structural condition, their sanitary facilities do not meet any contemporary standards.

- (4) *Area of recreation and education*: regarded as the least developed area within the walls on the northeast of the Walled City.

Although it is perceived that there are no traces of the traditional tissue in the area, in fact there are several ruins of churches and an old cemetery. Due to these ruins, which were listed under Cap. 31 (Antiquities Law in the British Period), the area was preserved against any kind of development for a long while.

The New Gate, one of the three entrances into the Walled City that was opened during the second British Period, is located on the northern edge of the area. The new wide road, which runs through the edge of the walls and connects this entrance with Canbulat Gate, is in contrast to the organic street pattern of the Walled City.

Othello Tower, the Citadel, which is a pole of attraction for tourists, is also located in this district. Besides being visited by all tourists who visit the historic town, it provides opportunities for concerts and other kinds of artistic activities and entertainment.

A library, an elementary and a nursery school, a sports club building, a restaurant, sport field, and an orphanage are all located here. All of these facilities are distributed throughout the area in a haphazard fashion, leaving a great deal of lost space in between. These buildings have no respect for the traditional tissue.

Two blocks of refugee houses, which were built to house homeless families after 1963, are among the few residential buildings in the area.

- (5) *Offices, industry, and empty spaces*: the southeastern corner of the Walled City which, like the former district, shows different physical and functional characteristics when compared with the rest of the historic district.

Buildings, which are currently being used as offices — public and private — were built during the British Period as office (today's veterinary services) and storage buildings to serve the harbor. Although they have no architectural or artistic value, the storage buildings are important components of the traditional tissue. The rears of these buildings are empty land and open storage of a private shipping company, which creates a contrasting visual perception against the densely built-up areas of the traditional tissue.

- (6) *Military area*: in the northwest of the Walled City, a considerably large area is occupied by the military. It has been announced that it will be evacuated; however, this has yet to happen. The evacuation should be taken as an opportunity to infuse new life into the area.

A STRATEGIC APPROACH FOR THE REVITALIZATION OF THE WALLED CITY OF FAMAGUSTA

Based on the newly developed theoretical framework which argues that effective strategies should be built on strengths, take advantage of opportunities, and overcome or minimize weaknesses and threats (Bryson, *et al.*, 1988), and considering the characteristics of the Walled City of Famagusta, both the study area (as territory itself) and the conditions of the country (as external to the area) will now be scanned for the assessment of positive and negative aspects and the changes likely to occur for better or for worse.

The detailed data that are provided for physical, functional, and social characteristics of the Walled City of Famagusta through overall research (both site and questionnaire surveys) completed by two of the authors, in 2000 and in 2005 (Doratli, 2000; Oktay, 2005), will be presented with an emphasis on the different types of values of the area, specifically different types of obsolescence and development dynamics. Considering the values, type, and level of obsolescence, and the development dynamics, the key strategic issues will be taken as follows:

- *Values* would be considered as the strength — the capacity of an area, which can be used effectively to achieve the objective of revitalization;
- *Obsolescence* and the *development dynamics* can be considered as:
 - (i) a weakness — a limitation, fault, or defect that would keep the area from achieving revitalization;
 - (ii) an opportunity — a favorable situation in the environment; or
 - (iii) a threat — any unfavorable situation in the environment that is potentially damaging to the strategy.

The actions to be undertaken that can be deduced from the four elements of SWOT are building on strengths, eliminating weaknesses, exploiting opportunities, and mitigating the effect of threats (Dealtry, 1992). Accordingly, determination of the most relevant strategic approach would serve the development (identification) of the best fit between the values that are worth being preserved and the positive or negative factors or forces within the area so that the long-term revitalization of the area would be sustained.

