

REPUBLIC OF MOLDOVA:

**An uklad-based approach
to protection and sustainable development
of cultural heritage**

How to protect cultural heritage
in spite of insufficient resources
through individual daily practices

English version

Second draft

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An uklad is a persistent way of life / mode of activity expressed spatially. The ways uklads exist in the city differ according to the type of a city (i.e. whether it is a capital city, a regional administrative center or a small town). An uklad is characterized by the prevalent family culture, by its attitude to the surrounding space, by the manner in which people belonging to the uklad are aware of their past and construct their future, by how they perceive their children, how they interact with their territory and their neighbors, how they own their property and treat others' property, and by how they work and spend their leisure time.

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Reader's Note / Annotation

This document is a result of a short-term advisory project on Moldova's cultural heritage. It offers an evaluation of the current situation regarding the protection and development of the country's tangible cultural heritage. Following this evaluation, it recommends applying a systematic uklad-based approach to articulate specialised policies on three different levels (national, regional, urban). These policies are aimed at modernising legislative and regulatory framework regarding tangible cultural heritage to enable the development of strategic and tactic projects. Built upon established national uklads, both traditional and contemporary (a sustainable socially and spatially distinctive way of life), the approach offers solutions for sustainable evolutionary growth of spatial and artefactual environment and established uklads. This ensures the implementation of the right for participation in cultural life for everyone.

The uklad-based approach, offered in this document, found support with all participants and organisers of the project who joined the discussion.

The participants, organisers and initiators of the project agreed that the document should provide three levels of evaluation and recommendations regarding conservation and management of tangible cultural heritage. The document is increasingly elaborated as it descends from the national level to the level of the city, localised in Chisinau, and then to the three urban projects in Chisinau, chosen by the Agency for Inspection and Restoration of Monuments of Moldova for the purpose of evaluation and further recommendations.

The scale of the project is defined by the framework of a brief mission and the extent of openness to cooperation on behalf of the governmental institutions of Moldova. The reference data was gathered during the six-day visit to Chisinau. It was organised with the intent to see the historical part of the city and conduct individual interviews with interested parties, organised as online polls and academic studies. Overall, during this mission (25.01.2019 – 02.02.2019) we surveyed 32 respondents and organised a workshop with approximately 50 persons – the representatives of city intellectual circles ('intelligentsia'). The factual basis for the evaluation is limited by publicly available comprehensive reviews and industry-specific studies, and materials provided by project participants and organisers. It should be noted, however, that the implemented approach allows certain limitations without compromising its objectives.

The document is developed in accordance with integrated standards of international organisations that refer to human rights observation and cultural heritage conservation and development.

The target audience of this document includes

- field-specific ministries, agencies and other government institutions on all levels
- field-specific or relevant non-government organizations and foundations
- individual experts and expert community
- urban planners, architects, architectural engineers
- universities and academia
- financial institutes and development partners
- major investors
- project developers
- local entrepreneurs
- real estate owners
- citizens, citizen communities and activists
- international community representatives

Terms and Abbreviations

| | | |
|-----------------------|---|--|
| RM | – | Republic of Moldova |
| UNDP Moldova | – | United Nations Development Program in Moldova |
| Agency | – | Moldovan Agency for Inspection and Restoration of Monuments |
| TCH | – | Tangible Cultural Heritage |
| ATE | – | Administrative and Territorial Entity |
| KPI | – | Key Performance Indicator |
| MICE | – | Meetings, Incentives, Conferences, Events |
| MICE Industry | – | 'Meetings industry', a sector in the tourism industry for event organisation in multiple areas of activities (meetings, conferences, exhibitions, concerts, educational events etc.) |
| Mixed-use development | – | a development strategy of the mixed use of territories and buildings as opposed to multifunctional use of territories and building |

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The historical and cultural heritage of Moldova as a hidden source of welfare

The perception of Moldova is often reduced to clichés such as ‘Moldova is wine’, ‘Moldova is where the Roma come from’, ‘Moldova is a former USSR republic’. Despite the fact that the history of country goes back 20 thousand years, in UNESCO world heritage list Moldova is only represented by the Struve Geodetic Arc, a 19th-century monument – 0.1% of national monument list (1092 as of 2019). Two more monuments are on the preliminary list; these are Old Orhei archaeological landscape (since 2017) and Chernozem soil of Beltsy Steppe (since 2011, re-added to the list in 2014).

While being far from an adequate representation, the situation reflects its current status. The world does not see the value of Moldova’s heritage and the citizens are yet to realise that this was not an individual effort that helped them to survive and overcome economic crises; from their ancestors and the very nature they have inherited this strength that re-vitalises national life again and again.

The economic growth is mostly nominal one, though the national economy is still weak. We observe active development and production growth as well as increasing demand for medical services in East European countries, and for higher education from East and South Asian regions. This growing interest in Moldova is driven by its rich heritage that includes architecture, urbanistic and natural heritage, and preserved traditional uklads. Affordability and comfort climate are significant factors, yet insufficient to explain the growth observed.

First and foremost, numerous statistic and dynamic data as well as direct and indirect research since the 1970s demonstrated the life-sustaining force of cultural heritage and its essential role for the country’s prosperity in times of economic growth on the one hand and its survival with the economic decline on the other.

Secondly, the USSR has undertaken a unique experiment of large-scale historical environment replacement and new industrial cities and areas construction. It demonstrated that when economical nuclei, such as crucial industrial enterprises, disappear, the cities with the preserved historic environment and minor legacy of Soviet urban development survive – without visible economic justification. Moreover, they are demographically ahead of the cities that emerged in the 20th century and have similar economic and geographic properties.

Thirdly, what makes a predominantly rural population stay on their land despite a highly competitive food market and economic embargo? What makes the population of smaller towns stay despite underdeveloped service and social infrastructure and employment deficit? Why do migrant workers stay residents here when other countries with better social guarantees and economic climate are open to them? What encourages them to invest money earned abroad into real estate at home? Why do young people return home, after obtaining a degree abroad, refusing well-paid employment in favour of an uncertain one?

Neither statistic data nor socioeconomic studies provide answers to these questions. The most credible insights are found in historiographic works from various periods. They provide integral and holistic life description, documenting the vector, speed and nature of the transformations. Comparing travel journals that depict Moldova and specifically

Chisinau of the 18th - 19th cc. we see surprising analogies between what the authors document and see as unique features and what an observer inspecting Chisinau today perceives as the city's accents. The difference is that 21st c. Chisinau has added the modernist legacy to its historical environment while agricultural uklads along with distinct national differentiation of activities and ways of environment transformation have waned. Nevertheless, the imprints of these are preserved in the city's physical environment, its particular multilingual and tolerant spirit. The latter is a source of gentle disposition of citizens, highlighted in the travelogues and remarkable today. This allows us to insist that the answers to the questions above as well as reasons of positive transformations and national sustainability lie in uklads that have deep roots and change very slowly. Their structure is multicultural and multilingual nature; they are tightly connected to the accumulation of unique know-hows, skills, crafts and real-estate that are accumulated and passed on from generation to generation. This is, indeed, the fertile 'chernozem' soil that the entire complex of national historical and cultural heritage stems from.

The field study undertaken during our visit to Chisinau provided an opportunity to appreciate the plethora of tangible cultural heritage, its physical integrity, and to define the activities that are essential for conservation and evolutionary development of historical environment as well as activities associated with its decay and revolutionary transformation, and to identify disbalances of environment transformations. It also demonstrates the extent to which urban policies agree with complexity and versatility of social order and support conservation and formation of new tangible cultural heritage, the extent to which the regulation systems and management models are accurate and realistic; the extent to which the city interests are balanced and equal rights are maintained regarding conservation and accumulation of cultural heritage; to what extent institutional power is able to manage major investment and available resources, to see hidden recourses, the potential for minor and medium investment, to integrate them and use for national wealth conservation and accumulation, national welfare and sustainable development.

We have conducted interviews with specialists working on research, academic and urban project development regarding tangible cultural heritage, archaeology and anthropology as well as spontaneous interviews with small and medium-sized business (café and hotel owners), students, journalists, contemporary art and city activists. It allowed us to evaluate intellectual and project resources of the country, the level of awareness and their attitude towards historical and cultural heritage in general and tangible cultural heritage in particular; the level of trust and solidarity, negotiability and cooperation potential; to get a view of quality and structure of positive and negative forces for transformation, the degree of acceptability and equality of their participation in transformation and decision-making.