The SWOT Analysis of the Walled City

As stated in the preceding lines, the application of the SWOT analysis to the case area has been two-fold in a complementary manner using (1) Moughtin's approach and (2) the authors' approach. Moughtin's approach has been utilized for the assessment of the Walled City in general terms that will set the scene for a deeper evaluation (Figure 5). The authors' approach was then used for further assessment according to the above-developed theoretical framework. Thus, the SWOT analysis has been applied by the authors with an inductive approach to the *values*, *obsolescence*, and *development dynamics* in functionally distinctive areas of the Walled City, since various analysis techniques have been applied to/in each of these areas separately (Figure 6). It is worth mentioning that all of the analysis and evaluation has been carried out considering the current situation where neither a comprehensive approach towards an integrated conservation policy nor a conservation plan exists.

Values

Only a few of the still-standing or ruined monumental buildings are fully utilized. The Walled City as a whole embraces *cultural identity value* and *scarcity value*. This is reflected in the traditional tissue with houses of architectural-artistic and environmental value, and storage buildings as well as in morphological characteristics, including date-palms, fortification, and bastions. The area also embraces a *resource value*, which can be seen from a housing stock point of view with its 820 traditional houses. If these values, which clearly make up the capacity of the area, would be utilized effectively, the objectives of revitalization of the area would be achieved. Accordingly, it can easily be claimed that these values make up the *strength* of the area.

Obsolescence

As will be discussed later, functionally distinctive areas within the walls are faced with different types of obsolescence at different levels. This sometimes provides good opportunities for revitalization efforts, and sometimes this is a limitation against it. Analysis shows that the Walled City in general suffers from *physical*, *functional*, *locational*, *image*, and *official/legal obsolescence*:

- (1) *Physical Obsolescence*: In the Walled City, 70.2% of the buildings were constructed before 1960, and 52.3% of the buildings within the walls are in poor structural condition. Most of the buildings in poor condition are houses. This is an important indication of "physical obsolescence" and is of course a threat, which should be considered in determining a strategy for revitalization and an appropriate type of intervention.

THE WALLED CITY OF FAMAGUSTA	Strengths	Weaknesses	Opportunities	Threats
Natural environment <i>Fauna, flora, air, water, pollution.</i>	<ul style="list-style-type: none"> • Having Mediterranean climate which is attractive for tourism • Presence of greenery in almost every house garden • Existence of date palms which have symbolic values to the city • Presence of street fountains 	<ul style="list-style-type: none"> • Lack of maintenance in house gardens • Scarce amount of water 	<ul style="list-style-type: none"> • Existence of the moat around the Walls which has the potential to become an urban park 	<ul style="list-style-type: none"> • Decay of the natural beauty
Built environment <i>Physical and aesthetic qualities</i>	<ul style="list-style-type: none"> • Being the traditional core of the city • Existence of unique districts and monumental buildings (many churches (ruin) a covered Bazaar, baths, mosques) • Mix-uses within the district • Sequences of small shops • Predominant human scale pattern • Central pedestrianised piazza • Continuous urban form with well-defined streets and cul-de sacs which create sense of place • Existence of special corner defining buildings • Existence of well defined public urban spaces / squares in various dimensions • Existence of traditional houses belonging to previous cultures • Ruins of Venetian Palaces • Existence of buildings suitable to adaptive reuse • Variety of lot sizes 	<ul style="list-style-type: none"> • Contrasting buildings • Aggressive & chaotic use of advertisement signs which cover facades of traditional shops • Invasion of vehicles • Obeying restriction of building heights • Disorganized node at Land's Gate • Unfavourable utilization of empty spaces adjacent to the Walls (at the entrance) • Low quality of recently built structure • Existence of lost spaces • Inadequate and inappropriate street furnishing elements 	<ul style="list-style-type: none"> • Existence of many defined open spaces that have potential to be improved • Morphological characteristics-suitable for the extension of pedestrian areas • Physical and architectural characteristics of some buildings, exhibiting a high degree of robustness quality: Covered Bazaar, Storage Buildings, courtyard of Venetian Palace • Ability of the urban fabric to assimilate functions that are compatible with its specific character 	<ul style="list-style-type: none"> • Severe deterioration on the monumental buildings • Deterioration in the traditional pattern • Incompatible intervention to the buildings worth to preserve • Intention for new development – demolition of building worth to preserve • Increase in the provision of retail spaces outside the Walled City • Escape of some activities to outside the walls • Loss of identity of character • Visual misery • Lack of maintenance in private, semi-private and public spaces • Incompatible / inefficient uses in public open spaces and urban squares • Loss of the historical heritage
Socio-economic environment <i>Including political and administrative conditions</i>	<ul style="list-style-type: none"> • Being the traditional core • Potential or becoming a pole of attraction for tourism 	<ul style="list-style-type: none"> • Insufficient control of changes and development • Lack of uses which will make the area work and be alive for 24 hours • Decrease of the social activities within the wall 	<ul style="list-style-type: none"> • Foreign funding of restoration of some historic buildings • High tourism potential • Existence of a tourism encouragement law • Eastern Mediterranean University (EMU) • Large proportion of student population • Good collaboration between EMU and the Municipality 	<ul style="list-style-type: none"> • Escape of private investment • Decrease of public activities • Being used by fewer people • Loss of original population • Increase of male immigrant workers in the city • Low education level of the new users • Low income level of the new settlers • Lack of consciousness to environment • Tight embargos by the international community • A Greek economic blockade • Unrecognised state

FIGURE 5. SWOT analysis of the Walled City of Famagusta.

- (2) *Functional Obsolescence*: Although not large in numbers, the availability of dwellings without the most basic sanitary facilities, as well as dwellings with inferior quality sanitary conditions, is a clear indicator of this type of obsolescence. Inadequate parking facilities and the insufficient ability of the organic street pattern to cater to the contemporary traffic and accessibility requirements have made a strong contribution to functional obsolescence in the area, which presents a clear weakness.
- (3) *Locational Obsolescence*: Analyzing the Walled City of Famagusta from this point of view, it can be observed that the locational obsolescence has not yet reached a critical level, which surely presents a considerable opportunity. There are buildings that became obsolete for the activities for which they were constructed, such as storage buildings; however, their current uses (repair shops) do not create any obstacle against revitalization efforts. For better understanding of locational obsolescence, changes in ownership pattern, changes in social composition, vacancy rates, land and property values, rate of rents, incompatible uses, and type and amount of new development have been identified through site and questionnaire surveys (Doratli, 2000; Oktay, 2005).
 - (a) *Ownership Pattern*: Examination of several examples indicates that high rates of owner occupation of the dwellings in historic areas is an indication of the level of attraction of the area. In Celle, a historic town in Germany, owner-occupied dwellings account for 60%, whereas in Athens it is only 27%. The first example is said to still be an attractive place in which to live, while in the second case, movement of the once-owner inhabitants is said to be a serious symptom of locational obsolescence (Dyroff, *et al.*, 1980).

Considering the Walled City from this perspective, the questionnaire surveys reveal that the amount of owner-occupied dwellings was 61.3% in 1985, 69% in 1999, and 61.3% in 2004 (Doratli, 2000; Oktay, 2005:406; Town Planning Department, 1985). The changes in owner occupation clearly reflect that the attractiveness of the area as a living environment showed an increase between 1985-1999 and started to decline afterwards. The change in owner occupation is highly associated with an increasing number of low-income immigrant families from Turkey. Although still not in a high proportion, this may be considered a clue for the low level of locational obsolescence.

- (b) *Changes in Social Composition*: Literature survey shows that in historic areas that suffer from this kind of obsolescence, well-to-do residents leave the area and move out to suburbs. Houses that are left by these people remain either vacant or are occupied by families of low social status. This process of change can clearly be seen in the case of the Walled City as well, but not at a level of emergency.