Method

The ambition of this document is to provide a method to initiate a process that could be adjusted in scale and divided into sub-sections. The aim is to conserve and accumulate the country's tangible cultural heritage, at the same time creating opportunities for everyone to fulfil their rights to shape cultural life. For the countries with the undeveloped economy and no mobilisation resources to break away from poverty the easiest and the most sustainable method to preserve and accumulate tangible national heritage is to

support and make provisions for evolutionary development that would draw upon traditional national uklads that withstood historically. An uklad encompasses economies of various scales from the level of family and community to manufacturing-based economy. Consequently, rather than developing tangible cultural heritage conservation system as an expenditure category in national budget, the author recommends to develop it as one of the basic complex industry (Heritage Industry) within the structure of national political economy, similar to other national industries that have infrastructures for education, organisation and management, engineering and IT-technologies, dedicated media, academic, research and design solutions development, artisanal and industrial production, financial and other infrastructures.

Examples of the grassroots transformation of tangible cultural heritage identified in the course of Chisinau field-study

Traditional uklads, new lifestyles, and historic city environments are the reason migrant remain residents of the country. It also attracts their children with higher education degrees and life experience obtained in other European cultures. This young generation is provided for with finances and real estate by their parents, and it defines the culture of consumerism and demand for jobs with high qualification. Targeted poll of students and young generation with higher education demonstrates the difference regarding strategical life-choices: young people that are insensitive to historical environment ('nothing valuable here, these are but old houses') hope to move abroad ('more jobs there and the payroll is better') while others are sensitive to the historic environment and speak at length about their favourite buildings, museums, streets, and even decoration and material details. These latter people either have not decided yet ('I'll try to start something here; we will see') or decided to stay with the hope to start something. In the course of our study, we have met with many young architects, sociologists, anthropologists, and artists who pursue various studies as volunteers, city activists and engage in conservation and reformation of cultural heritage in the Republic of Moldova.

Chisinau shows careful if not consistently professional examples of reconstruction made by young café owners. It is not limited to individual buildings and includes entire sectors with historical courtyards connecting several buildings. Spontaneous reclamation of abandoned courtyards of historical city villas, their transformation into local clubs for youth and attempts to set up cafes or artistic centres there showcase the transformative force evoked by conserved cultural heritage. With the loss of TCH, the country will also lose this force.

Engineering układ. The arrival of French Orange and other international IT-companies to the local market is a direct consequence of the preserved engineering układ that has been rapidly growing in most Soviet republic.

Układ of wine-making– one of the agricultural uklads. Wine-making układ led to the development of unique for USSR development type of urban building with basements used as wine cellars. It has unexpectedly become an instrument for the conservation of certain modernist buildings. Moldavian wine culture prompted the conversion of stone quarries into a unique underground heritage that attracts tourists to Chisinau while also being a source of pride for the citizens.

Układ of musical/theatrical performance. The culture of music and theatre in Moldova culture and its rapidly developing cinema industry are entering the international scene and launching MICE-industry in the country. Music and theatre schools as popular

institutions with a major functional part in the city centre, also play an important part in the conservation of architectural heritage and traditions.

Student układ. The processes described are inseparable from the cultural heritage of the city. On the one hand, they create the conditions necessary to shape the leisure industry, on the other, they nourish student-oriented infrastructure that is driven by increasing job variability, affordable residential property and essential services for students. The accessibility and diversity of places where students can use for study outside universities, which are well integrated with public spaces, puts the infrastructure in Chisinau ahead of many cities in developed countries. For instance, the number of anti-cafes and opportunities for study in traditional cafés in Chisinau is beyond those in Paris, a renowned world student capital.

Układ of international presence. International organizations are interested in Moldova for many reasons. Within the framework of this project, we should mark a typical concentration of embassies and other international organization offices in the south-west historical part of the city. It comprises a cluster and is reclaiming historical mansions, villas and administrative buildings. Evolutionary transformation of the urban environment induced by this spontaneous process paves the way for business tourism structure development. Over the recent years, these blocks acquired small-scale hotels, restaurants and offices of local non-commercial organisations. This small-scale activity structure agrees with the scale of historical buildings, also small-scaled, and thus favours historical environment conservation. In turn, it further encourages the concentration of new skills and activities associated with international cooperation, starting from immediately important and challenging fundraising field to the number of special areas of international cooperation. According to a member of Moldovan Agency for Inspection and Restoration of Monuments, this is an accessible environment for a career start, as internationally recognized job opportunities are more accessible here than in established centres of international presence.

The above-listed examples of lifestyle and evolutionary transformations of tangible cultural heritage by established as well as new układs provide only partial insight into the pluralism of well-balanced and sustainable development of people's existence and tangible cultural heritage. It simply testifies to the fact that układ-based approach can be applied for high-quality sustainable development of tangible cultural heritage in Moldova.

Agricultural układs in Moldova

Although agriculture and natural heritage are outside the scope of this study, agricultural układs represent over half of the population of Moldova as well as a significant part of its territory. In addition to the potential for tourism (both national and international) in wild-nature and tended agricultural landscapes appreciated by the institutional power, we should add the potential of archaeological heritage in these territories. It offers testimonies of 20-thousand-year culture and is thus able to attract international volunteering and academic organizations.

The main potential of these territories is in the formation of an agropolis ecosystem that would ensure the evolutionary development of established agricultural układs by attracting academic, innovative and other układs. This is an opportunity for national heritage conservation, including unique 'chernozem' soils through the development of traditional technologies (low technologies) and the incorporation of high technologies.

The układ-based approach

The concept of układ-based approach has evolved from the author's work on strategies at four levels, namely, national, regional, municipal and local strategies. It answers the two fundamental questions of sustainable development: how to ensure that a chosen strategy can actually be implemented in a rapidly changing and increasingly complex world, and guarantee its viability at all levels, ranging from the national level down to the level of an individual block in a given city, or an individual household in a given settlement? How can one control transformation and maintain its positive effects?

The author has elaborated the układ-based approach for the specific purposes of this document. Here we focus on the historical and cultural heritage cumulation via preserving historical legacy and creating new cultural riches in the Republic of Moldova.

The układ-based approach addresses evolutionary growth of a country's welfare and the forces that give national life its energy to operate on a daily basis rather than through mobilizing strains. The meaning of 'evolutionary' implies an approach that is humanist (i.e. centering on freedom, dignity and values), organic (i.e. based on natural growth), and non-compulsory. It identifies the uklads that have formed in a given settlement and seeks to advance them to a next evolutionary stage.

The vital connection between people and their uklads is so essential that when an układ deteriorates, life and the territory degrade and decay as well. Thus, setting up a resource exchange system between the uklads and building crossings between układ boundaries helps individual realisation regardless of the ancestral układ. This way, the potentials of the uklads are released and synergistically amplified in the process of territorial development.

Moldova's national energy, as both studies and field research demonstrate, expresses itself in the uklads of formal and informal activities (negotiability, competences, skills) that have been preserved or are emerging in the country. Social-economic geography defines an układ as a social and spatial type of life-sustaining activities. In terms of national historical and cultural legacy uklads are cultural practices of both the past and the future that is being shaped, and are therefore part of living cultural legacy. The way an układ exists depends on the spatial and metabolic type of a city or other settlement. Thus, the układ-based approach is equally appropriate in strategies, programs and projects of social and economic development at a national, regional, municipal or local level as well as strategies, programs and projects for preservation, production and accumulation of national and historical heritage. This includes tangible historical and cultural heritage as well.

The priorities of the układ-based approach are quality and sustainability of transformations over their speed, and decentralised development over centralised one. The main actors of układ-based transformation, as opposed to revolutionary transformation, are citizens themselves rather than major private or governmental investors.

The stationary uklads (i.e. the uklads that have left the maximal imprint on the space, and that are responsible for vital transformations of the environment) are the sources of direct impact on the physical environment.

The mobile uklads that, rather than transforming the existing physical environment, tend to choose to move to where their ancestral układ has been preserved or where an inter-układ transition is possible (i.e. where inter-układ communication exists) drive transformation indirectly as environment consumers.

The third group are excluded uklads that include people with disabilities and either stigmatising or socially accepted limitations of social, psychic or physical nature. It is a dynamic group of uklads which individuals from other uklads can join by choice or out of necessity. In either case, these uklads require special life-sustaining infrastructure to minimise or even neutralise the limitations.

Pathological transformations of the physical environment and tangible historical and cultural heritage occur, in particular, in the following circumstances:

- (a) the physical environment enters conflict with the układ;
- (b) the układ or environment metabolism or evolution stages are critically desynchronised;
- (c) one of agents (the physical environment or the układ) has exhausted its potential for adaptation or evolutionary growth;
- (d) the power of the układ to transform its territory is not in proportion to the physical environment (i.e. is either excessive or deficient); vice versa, the territorial resource is out of proportion to the układ;
- (e) there exists an imbalance between the układ and the public interest;
- (f) the physical environment (of a city or settlement, or the region) does not provide for the processes of resource exchange between the uklads.

Układ-based approach application on the local level

- (1) Identification and diagnostics of
 - the administrative territory (AT) management type
 - the uklads formed in the AT
 - environment morphotypes, including tangible cultural heritage
 - balances and disbalances between uklads, environment morphotypes, including tangible cultural heritage
- (2) "Project + policies" solutions development.
- (3) Local regulation system adjustment.
- (4) Local forum.

Identification of the territorial entity management type

The administrative and local governance system is one of the main groups of differentiation factors for territorial entity development management. It defines the differences of authorities between the administrations of territorial entities in municipiu, cities / towns, villages and natural reserve territories. This group of factors include the following typological groups of territorial entities:

- capital
- municipality (municipiu – *rom.*) of first-tier– central towns of the districts
- municipality (municipiu – *rom.*) – regular municipia of district

- cities / towns –district central towns
- towns – regular district towns
- residence-villages, centres of communes
- villages – regular villages of communes

The second group of differentiation factors is an economical and geographic position of the territorial entity and its position in the pattern of population distribution. It defines the difference in geographical profile and transportation, the entity's proximity to other economical centres, which further defines the potential for economic development through interaction with other territories. This factor group includes the following typological groups of territorial entities:

- cities / towns located within the municipiu
- cities / towns located near the municipiu
- cities / towns located within the main zone of population distribution outside the municipiu
- cities / towns located outside the main zone of population distribution
- cities / towns of borderline location
- villages located within the municipiu
- villages located near the municipiu
- villages located within communes
- villages located near communes

The third group of differentiation factors is the size of the territorial entity's population. It defines the resources for territorial development and primary challenges of the entity. The size of the entity's population and its economic activity determine the rate of employment, budget revenues and other factors of present-day development. However, there are significant distinctions in the type and extent of sector-specific challenges between the territorial entities of different size: transportation-related, environmental, social, ethnical, spatial etc. Typological groups of the territorial entities within this group of factors are the following:

- small towns, with a population below 10 thousand people
- small towns, with a population of 10-20 thousand people
- small towns, with a population of 20-50 thousand people
- medium-size towns, with a population of 50-100 thousand people
- larger towns, with a population of 100-500 thousand people
- large towns, with a population of 200-500 thousand people
- major towns, with a population of over 500 thousand people
- small villages, with a population below 10 people
- small villages, with a population of 10-100 people
- small villages, with a population of 100-200 people
- medium size villages, with a population of 200-500 people
- larger villages, with a population of 500-1000 people
- larger villages, with a population of 1-2 thousand people
- larger villages, with a population of 2-5 thousand people
- major villages, with a population of over 5 thousand people.

To build model management the integral typology based on type combination can be used efficiently. This typology corresponds to the typology of Moldova's territorial entities from publicly available official and academic sources of information.

The typology of the territorial entity for each given parameter is to be determined by the administrative and territorial structure of the country.

Identification of national uklads

An układ is a specific way of daily life that influences national life in every aspect. Identifying the present uklads is essential for positive transformations: (a) determination of the morphotype to encourage evolutionary growth, (b) determination of the morphotypes that presently impede evolutionary growth, (c) development of projects aimed at harmonization of the układ spatial needs (including infrastructure needed for all life-activities), urban policies to remove the układ internal limitations (lack of awareness, trust, negotiability, and resources) that impede its evolutionary growth, (d) evolutionary development of every układ, identified in the block.

There are eight groups of main differentiation factors aimed at identifying uklads and producing integral models and development projects. They are based on the following criteria:

- the what extent this układ is fundamental for the environment and the degree to which it impacts the environment: stationary/transformational and mobile/consuming
- the size of the group in the układ: one-family, community/commune, infrastructural
- activities: production / service-based
- dependence on the landscape, climate, economic, geographical, spatial and administrative conditions: rigid and adaptive
- technological dependence: low-technologies, high-technologies, innovative
- social engagement level: isolated, integrated, excluded socially acceptable, excluded stigmatised
- evolutionary stage: archaic, modern, advanced / progressive

Uklads also vary in family culture, perception of the spatial value, in how the układ representatives perceive their past and project their future, how they perceive their children, interact with their neighbours and territory, treat their property and others' property, their activities, work and leisure time.

The main parameters for układ identification with the purpose of developing integral solutions are the following:

- (1) Family culture and values: attitude towards children, parents, close and distant relatives; intra-familial obligations; perception of individual and family interests; residential space structure and regulations; family inheritance structure.
- (2) Perception of space: distinguishing between personal and collective space; 'mine'/'our' and 'theirs'; instruments to mark spatial borders; respect for other

people's space, the extent and specific form of participation in transforming one's own and others' space.

- (3) Conceptualisation of history: of the family, of the house; of the street and block, hamlet/village/town or city, region, country and the world; of one's own house or the neighbour's; the level of awareness and prioritisation, the dedication; the structure and instruments of historical knowledge conservation and transition.
- (4) Perception of the future: levels of awareness and prioritisation, level of dedication; the structure and instruments of investments in the future; availability and time horizons of life strategies, their connection to the future of the country.
- (5) Nature and structure of activities: skills, competences, knowledge and technology conservation, accumulation and transition system, the product and the means of production.
- (6) Nature and structure of territories, buildings and indoor space necessary to practice, implement and develop układ activities.
- (7) Perception of work: the degree of prioritisation and dedication (heroism, balance, comfort), work/leisure cycles, perception of the career.
- (8) Perception of leisure: nature and arrangements, structure and expenses, the proportion of active/ passive modes.
- (9) Culture of consumption: prioritisation, structure and expenses.
- (10) Perception of health: prioritisation, structure and amount of investments, preferences for traditional or alternative medicine, level of awareness and influence of environment.
- (11) Levels of trust and negotiability: the potential of the intra-układ group for inter-układ interaction.
- (12) Perception of other people's values and interests regarding gender-related, social, economic, national, cultural or generic difference; perception of migrants/emigrants, urban residents and farmers.
- (13) Notions of justice and clemency, mutual aid culture: attitude towards the weak and underprivileged; attitude towards animals; attitude towards authorities; towards superior management and subordinates.
- (14) The notion of common good, ways and degree of dedication to it.

Identification of the environment morphotypes, including tangible cultural heritage

Basic list of parameters and characteristics of blocks with the following purposes: (a) their comparative integral assessment, search and documentation of elements, buildings and territories of cultural, historic, academic, artistic and universal value, (b) assessment of physical wear-out of the environment and its elements for the subsequent calculation of resources necessary for conservative (restorative and reconstructive), conservation (adaptive use of ruins and remains) and modernisation operations; (c) the assessment of evolutionary transformation stages of blocks, and their limits of sustainable development:

- (1) The time when the block took shape: in general and as outlined by periods in history (historical, modernist, contemporary) that was preserved in any form, including ruins:
 - general layout development date of the city historic part
 - date of the block's plan development and approval, and of the development project creation.
 - beginning and end date of the block's construction
- (2) the information on authors for every period of history (historical, modernist, contemporary) preserved in any form, including ruins:
 - authors of the city's historical part general layout
 - authors of the block's development project
 - authors of the block's parcels and buildings' projects.
- (3) The data from archaeological excavations on the block's territory (according to existing international standards of data documentation).
- (4) Spatial and planning parameters of the block, general and for every period of history (historical, modernist, contemporary), in any preserved form, including ruins:
 - number of stories in the buildings and the overall height of the block: the highest and the lowest buildings
 - block's geometry with the length of every side
 - area
 - overall floor-by-floor area of buildings
 - development density: overall area of buildings per unit of the block's territory
 - area of developed land
 - area of green space (zones with greenery, including grass, trees and bushes)
 - undeveloped land area
 - percentage of development in the neighbourhood: the proportion of developed land parcels against the overall area
 - percentage of greenspace: the proportion of green zones against its overall area
- (5) Structural diversity of the block, including general and for every period of history (historical, modernist and contemporary) preserved in any form, including ruins:
 - number of parcels
 - number of collective courtyards
 - number of individual courtyards
 - the number of open/half-open/closed and transit (currently and potentially) public areas.
- (6) The architectural diversity of the block:
 - the number of buildings in the block, including the buildings in each collective and individual courtyard, open/half-open/closed and transit public areas.
- (7) Structural and architectural diversity intensity of the block:
 - diversity intensity of parcels': number of parcels per territorial unit of the block, including the number of parcels per every territorial unit of every collective courtyard, open/half-open/closed and transit public areas
 - diversity intensity of buildings: number of buildings per territorial unit of the block, including the buildings per territorial unit of the parcel for each collective courtyard, open/half-open/closed public and transit areas.