Questionnaire surveys indicate that change in social composition of the area is two fold: (1) the newcomers are from lower classes, and (2) they are immigrant families or workers from Turkey in search of a new existence. The change in the social composition (only 73% original Turkish Cypriot against 27% from Turkey in 1999, and 57.3% original Turkish Cypriot against 42.7% from Turkey in 2004) shows that the area started to become a pole of attraction for a completely different segment of population than before (Doratli, 2000:223; Oktay, 2005:402). The new inhabitants have neither cultural linkage nor attachment to the area, which should be considered as a serious *threat* to the revitalization process of this historic area. If this trend continues, the new inhabitants would contribute to further deterioration of the housing stock, since the vast majority of the houses are old and in poor condition and need much more and expensive maintenance.

- (c) *Level of Rents*: Rental rates are relatively lower in the Walled City when compared with the rest of the city. This situation may be interpreted such that the area is neither attrac-

TABLE 2. Land and property value in Famagusta.

City: Famagusta	District	Dwelling (123 m ²)	Shop (20-25 m ²)	Site (520 m ²)
	<i>Walled City</i>	<i>15,000-20,000*</i>	<i>6,000-10,000</i>	<i>5,000-15,000</i>
	Maras	8,000-15,000	5,000-10,000	2,000-5,000
	Baykal	22,000-25,000	6,000-15,000	10,000-20,000
	Karakol	25,000-30,000	35,000-40,000	20,000-30,000
	University Area	25,000-35,000	30,000-40,000	20,000-80,000

* All money amounts are in English Pounds.

tive nor competitive with the rest of the town, which presents another type of *weakness* on one hand, and an *opportunity* on the other.

- (d) *Vacancy Rates*: There are several alternatives for the vacuum to be filled, which is generated by the flight of the residents and businesses to outside the walls. It should be kept in mind that the flight is associated with the physical and locational obsolescence: the premises remain empty following the flight. The vacuum is fulfilled by incompatible uses, such as warehouses, repair shops, small-scale manufacturing, or pensions for workers, and the vacuum is fulfilled by a new wave of families from the bottom-most social classes (Doratli, 2000). Based on observations, it is possible to say that the vast majority of the buildings that are identified as being in "very poor" structural condition are vacant. Most of them are listed buildings, and small traditional houses are a big portion among those listed buildings. Traditional houses that are inferior in terms of contemporary conditions are vacant. Aside from houses, observations show that, especially in recent years, many shops are left empty. The shops in the arcaded malls and some of the colonial storage buildings, which have been used as shops, are also vacant today. This should be considered as sign of a coming storm, since it signals locational obsolescence. Thus, high vacancy rates can be considered both as *threat* and *opportunity*: a threat because vacancy accelerates physical decay and obsolescence, and an opportunity because it may ease appropriate utilization of vacant buildings according to revitalization policies.
- (e) *Incompatible Uses*: Decreasing attraction of historic areas invites uses that are inherently incompatible with the historic fabric. Considering incompatible uses in the Walled City, storage buildings serve different functions today. Although some of them are properly used, some are used as carpenter and auto repair shops, which may be considered as compatible from an architectural point of view, yet incompatible from conservation and revitalization perspectives.
- (f) *Land and Property Values*: In parallel with the decreasing attraction of the historic areas, land and property values are far below the values at city scale. In the case of the Walled City of Famagusta, low land and property values are far less than in the other districts of the town. This can be seen as a disadvantage or even a threat for historic old buildings. However, it might also be an opportunity for conservation efforts (Table 2).
- (g) *Type and Amount of New Development*: The rate of new developments in historic areas would be considered as an indicator of their ability to induce private investment. If the areas suffer from locational as well as image obsolescence, it can be expected that neither the private investors will have interest in these areas nor will the owners take action to enhance their buildings. Considering the Walled City from this perspective, there are only a few new developments which are scattered throughout the Walled City. This may be considered a weakness, since the area is not an attractive place for private investors. However, it may also be considered an opportunity since there is no conservation plan.

Thus, lack of interest in terms of investment has served as protection for existing buildings.