- Structural diversity intensity of every street-front side of the block: the proportion of the overall length of street-side facades to the length of the street-front side, the proportion of the overall length of gaps in the block's street-front to the length of street front.
 - Parcel diversity intensity of every street-front side of the block: the number of parcels forming the street front of the block to the block's street-front length unit.
- (8) Number and density of stationary users of the block and, inversely, differentiated areas per user:
- the number of stationary users in the block, including the users of every building of every parcel in every individual and collective courtyard, open/half-open/closed and transit public areas.
 - the density of stationary users in the block: the number of users per territorial unit of the block, including the users per overall floor-by-floor area of every building of every parcel, in every individual, collective courtyard, open/half-open/closed and transit public areas
 - territorial provision of the block's stationary users: square meters of the territory per every user of the block, including square meters for every user of the territory of individual, collective open/half-open/closed and transit public areas
 - Residential (including utility, collective, working and service areas) provision of stationary users of the block: square meters in all buildings of every parcel of every individual, collective courtyard, open/half-open/closed and transit public areas of the block for every user.
- (9) Property structure of the block:
- number and area size of land and buildings in the block in state, municipal or private property, including the number and area size of land plots and buildings in parcel structure that form collective courtyards, open/half-open/closed and transit public areas
 - number and area of premises in the block for buildings in state, municipal or private property, including the premises in the buildings in the parcel structure, that form collective yards, open/half-open/closed and transit public areas
 - number and area size of plots and buildings, parcels, premises inside the buildings that shape the block's street-front in state, municipal or private property.
- (10) the structure of the block's neighbourhoods:
- number of adjacent neighbourhoods for the block, including the number of neighbourhoods for every building, every parcel in every collective courtyard, in every open/half-open/closed and transit public spaces
 - the number of neighbourhoods with the entrance from the city front for every side of the block.
- (11) the intensity of the block structure:
- the intensity of the block's neighbourhoods: number of neighbourhoods per block territorial unit, including intensity of the neighbourhoods of every collective courtyard, open/half-open/closed and transit public areas
 - the intensity of buildings' neighbourhoods: number of neighbourhoods per overall floor-by-floor area unit for buildings, including the number of neighbourhoods per overall floor-by-floor area of every building in every parcel

- the intensity of the neighbourhoods for the block's street-front: the number of neighbourhoods with entrances from for every side of the block per unit of the block street-front length.
- (12) Functional diversity:
- number of functions in the block
 - number of functions on undeveloped land plots, including the number of functions in every individual and collective courtyard, in every open/half-open/closed and transit public area
 - the number of functions in the block's buildings, including the number of functions for every building, every parcel in every individual and collective courtyard, every open/half-open/closed and transit public area.
- (13) the functional intensity of the block:
- the functional density of the block's territory: number of functions per block's territorial unit, the overall number of functions per territorial unit of every individual and collective courtyard, every open/half-open/closed and transit public area
 - the functional density of the buildings in the block: number of functions per overall floor-by-floor area unit for every building, every parcel in every individual and collective courtyard, every open/half-open/closed and transit public area
 - the 24-hour cycle of use for the block: type and number of functions with operational hours in the day time, including weekend cycle; type and number of functions for night time night-time mode, including weekends timings; type and number of functions with the 24-hour operation mode, including weekends.
- (14) Functional hierarchy of the block (social and economic profile):
- functional hierarchy of the block for every building: the proportion of every function in the overall floor-by-floor area of the building
 - functional hierarchy of every parcel: the proportion of every function in the overall floor-by-floor area of the parcel
 - functional hierarchy of undeveloped territories: the proportion of each function in the overall area of all undeveloped territories of the block, including shares of every open/half-open/closed and transit public area and every parcel in it
 - functional hierarchy of the block: overall proportion of every function in the overall area of all undeveloped land plots and overall floor-by-floor area of all the buildings in the block
 - functional hierarchy of every side of the block's street-front: the proportion of every function's length at every side of the street front of the block in overall length of every side of the block's street front.
 - Note: for areas and premises of common use the main assessment criterium is the number of functions inside.
- (15) The structure of buildings (with a specification of the historical period and author):
- type, parameters (step, height, sections), main construction elements, constructional units and materials of load-bearing structures
 - type, parameters, main structural elements, constructional units and materials of foundation, roofing and enclosure structures
 - type, parameters, main structural elements, constructional units and materials of window and door apertures

- type, parameters, main structural elements, constructional units and materials of interior partition walls and flooring.
- (16) Structures of urban amenities of the block's territory (with a specification of the historical period and author):
- type, parameters (step, height, sections), main structural elements, constructional units and materials of underground (including foundations of enclosure structures, general utilities, water disposal systems, root systems of the trees, above-ground (including foundation of enclosure structures, constructions for access to underground utilities, sewage systems, structure and materials of tree grids) of the structures of amenities.
- (17) Diversity and intensity of artistic and memorial elements of the block environment, not only with pragmatic function but with the function of decoration. They do not necessarily carry art value, it may be any other value, including academic, technological, historical, individual or collective:
- types and number of art and memorial elements in exterior and amenities of the block, overall for every building of every parcel of every open/half-open/closed and transit public area
 - types and number of art and memorial elements in interiors of buildings of the block, overall for every building of every parcel of every open/half-open/closed and transit public area
 - types and number of artistic and memorial elements for every side of the block's street façade
 - the intensity of art and memorial elements in exteriors and amenities of the block: the overall number of elements for every building of every parcel of every open/half-open/closed and transit public area
 - the intensity of artistic and memorial elements in interiors of the block buildings: the overall number of elements per unit of the territory of every building of every parcel of every open/half-open/closed and transit public area
 - the intensity of art and memorial elements for every side of the block street front of the block: the number of elements per length unit of every side of the block street front.
- (18) Engineer provision and safety of the block, including ecological friendliness and resilience to climate change.
- (19) Number and density of decay and degradation of the block's physical environment:
- number of buildings of the block for every stage of deterioration, overall for every parcel in every individual and collective courtyard, open/half-open/closed and transit public area
 - the intensity of deterioration of the buildings in the block: the share of deteriorated buildings in the block for every stage of deterioration in the overall number of buildings in the block, overall for every parcel in every individual and collective courtyard, open/half-open/closed and transit public area
 - number/ area size/length of every type of deteriorated elements of amenity for every stage of deterioration in the block, for every individual and collective courtyard, open/half-open/closed and transit public area
 - the intensity of deterioration of the elements of the block's amenities: share of deteriorated elements of amenity for every stage of deterioration in the overall

number/area size/length of amenity elements, overall for every type in every individual and collective courtyard, open/half-open/closed and transit public area.

(20) Basic conditions of integration with the environment:

- block's provision with the available infrastructure of daily and discrete life-essential services and leisure, including the length of pedestrian and transport routes to the nearest objects of this infrastructure
- intensity and diversity of the urban activities (functional diversity) and environments (environmental diversity) within 500 metres radius from the block, including the number of service objects per unit of pedestrian and transport routes length
- pedestrian, transport and cycle connectedness of the block with the adjacent territories, including density of street and road network, its safety and accessibility for people with limited mobility; intensity of the road intersections (number per length unit); intensity of controlled and uncontrolled above-ground pedestrian crossings; differentiated connectivity and the level of equipment of public transport stops; organised and controlled systems of storage and stops for individual transport.

Diagnostics of basic deficits/ deficiency of Moldova's management system

The management system of Moldova is beginning to change towards international standards. Much is done to create efficient management institutions, however, much is yet to be elaborated. The most indicative manifestation of quality management is the level of TCH conservation. In Chisinau (based on the author's evaluation) and the country in general (based on the evaluation of local experts), the state of TCH is almost critical. This evaluation agrees with the ratings of international travel agencies and with the conclusions prevailing in the discussions in social networks.

Following the focus analysis of available information and the author's personal experience of interaction with Moldova's management system, three key groups of deficiencies can be distinguished in the management system of Moldova – including regulation and decision making:

- (1) The deficit of strategic, program and tactic documents of territorial development, including TCH.
- (2) Deficit of competences in the following areas: (a) city economics and finances, (b) complex management of internal and external resources, primarily, investment and intellectual resources, (c) complex management of urban processes and processes of territorial development in general, (d) decision making outside competences, (e) conservation and development of cultural heritage.
- (3) The deficit of technologies in the system with the purpose of gathering, storing, processing and providing data as well as using it.

The following basic principles are recommended for the management system diagnostics and to 'project + policy' solution package development for the purpose of its quality transformation.

Basic principles for diagnostics and solution development in the 'project + policy' framework

- (1) The principle of user adequacy. Firstly, the author recommends to discontinue the use of the expression 'moral depreciation' in the assessment of environment and TCH, as it is a destructive criterion for its conservation and accumulation. International practices, as well as Russian experience, demonstrates that it is a vague criterion of assessment. The examples of aggressive and destructive development in Chisinau historical environment demonstrate that Moldova has also been a party to this experience. Certain movements of Greens Party also use this criterion as an argument against the TCH conservation and even for its dismantlement referring to its environmental damage, indicating that low-technology TCH is not sustainable against climate change, results to high energy consumption, and natural resources exploitation for its restoration and reconstruction. This discussion is insubstantial for no calculation of multiplicative effects was provided by any advocate of this viewpoint. In the meanwhile, TCH, even as ruins, has recognised the historical value. What would be the worth of Athens or Rome if Parthenon or Coliseum had been lost? What would become of Venice, beautifully but inconveniently dissected by canals, with its basements regularly flooded, of Gent and Bruges if the global expert community used such a criterion as 'moral depreciation'?

In order to assess resources necessary for sustainable TCH conservation the author recommends the term 'user potential'. This criterion implies, first, the user's adaptation to the TCH, and only secondly TCH adaptation to the user. This is essential for the ukhad-based approach: a continuous search for balance between the physical environment and an ukhad to ensure the evolutionary growth of both the ukhad and TCH. The assessment of the TCH user potential always leads to optimising the use of TCH. It indicates that for any TCH there is an ideal user (ukhad or group of ukhads), and the evolutionary growth of this latter implies minimum (evolutionary) transformations of the TCH.

- (2) Sustainability priority principle. The arguments of investors who are looking to violate established regulations to maximise potential investments may often look convincing at first sight. Municipal and state officials are often persuaded with the arguments that address the KPI and promise to ensure favourable investment climate, to attract investment, to increase taxable income, internal revenues, and to generate employment. The population of adjacent areas like the prospects of their current deficits compensate through creating social and service infrastructure, repairing roads or collective courtyards, providing monetary reimbursement for the inconveniences of new construction sites. Firstly, however, these are temporary effects with long-term negative effects, accumulating with time. Secondly, TCH is comprised of the objects that have existed for 40 years (modernist heritage) and longer (historical heritage) and directly or indirectly proved valuable - culturally, artistically or historically. In any case, they are associated with someone's memory, individual or collective. Thirdly, they proved their attraction for investment: the very fact of their existence implies that people have invested resources such as money, time or labour and thus have profited from their existence for at least 40 years. TCH has proved sustainable over time, while the short-term effects of new construction

are hypothetical and can either be dismissed, at least partly, after primary expertise or will unavoidably have negative medium-term and long-term effects. The construction process generates mostly low-qualification employment without providing a long-term employment structure; monetary reimbursements for the inconveniences stop shortly while the inconveniences remain; even if social and service infrastructure of an unsustainable project will still be available in 40 years, the diversity growth will hardly be guaranteed. The attraction of a building, a city or a country in terms of investments based on laissez-fair policy and destruction of values, will dispel in the medium term.

- (3) The principle of the long-term aims priority. The decisions regarding TCH transformations should be based on long-term forecasts of multiplicative effects. The projects with favourable long-term effects and less favourable short-term effect should be chosen over the projects with the most appealing short-term effects but less beneficial long-term effects. The priority of short-term aims can only be considered in the event of man-made or natural disaster, with the lives of people at stake.
- (4) The principle, according to which investment should not exceed the amount needed for an object to evolve organically. The principle of adequate investment implies that the scope of investment interests should be proportionate to the limits of TCH object evolutionary transformation. The profit associated with the ultimate potential of the TCH object transformation is the maximum profit. To exceed it is to lose the TCH value over a one-time profit opportunity for one group of interests at the expense of other groups. The principle of the investment profit limit means limiting the investment profit of an TCH object. The investment profit limit of the is calculated for each TCH object based on the prediction of calculated maximum profit from the sale of an acceptably (positively) transformed (by conservative, conservation, or modernisation method) TCH object.

The principle of the investment profit limit protects TCH from accidental, uncoordinated and destructive development. It turns destructive major investment into quality investment through (a) redirecting major investment to the territory investment objectives that are adequate as they require radical redevelopment, to free territories of strategical development, or to major infrastructural projects implementation (engineering, transportation networks etc.) and (b) through restructuring major investment into medium and smaller ones and redistributing them for multiple medium and small-size projects that lack resources for evolutionary transformation.

- (5) Damage monetisation principle. This principle shapes the system of demotivating management instruments that render unprofitable destructive and unacceptable development of the environment and its objects. Many developed countries cultivate and successfully implement this system of management instruments, from demotivating the use of personal cars to increasing the price for cigarettes (environmental damage monetisation).

The nature of major investment lies in maximising the investment and, therefore, the profit. Any ATE is interested in the increase of budget income, in particular by attracting and successfully implementing major investment. However, major investment often comes from lobbyist resource that surpasses the scope of the state

management system capabilities. When the scale of the investment exceeds the limit potential of TCH evolutionary transformation it also increases the possibility of regulations to be violated and the TCH to be demolished in favour of the development, which will be proportionate to the scope of investment.

In Moldova, we observe the initial stage of economic growth with its typical features such as underweight market, weak management system, the disintegration of national uklads established with the deficit of resources. These are key factors attracting major investment that specialises on underdeveloped markets. Such ungoverned investments are highly likely to increase the number of extinct TCH objects or result in their unacceptable transformation. It is imperative and urgent that the management system is changed in favour of quality investment management. The payment for super-profits can be an essential instrument to initiate such transformation and prevent the loss of TCH through progressive taxation for the profits that exceed the investment profit limit of the TCH object: the higher the above-normal profit the higher the tax. Equivalent instruments are in practice in Spain, for example, where progressive taxation is applied to every floor that exceeds the regulations ('payment for the sky')

- (6) The balance of interests principle. This principle is directly inferred from the universal right for everyone to participate in cultural life, including environment development and TCH objects, all interest groups, directly or indirectly related to this environment and TCH. This principle prevents the interests of one group of interest to have preferences at the expense of others. Furthermore, the decisions should be made based on the strategical interests of the group over immediate ones. The final decision in the process of interest reconciliation should be made by a cross-disciplinary expert community that represents the body of competences in areas of strategical development and cultural heritage.

The implementation of this principle in the area of TCH conservation and development has the same algorithm as the implementation of proportionate investment although the investment profit limit sets the limit of investments for any single participant of the project. For projects that require investment above this limit, the promoters have to attract co-investors, automatically initiating the process of negotiation and search for the balance of interests. The investment limit, in this case, is calculated based on 'project + policy' solutions of the uklad-based approach. Similar instruments are practised in the UK.