Development Dynamics

As has been emphasized before, there is a mutually exclusive relationship between obsolescence and the dynamics of a place. Depending on the characteristics and other qualities of the area, development dynamics may sometimes act as a threat or weakness and sometimes as an opportunity. This has been observed in the Walled City as well. In reality, most of the indicators of obsolescence reflect whether there is high, static, or declining development dynamic in an area. Since different development dynamics prevail in different parts of the old city, it is preferable to examine the morphology of development dynamics in terms of distinctive areas:

- *The traditional quarter and its near vicinity*, to a certain degree, still preserve their attractiveness. It is the only area within the walls that can compete to a certain level with newly developing areas outside the walls. The strengths of the area are traditional shops, mosques (converted from churches), ruins of Venetian Palace, covered bazaar (*Bedestan*), *arasta*, *medrese*, and a pedestrianized central piazza. Although the main axis is still an attractive place, this part of the Walled City in general is faced with physical, functional, and locational obsolescence. Since almost half of the buildings are in poor condition and are empty shops, deteriorated and vacant houses, or vacant arcaded malls, they do not meet contemporary standards. Accordingly, the area is in a *declining state of development*, which can be considered as a *threat*.
- *Residential areas in south and north directions* occupy the largest area within the walls, with their vacancy rates, high proportion of poor buildings, lowest property values and rents, high proportion of incompatible uses, absence of development, unstable population, and low ownership rates. With these characteristics, the areas are in a *declining state of development*, which is the most unfavorable situation for a historic urban area — a *threat*.
- The area of *recreation and education*, where Othello Tower, ruins of churches, schools, and the library building are located, shows all signs of physical and functional obsolescence, leading to a *static state of development*, which can be considered a *weakness*.
- *Offices, industrial areas, and empty areas* are dominated by British storage buildings, which are used as offices and repair shops. In addition to this, the area possesses open storage areas, and some of these open areas and repair shops cause visual pollution. Due to the physical and functional obsolescence, similar to recreation and education areas, this area is also in a *static state of development*, which is an unfavorable situation — a *weakness*.
- In the *military area*, there are some churches and ruins that are not utilized. Since the area belongs to military, the existing monumental buildings have been subject to inappropriate interventions. The area started to suffer under physical, functional, and locational obsolescence. As a result of this transformation, the area is currently in *declining state of development*, which can be considered as a *threat*.

The values, obsolescence, and dynamics of developments of the Walled City of Famagusta, which have been discussed above within the framework of SWOT analysis, have also been summarized in the matrix, which has been developed by the authors (Figure 6).

Based on all these, it can clearly be stated that the Walled City of Famagusta is a historic urban core possessing a mix of assets that embrace cultural identity value, scarcity value, and resource value, which set up the strength of the area. Any strategy should be built on these strengths for sustainable conservation. The findings also indicate that four districts within the walls suffer from physical, functional, and locational *obsolescence* to a larger extent, and the largest parts of it are in *declining states of development dynamics*.