- (7) The principle of openness. Gathering information for three projects of the Agency for Inspection and Restoration of Monuments the author discovered that two out of three projects are not represented in public space even though they are of public concern. Some project materials were provided confidentially; most of the information on these projects cannot be obtained by the author of this document. For one of the projects, there is no information; assumingly, it does not exist, and yet reconstruction works have already begun. As a result, the local community is rejected from the projects initiated by the municipality, relevant ministries and agencies. It leads to disagreement in actions and, eventually, in the loss of control.

The principle of openness implies: (a) obligation to publish information on any programs, plans and projects, concerning even one of the groups of interests, including information on the objectives, public benefits of projects in media; TCH

research results; expert assessment and opinions in plain language; project materials and illustrations with the names of authors; technical and economic information, (b) organisation of interactive platform (for interaction) (website, mobile applications, local notice-boards) to gather feedback and suggestions regarding plans and projects initiated by the municipality, investors or citizens as well as feedback and follow up in between all process participants.

The algorithm for ‘project + policy’ solutions

‘Project + policy’ framework uses positive planning approaches and sees potential as a basic element of planning instead of the problem. National politicians often use problematisation as a method for contextual analysis and setting aims to pursue, following the logic of ‘to diagnose the problem is to solve the problem’. This approach sees potential as an instrument for problem-solving and not development. In other words, instead of achieving strategic aims the problematisation method uses identified potentials to solve immediate and anticipated problems (to repair, not to create). In the face of resource deficit, the system’s and people’s fatigue, typical features of economic depression, problematising does not ensure positive changes and it does not even solve problems: with scant resources, problem-solving becomes an exhausting, time-consuming process that bears no positive result. The city spends time dealing with the problems, not fulfilling its potential. Problems usually accumulate, and unfulfilled potential vanishes. The system will inevitably be frustrated, and the management crisis will follow along with the loss of awareness of values and TCH among other things due to the weariness of national-scale problems. At the individual level, it would seem obvious, people achieve their goals in life not through problematising but through creative and maximum use of available resources. Had our ancestors attempted to control fire by problematising they would have abandoned the idea and our civilisation would have been different. The problem “the sun is too far to get it” has no solution. What offers a solution is a stick and a flintstone that produce fire through vision and unsophisticated actions. The solutions are always found in the potential of the material and immaterial world as well as an ability to see this potential. The more we focus on the potential the faster and easier we come to a solution.

The second well-known obstacle when it comes to positive sustainable transformations is the split between the scope of national politics and local projects: the agenda of global politics cannot recognise local potentials and thus cannot ensure their fulfilment; and vice versa, local projects do not always have a global perspective.

‘Project + policy’ framework is a set of instruments to, first of all, enable the integration of potentials in respect to the scale and administrative type of settlement, its every morphotype and the scale of uklads, that are already established or are being established in this territory; secondly, to connect projects and politics. The ‘project + policy’ solutions are aimed at:

- methodically providing national and local strategies development as well as programs of integrated development for settlements and TCH that would increase the extent of implementation for strategical solutions by integrating resources and potentials in an ATE
- providing sustainable quality of economic and modernising effects at all stages of management: development, implementation, use and adaptation

- reducing management and financial expenses for maintaining high quality of life, physical environment of the ATE and TCH at all levels of management: development, implementation, use and adaptation.

Project.

Projects are aimed at creating city environment models (morphotypes), based on evolutionary growth of uklads and TCH and the instruments of their fulfilment in built-up urban territories to facilitate evolutionary development of national uklads. For every morphotype in every type of the settlement, a project is to be devised to integrate układ-based solutions (spatial, technological, financial, economic and managerial). Every project contains:

- (1) Parameters of układ-based morphotypes: integrated parameters of infrastructure (models of urban environment/morphotypes) necessary for evolutionary growth of every identified układ.
- (2) Evolutionary models of TCH: integrated limit parameters of TCH evolutionary transformation (morphotypes and objects), ensuring the conservation of their historic and cultural value at three evolutionary stages, according to the current morphotype or TCH object:
 - conservation stage (restoration, reconstruction)
 - conservation stage (conservation of ruins and ruined elements)
 - modernisation stage (redevelopment)
- (3) Integrated parameters of the environment infrastructure for every managerial type of ATE necessary for the evolutionary development of uklads and TCH evolutionary transformation (morphotypes and objects).

Policy.

Describes how to use the project: (a) how to implement it, (b) how to manage the implemented project, (c) how to adapt /adjust it to the situation, (d) how to preserve continuity, to achieve strategic goals. Policies are linked to devised projects and contain the following set of instruments:

- (1) The set of differentiated financial and management models of implementation, development and use of the project that describe groups of interest, potentially interested in evolutionary transformations, the exact form of their participation, the kind and size of estimated benefits and conditions of withdrawal.
- (2) The creation of collective operator for the project or group of projects, that would include representatives of all groups of interest, the rules of operation, negotiation, decision-making, and interaction with external interested parties (other operators). The representative of the group of interest is a key element of the management system and is different from a leader as he does not lead the group of interest but represents its consolidated positions.

Major cities with a strong system of public institutions there number up to 14 groups of interest. The structure of the operator of the project (a group of projects) is determined by the management type of ATE. The operator can include the representatives of the following groups of interest:

- local property owners

- local businesses
 - local social organisations
 - non-commercial organisations with related interests, charity groups
 - local, national independent experts in TCH and urban development (deciding vote)
 - local planners and engineers
 - technical experts
 - universities and colleges
 - local and federal elected officials
 - federal and local ministries and agencies
 - financial institutions (banks and foundations)
 - business leaders (external included)
 - developers (external included)
 - international independent experts in TCH and urban development (deciding vote).
- (3) Creation of city Forum as a permanent platform for negotiation between various interests within an ATE, that would include both representatives of operators already in place and representatives of individual groups of interest.

The main stages to organise the Forum:

- to articulate and to approve the main functions of the Forum
 - to begin the process of Forum planning
 - to devise and approve the agenda
 - to compile and approve the list of participants and the registration procedure
 - to plan the logistics and programs to attract volunteer organisations
 - to hold the Forum and to work with the presenters
 - follow-up activity.
- (4) To devise and consistently implement informational technologies to managing the processes of transformations for ATE and TCH to ensure that: (a) the diagnostics, monitoring, data processing and transformation processes are automatized; control and management are in place; (b) the data is objective, the human factor in assessment and situation prognosis is minimised; (c) the feedback during the planning, change implementation and transformations is swift; (d) a national innovative układ to integrate relevant latent układs in Moldova is created.

Due to a significant deficit of financial resources, as well as competences adequate to the scope of required transformation and impossibility to provide every ATE with necessary resources, two management instruments are recommended:

- (1) To prepare the "Open Book" – a manual of governance for ATE managers, available online and open for updates and proposals for all groups of interest. It should include the following sections: (a) the 'Identification' section on parameters that would allow every układ and every group of interest to identify itself and to specify structural details, (b) the 'Project' section, a construction set of solutions that can be re-arranged into new projects; (c) the 'Policy' section, a construction set of solutions to launch projects, implement and adapt them to the arising needs at every economic stage (recession or growth).
- (2) To create a National agency for sustainable urban development and cultural heritage in RM. An agency of national level with access to national financial and intellectual resources is capable of developing, adapting and supporting the

adoption of the 'Open Book' locally through the network of regional agencies that interact directly with every ATE.

An example of such an agency is the Foundation of 319 monotowns (or, company towns) development, created in 2014 in Russia. Its primary function is to organise and train management teams for monotowns, to co-finance infrastructural projects, to support the preparation of and to participate in new investment projects implementation. The Foundation project management office supervises the development and implementation of investment projects in Russian mono-towns. The office functions in manual mode to compensate for the acute deficit of methodical instructions and recommendations that could be adapted to local circumstances of the projects implemented. This ambitious work became possible thanks to the integration of national systems of financing (in three years, 2014-2017, the Foundation received 21.9 billion roubles, and hence was able to attract 142.9 billion roubles of investments into monotowns). In these three years, the Foundation also organised the work on devising the 'Book of the Participant in Project activities', which contains the description of technologies for project management, i.e. answers to the question 'how'. According to the representatives of the Foundation project management office, in order to support town development processes, the set of instructions is urgently needed that would answer the question 'what'. The instruction, based on the ukhad-based approach (the 'Blue Book' in Russian) is currently discussed and revised by the author of this document and the Foundation representatives.