DISTRICTS VALUES, OBSOLESCENCE & DYNAMICS OF DEVELOPMENT		TRADITIONAL CORE and its near vicinity						RESIDENTIAL AREA -SOUTH	RESIDENTIAL AREA -NORTH	RECREATION & EDUCATION	OFFICES , INDUSTRY & EMPTY AREAS	MILITARY AREA
		HIGH (S)						MODERATE	MODERATE	MODERATE TO HIGH	HIGH (S)	MODERATE
VALUES		HIGH (S)										
Cultural identity		HIGH (S)										
Scarcity		HIGH (S)										
Resource		HIGH (S)										
PHYSICAL OBSOLESCENCE (Structural Condition)		50.3 % of the buildings in excellent condition	53.5 % in poor condition (T)	53.8% in poor condition (T)	30 % - in poor condition (S)	33.3%- poor in condition (S)	- (entry was not allowed)					
FUNCTIONAL OBSOLESCENCE (Mismatch between fabric and use)		MODERATE	HIGH (W)	HIGH (W)	LOW (T)	MODERATE	HIGH (W)					
LOCALATIONAL OBSOLESCENCE	Ownership pattern	Changes in owner occupied dwellings; 61.3% in 1985, 69% in 1999, 61.3 in 2004 (T)										
	Changes in social composition	The new comers are from lower classes (T); They are emigrant families or workers from Turkey (57.3% original Turkish Cypriots against 42.7% from Turkey in 2004)										
	Land & Property Values	HIGHEST on the main axes (T) LOWEST in its near vicinity (O)	LOWEST (O)	LOWEST (O)	MODERATE	MODERATE	MODERATE	LOWEST (O)				
	Rate of Rents	HIGHEST on the main axes (S) LOWEST in its near vicinity (O)	LOWEST (W)	LOWEST (W)	MODERATE	MODERATE	MODERATE	LOWEST (W)				
	Vacancy Rates	MODERATE (W)	HIGH (T) (O)	HIGH (T) (O)	NONE (S)	LOW	HIGH (T) (O)					
	Incompatible Uses	A FEW (S)	NONE (S)	NONE (S)	NONE (S)	MODERATE	HIGH (T)					
DYNAMICS OF PLACE	New Development (maintenance)	A FEW in the Walled City (T)	A FEW (T)	A FEW (T)	Not apparent (T)	MODERATE (T)	Almost NONE (T)					
		DECLINING (T)	DECLINING (T)	DECLINING (T)	STATIC (W)	STATIC (W)	DECLINING (T)					

FIGURE 6. The values, obsolescence, and dynamics of development of the Walled City of Famagusta.

The SWOT Analysis for the External Appraisal

Assessment of simply the characteristics, problems, and potential of this historic area would only partly pave the way to formulating the most appropriate strategy for ensuring the success of revitalization efforts. Therefore, in addition to what has been discussed above, the organizational (administrative) and socioeconomic conditions of the country — Northern Cyprus as the external appraisal (as existing in the original SWOT method) — are discussed in the following lines.

The initial step in terms of external appraisal will be about the most vital issues, conditions for conservation, and revitalization in Northern Cyprus from a SWOT analysis perspective.

When considering the essence of new trends and practices at a global level, the current local framework for conservation and revitalization of historic urban quarters in Northern Cyprus seems to be in conflict or at least inefficient with respect to international understanding and practices. The *attitude of the responsible authorities, appreciation and consciousness at community level, public participation and involvement, planning approach, legislative basis, and financial and administrative issues* need to be argued to indicate the *overall weakness* of the prevailing conditions for revitalization in general (Doratli, 2000; Doratli, *et al.*, 2004).

Attitude of the Responsible Authorities

The dominating conservation understanding of the authorities that are committed to planning studies, with respect to conservation, is preservation of the cultural, architectural, and artistic characteristics, as well as the identity of a historic urban quarter. However, without taking into account the social and economic values of these places, long-term attainment of the objective of conservation would be difficult.

Appreciation and Consciousness at Community Level

"Historic areas" and "conservation" are neither appreciated nor well understood by the vast majority of the public. At the community level, protection of historic areas is considered as if it is the problem and duty of solely the responsible authorities. Protection of historic areas seems to be a "top-down" order, dictated by the authorities responsible to the community.

Public Participation and Involvement

The new Town Planning Law (TRNC 55/89, 1989) has provisions about public participation at the preparation and approval stage of plans, including those for conservation areas. However, when considering the new approaches, especially those dictated by the Amsterdam Declaration,¹ it has a limited scope.

Planning Approach

In Northern Cyprus, the planning studies for the conservation areas are carried out almost distinctively from the rest of the town. In addition to this, a uniform model with a uniform logic is applied to every conservation area.

It is possible to claim that in Northern Cyprus, the planning practices with respect to conservation areas, due to the executed planning approaches, do not have a long-term perspective as they pretend. This is simply because, following the analytical stage, the conservation policy is developed to include different modes of renewal: refurbishment, conversion, demolition, and redevelopment, aiming for the physical revitalization of the area.

Legislative Basis

The legislative framework for conservation in Northern Cyprus provides the basis for identification of the historical, architectural, and cultural heritage, or conservation areas; preparation of conservation

plans; listing of buildings and sites; giving technical or limited financial assistance to the owners of listed buildings; and control of development in the conservation areas. However, as a whole, it does not provide the basis for effective implementation of the conservation plans.

Legislation that is directly related to conservation, such as the Antiquities Law and Town Planning Law, provides the basis to draw the picture of conservation of buildings and/or areas. They do not have any provision to transform the conservation plans into action plans.

Financial and Administrative Issues

The financial means and tools are insufficient to attain the objective of revitalization of historic urban quarters. It is not possible to enhance and enliven the area through only providing technical and limited financial assistance to the owners of listed buildings.

When considering administrative and organizational issues, although the responsible authorities act in good collaboration, occasionally certain levels of deficiencies arise due to lack of coordination. The most striking weakness of the administrative and organizational framework of conservation is two-fold:

- (1) In Northern Cyprus, there is not any sound and stable basis for the allocation of different departments under the authority of the same ministry. Depending on decisions of every new government, allocation of departments may change. The Town Planning Department is one of the most affected departments from this perspective.

Besides unstable placement, departments that are highly involved in planning and conservation activities are under the authority of different ministries. Coordinating activities of the departments under different ministries and expecting them to orient their efforts towards a shared objective with respect to cultural heritage is difficult.

- (2) The internal organizational framework of the departments (Town Planning; Ancient Monument and Museums, Environment, Tourism) is insufficient for performing the tasks assigned to them. When considering the requirements of "integrated conservation," this becomes more apparent.

To summarize the above discussion, in Northern Cyprus, the existing situation with regard to conservation practices is far below contemporary standards, and it represents a fundamental weakness in terms of conservation and revitalization efforts. Besides the above-stated countrywide weaknesses, the opportunities that are provided within the countrywide and citywide economic activities should also be scanned.

As stated in the preceding lines, the northern part of the island has been under the control of the Turkish Cypriots since 1974. In 1975, Turkish Federate State of Cyprus and in 1983 Turkish Republic of Northern Cyprus were unilaterally proclaimed by the Turkish Cypriots, though it is still not recognized by the international community, except Turkey. Since then, "... bolstered by much Turkish aid, the Turkish Cypriots had formed its own governing institutions, fashioned a functioning democracy with a free press, put in place an education system that extended from pre-school to the university level, and laid the groundwork of an economy that, despite a Greek economic blockade — as well as the tight embargo by the international community — had registered respectable growth rates" (Doratli, 2002:59).

The existence of five universities in Northern Cyprus, one of which — the biggest one — is located in Famagusta, plays an important role as a flagship sector of the local economy in generation of these respectable growth rates. The overall student population is around 20,000, which is approximately 10% of the inhabitants of Northern Cyprus, whereas the Eastern Mediterranean University (EMU) in Famagusta has 15,000 students, approximately 49% of the town's population. This should be consid-

ered one of the most outstanding opportunities for Famagusta for many reasons. All of the universities provide a significant contribution to the economy as well as to the social and cultural life of the cities in which they are located. However, contribution of EMU to Famagusta is the most striking one, since the foundation of EMU has initiated new growth and development trends in the city; additionally, due to the large share of student population, considerable diversification of all types of activities has occurred (Onal, *et al.*, 1999). In addition to all these, with its organizational, administrative, and financial structure, EMU is one of the most significant institutions throughout the island. When considering the importance of attracting investments from outside to a historic urban quarter for its revitalization, the robust financial and social structure of EMU can be considered as a vital opportunity to be utilized. EMU may become a flagship of the revitalization efforts, as long as a good fit between the requirements of the university and the physical character and unique identity of the Walled City is created.