Recommendations for Chisinau

The historic centre of Chisinau is an environment of vanishing history. Its physical environment is at a nearly critical state. The examples of quality reconstruction are very few in the city. The deterioration observed is of the following kind:

- the deterioration of buildings due to the natural ageing process, the lack of due care and improper use: from the dilapidation of elements (decorative fretwork of doors and window frames), and peeling plaster, the wear-off of stone and brick-binding material to decay of structures, façade stucco and decorations
- the deterioration due to the building abandonment, long periods of disuse and the following decay
- the deterioration due to a violent and ignorant manner of renovation and reconstruction that turn buildings and their interiors into faceless empty boxes. It came to be called 'euro-renovation' by the citizens, and is basically the replacement of authentic structure and surface with cheap materials (plastic siding for historic buildings' facades, drywall ceilings, obscuring historical ceilings, plastic and polyurethane cornices in interiors of buildings, plastic window-frames instead of historical wooden window-frames and main doors with fretwork, often well preserved; it implies overlaying of historical distinctive Chisinau façade compositions with primitive colours; complete elimination of façade and interior moulding and decoration, overcoating of natural stone, exuberant Moldavian white ashlar limestone, mosaic and ornamentation elements, historical inscriptions etc.)
- deliberate destruction of historical buildings through intentional destruction of roofing structures with the purpose of subsequent demolition and construction of new buildings with larger dimensions
- deliberate destruction of the parts of buildings and entire historical morphotypes in course of commercial development through demolition, violent reconstruction and renovation, development of historical undeveloped land plots in historical blocks with buildings that critically exceed the established morphotype
- the destruction of the historic environment of streets, parks, and plazas through violent modernisation and reconstruction of the environment's elements through replacing valuable historical pavements, unjustified modification of street profiles, the loss of lawns, porches, and steps through by replacing historical elements of the environment with imitation elements of no value (pseudohistorical lanterns; sustaining walls and walls enclosing courtyards and parks made of concrete, industrial tiles or plastic panes)
- deterioration of historical ensemble of low-storied blocks through the construction multi-storeyed blocks (12 stories and higher), the development of free land plots, ignoring established morphotypes, the archaeological value of the territory, general properties of the city (transport and social infrastructure etc.)
- the deterioration due to Soviet approaches still in use and their principles of car-oriented planning, and modification of historically balanced parameters of streets and blocks to extend them

- the deterioration due to the loss of historical drain systems disrupted and worn-out system of storm drainage and generally worn-out infrastructure (certain half-used historical buildings do not have heating and sewage systems).

The appreciation of the city's historical value is sometimes controversially expressed by the residents (small and other property-owners, entrepreneurs in the service industry and others). On the one hand, the destruction of historical environment causes discontent. On the other hand, property-owners themselves participate in this destruction through renovation, reconstruction, and redevelopment of their plots and buildings. Finally, in the stead of demolished historical buildings, they build pseudohistorical imitations made of cheap materials.

These large-scale destructions indicate that the TCH and urban management system are inefficient and the systems are disintegrated. The disintegration is universal and is seen in absence of complex plans of urban development, while the existing ones represent typical Soviet approach to urban development; it is technocratic in nature and is based on life necessities, and not evolution, for an abstract average 'Soviet citizen'. Firstly, these approaches do not account for the unique plethora of multicultural uklds in Chisinau. Secondly, they imply centralised and not open financing, ruling out the local potential for the transformation of the physical environment and uklds, their potential interest and participation in the change and control. Inconsistent and non-systematic transformations are offered as 'pilot projects', with access to planning and implementation for those who have family or connections in the system but not the people with professional competences, principles and skill-sets.

Communication with residents who are not professionally involved with urban development and the TCH indicate critical importance of regulation: people do not realise that an imitation is unproductive in itself, they are unable to distinguish a talented imitation of style from a low-quality one, they neither appreciate the value of modernist architecture nor understand contemporary architecture, let alone differentiate its quality. In the absence of regulations and standards of work with the historical environment, even highly competent local experts produce a low-quality product as by defending their principles they risk to lose the order and thus means of existence.

In general, the process of city transformation is not an open process. It is not open even to its participants; that includes the professionals who work in ministries and those whose immediate responsibilities are negotiation and management as well as gathering, storing and distributing information (in the city with a developed engineer ukld, international and national IT-companies, the archives are still not digitalised). The city has no centre that could provide full systematic information on its current state, ongoing processes or plans of future transformations. There is no institution responsible for creating such an information hub for TCH. The initiative with archives and the interactive map of historical heritage in Chisinau is by the Moldovan Agency for Inspection and Restoration of Monuments (it seems logical). Yet, these processes lack the budget as this does not appear on the official agenda of the Agency and as for the archives, it is a private initiative of one of the staff members who secured a foreign scholarship and hired an IT-specialist. The Agency is not provided with sufficient funds to perform a full-scale inspection of the monuments, to devise methodical recommendations and regulations, to conduct the meta-analysis of international standards, approaches and world best practices –for academic and practice-oriented activity. The Agency can only initiate projects of the

historical environment transformation, thus attracting attention and triggering the discussion in the city.

The departments of the Ministry of Culture responsible for the projects on the historical environment have no strict regulations to refer to in accepting or declining the projects of new development in the historic environment (or reconstruction/restoration of monuments), making decisions on the demolition of historical objects. As a result, the demolition or the preservation of the monument often depends on the will and ability to convince of a particular expert that signs the project documentation.

In the absence of the information system, definitions and regulations, the agencies under the ministries, the expert and public councils for TCH have no deciding votes, nothing to appeal to except their competences and common sense. Yet when common sense is not protected by legislation and efficient judicial system, and its carriers are not consolidated, it is defenceless in the face of sheer force. Chisinau is losing its heritage and hence, as was argued earlier, will lose its transformative force.

The transformative force is present in Chisinau, as well as the TCH experts, city planning specialists and academics, representing the intellectual resources of the city. However, firstly, the significant part of the professional community is excluded from decisions and urban transformation processes. Secondly, 'learned helplessness', rooted in history, as well as the distrust between all parties, do not allow to form an expert community as a group to represent consolidated interests and to defend professional interests and the city's historical heritage. There are institutions and laboratories working with TCH, there are stand-alone specialists of high qualification, organised cross-disciplinary teams, researchers, technologists, city activists, associations that have the potential to creatively transform the environment, the residents also have a latent interest for their own history, there are open centres, platforms for intellectual discussions and lectures, there are initiative centres of continuous education and art-studios, some of them under museums, there are financial, there is organisational and intellectual support of foreign foundations, Rosstrudnichestvo included, there is a developed network of agencies and councils under the Ministry of Culture of RM. The integration, however, is missing.

Chisinau desperately needs a strategy of conservation and accumulation of the TCH that would integrate the strategy of urban reformation (henceforth the Strategy). It means, precisely, that the city development is possible through the evolutionary growth of its TCH and uklads, the living heritage of RM and Chisinau in particular. Such a focus would automatically initiate the individualisation of most urban solutions.

National agency for sustainable urban development and cultural heritage of RM. A pilot model for Chisinau. First steps.

During this brief visit, the author did not have a chance to meet with all experts, yet within the framework of the desk study, we were able to locate and to discuss professional challenges with the number of experts sufficient to organise the National Agency for sustainable urban development and TCH with a pilot project for Chisinau. Together these specialists can create a quality cross-disciplinary team, capable of devising key parameters and regulations for conservation and accumulation of cultural heritage, parameters and regulations of sustainable urban development.

To devise a pilot model for Chisinau that would include the Strategy, a set of documents to ensure conservation and quality development of the historical centre, first, the following steps should be taken:

- (1) To initiate the organisation of the National Agency for sustainable urban development and cultural heritage of RM.

The Agency is needed to initiate identification processes and to develop solutions within the 'project + policy' framework to prepare a pilot model of reformation of Chisinau's historical centre.

The representatives of all groups of interest of the city and the relevant departments under relevant ministries should be among those included in the Agency.

The Agency should be headed by the experts whose competences are the TCH and sustainable urban development. The experts should have casting vote right according to the recognised competences, not their status.