Literature survey reveals that especially in the United States, the universities play a crucial role in revitalization of neighborhoods and cities (Forrant, 2001; Mullins, *et al.*, 2002). Forrant (2001) considers the University of Massachusetts-Lowell, since it focuses on how an urban university can remold itself to tackle economic and social development problems resulting from environmental degradation. EMU in Famagusta can play a much more important role than the United States cases since it has a strong hold on the economy of the town as a whole.

CONCLUSION AND FINAL DISCUSSIONS FOR THE RECOMMENDED STRATEGIC APPROACH FOR THE WALLED TOWN OF FAMAGUSTA

The newly interpreted SWOT analysis can be considered as a method that serves as an optimal tool for the assessment of the Walled City of Famagusta, in terms of its positive aspects, potentials, citywide opportunities, and the negative circumstances with which it is faced. The SWOT analysis, which has been applied to the area, reveals that the area itself provides a great variety of strengths and opportunities, which convey a kind of synergy when considered together with the other opportunities provided by the external environment (the university, high proportion of student population, importance of tourism for Northern Cyprus, etc.). The determination of the most appropriate strategic approach is based upon these findings, which would not be possible through classical analysis methods.

Accordingly, it would not be possible to revitalize the Walled City of Famagusta through indigenous regeneration of the traditional activities of the locality or through functional diversification. The dominating declining character of the area, which has been a result of physical, functional, and locational obsolescence, reveals that only through functional restructuring of its economic base would the area be revitalized. Other than conservation, maintenance and improvement of the area would be possible through provision of adequate finance.

It should be once more noted that conservation and development through functional restructuring should not be considered as two contradictory parameters but as two supporting and complementing parameters, since conservation can only be achieved through appropriate and contemporary use of buildings and urban spaces. Additionally, it should be considered that cultural, recreational, tourist, and educational activities support conservation, and commercial activities, if correctly approached, can also have a significant contribution. The city is a pole of attraction from the tourism point of view, with its large number of monuments and tissue generated by the mutation of different cultures. In addition to this, probably the most significant opportunity to be considered is EMU, with its 15,000 students and cooperation between the university and the municipality. Proposals of new uses and adaptation of the buildings should take into account this great potential, if one of the major goals is to address the process of obsolescence.

Based on all these arguments and particularly on the above-stated external appraisal, through which the merits of utilizing the universities' potential to infuse new life into the area have been concluded,

the authors recommend *restructuring of the economic base* of the Walled City through attracting some functions of EMU to the area. Considering the current situation within the Walled City, which is extremely unfavorable in all grounds except its valuable robust buildings, the responsible authorities should be committed to create favorable grounds to enable this. The good collaboration between the university and the municipality would also be a good opportunity to initiate this process. The vibrant urban texture of the Walled City is flexible enough and has the potential to absorb and penetrate the requirements of certain functions of the university/faculty through adaptive reuse.

Especially when considering the functionally distinctive areas within the walls and the architectural evaluation of the buildings in these areas from this perspective, British storage buildings and their near vicinity can be easily transformed into faculty buildings, accommodation facilities for students and academicians, workshops for arts, or leisure facilities. In other words, activities of the university would fully utilize the physical and spatial potential of these areas through its educational, residential, and cultural activities, as long as conservation of this valuable cultural and historic building stock and its revitalization are considered as the primary objective.

Through such a restructuring process, not only would the valuable remains be saved and the deterioration and decay process be terminated, but also a deeper "economic" revitalization of the Walled City in the long-term perspective would be sustained.

NOTE

1. The Amsterdam Declaration, which is the outcome of the Congress of Amsterdam (1975), is an important stepping stone in efforts at the international level towards the protection of historic and cultural heritage. It sets a new policy, *integrated conservation*, that puts emphasis on the importance of conservation through revitalization and indicates indirectly the necessity of strategic approaches towards conservation through revitalization.

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