- (2) To announce a two-year moratorium for construction in the historical city of Chisinau.
- (3) To organise and hold the city Forum
- (4) The Forum should become an essential instrument for raising awareness, encouraging openness and popularisation of the city's cultural heritage. Its main aim is to systematically develop consolidated interests of residents regarding the cultural heritage of the city and its sustainable development.
- (5) To devise and launch the system of government grants to develop 'soft' instruments to work with the TCH.

Additions and 'soft' instruments for the work with TCH

- (1) Popularisation. The law on the protection of the monuments in Moldova has no such concept as the popularisation of cultural heritage, while this is the key 'soft' instrument in this field. The popularisation of cultural heritage offers an opportunity to introduce it (information), to understand it (the pedagogical role and sensibilisation) and to develop the feeling of ownership (appropriation). The latter is especially important: people protect the things they feel belong to them. Thus they take on the role of actors in the city development process.
- (2) Public activity and flagging. The cultural institutions of Chisinau (museums, cultural centres, music schools, art schools etc.) are important centres of cultural heritage popularisation. The externalisation of their activity onto the public space would engage the vastest possible audience i.e. all the residents with no exception. The urban space of Chisinau begins to function as an 'open book'. The exhibitions of photos and archaeological artefacts organised by professionals and activists in the streets of the city as well as open lectures can be complemented by other instruments, providing both residents and tourists with the means to 'read the city' without any expert knowledge. Such instruments could be, for example, the maps of blocks with sightseeing landmarks and monuments flagged with the 'cultural heritage' signs (we see a similar practice in Paris), and special plates with dates and basic information installed on the hallmarks of the environment and historic buildings.

- (3) The support of grassroots initiatives. There is a program in today's Chisinau called Twinning (https://ec.europa.eu/neighbourhood-enlargement/tenders/twinning_en), launching a volunteer movement for 'soft' restoration processes led by competent specialists and experts. This is a popular practice in the world as it does not impose a heavy burden on local budgets and encourages the growth of urban communities. City authorities have to provide a legal framework as well as to devise and launch a system of government grants to implement such programs.
- (4) The book of recommendations for renovation works. When there is a shortage of conservation specialists, the recommendations for property-owners regarding the renovation and adaptation of the buildings can be one of the 'soft' instruments. The recommendations can refer to specific artistic aspects (such as colours, decorative moulding, selective use of materials) or the methods of renovation.
- (5) The object under protection. One of the key definitions in the TCH transformations is 'the object of cultural heritage under protection', which answers an important question: what should remain unchanged and what can evolve in a historic monument? To answer this question, first, we need to pose another one: what defines such an object?

In Russian practice, the concept of 'the object of cultural heritage protection' is often used. This definition may include spatial properties (such as dimensions, a layout or a street network if it is an architectural ensemble or morphotype), elements of architecture and decoration of the monument (metal fences, decorative moulding, doors, colour scheme, elements of interior etc.). Is this instrument is applied sensibly, the monument's most prominent and typical features can be preserved for the entire time of its 'life'.

- (6) The protected zone in the historic centre of Chisinau is an integrated multifunctional zone. In the city centre, the blocks kept their functional, and over time it has only diversified. This diversity (residential buildings, both individual and collective, small-scale trade, small bureaux and public services, cafes and restaurants) is in balance with the existing morphotypes and it is still actively evolving. This is precisely the 'mixed-use' phenomenon that European cities are trying to rediscover in their historical centres. It signifies in the historical part of Chisinau that the principle of functional zoning conflicts with the processes of positive urban transformations. The city centre is defined by, first of all, the peculiarity of various uklads existing within historical morphotypes, and not by the prevailing function, whether it is residential housing, offices or something else.

The historical centre of Chisinau needs zone planning to establish general rules for everyone regarding land-use and development based on the parameters of ukklad-based morphotypes. The city zone-planning will be interesting to both developers and residents. The developers will receive the parameters needed to calculate economic variables for the project and lower the risks of uncertainty. For the property-owners and entrepreneurs, these regulations will provide predictability of urban development as its management will become legislation-based instead and not manual.

- (7) The general layout as a guarantee of sustainable development. The limits set for development are established by the documents that fall, mainly, into two categories of competence: monument conservation and city planning. These two competences

need to be coordinated. For example, if the documents on spatial planning lay down the development of the city centre while the documents on the cultural heritage conservation enact that the urban nucleus should become a museum, it leads to a contradiction and paves the way for various speculations and conflicts.

- (8) City's revenues and planning. Long-term planning. The scale of environmental real estate development in the historical centre in Chisinau in the 19th century was proportionate to the money of property-owners who intended this housing for their own use: predominantly, they built one-storeyed buildings (tenement houses are rarely higher than two stories). The emergence of medium-scale and large-scale developers is seen in a visible rupture with the previous principles of land division and development. The present absence of rules is indirectly encouraged by the municipal administration as the taxes from large-scale development rapidly increase the city budget. The taxes are the main source of revenues. However, it is necessary to move from this model of quick and short-term revenues to sustainable generation of budget revenues. In other words, to shift from short-term planning to medium and long-term economic planning. The owners of residential houses in the city centre is a force underestimated by local authorities. By encouraging the restoration of historic buildings (that includes tax privileges), the city encourages fast and quality transformations, creating the framework of long-term perspective, encouraging the sustainable growth, making the city attractive for investments and tourists., and providing constant and even revenues to the budget, less dependent on economic climate (sustainable at the stage of economic recession and capable of growth during economic growth).
- (9) Information policy. In Moldova, there are many individual and collective websites, social network pages, news pages on the websites of ministries, cultural institutions, social non-profit organisations, academic publications on the TCH. This is a powerful resource to shape public media space regarding cultural heritage. Government grants, the creation of national information hub, media, news TV channels and regular programs support will encourage public support in the conservation and accumulation of cultural heritage. These simple and budget-friendly measures do not involve considerable investments if compared to the budgets required for the national authorities in order to fulfil its obligations regarding the conservation and increasing national heritage.
- (10) The competition system. This is an instrument for targeted distribution of the government grants on transformation initiatives. The author of this document leads the expert group "Historic settlements' 2018 of the annual competition 'Small towns and historic settlements' held by the Ministry of Construction, Housing and Utilities. The author strongly recommends to the municipal administration of Chisinau to analyse and, omitting certain shortages of this competition and employing its advantages, to launch a similar competition for the settlements in Moldova and Chisinau blocks. The first result of this competition was the rise of awareness among the residents who have realised the riches, deficits and competences of their settlements. It also initiated the transformation of communities and the consolidation of resources (finances, time, knowledge, residents' hands) in order to attract experts, to devise and implements projects.

The recommendations for the three projects within Chisinau that imply interventions within important cultural heritage sites

These recommendations are offered per the request of the Agency for Inspection and Restoration of Monuments and are based on the information about the projects that was provided by the Agency. The recommendations are limited by the scope of the information available on the locations, context, initial requirements, aims and parameters of the projects as well as the data on the direct and indirect interessees and participants of the project. Another limitation is the absence of relevant research materials, legal documents and regulations for the city's strategic territorial planning.

The objective is to provide the recommendations on priority budgeting, further development and implementation of the two projects that were presented by the Agency: 'The concept of development for the Visterniceni block', 'The concept of development for the block of the National Museum of Ethnography and Natural history', and a future project called 'The reconstruction of Jewish cemetery in Chisinau'.

The recommendations are based on the assessment made for each project by the four criteria:

- public relevance of the project
- the premises on which the project solutions are based
- the impact of the project on the TCH
- the feasibility of the project

This document does not provide the exhaustive information about the projects, it only summarises the material available to the author to illustrate the above-listed criteria.

The concept of development for the block of Ethnography and Natural History Museum (henceforth the Museum)

The materials on the project are provided by the author of the project, Sergiu Garconita (an architect, the project manager at "Garconita-Archstudio", SRL), the field study of the block's area and an introduction into its history are organised by Victor Popovici (a member of the Agency for Inspection and Restoration of Monuments).

- Public relevance of the project

The Museum's framework is unique. Its history is a history of escalating complications: the museum started as an agricultural exhibition with a park and a vivarium. Today it has evolved into a multifunctional academic, cultural, leisure and communal centre of the block that brings together many generations of local residents through living cultural and academic practices. Owing to the active position of its Director, Vicol Petru, the Museum not only preserves culture but also shapes it by organising an extensive program of lectures, films, concerts, arts and crafts workshops for children and adults, open academic seminars and conferences. Through multiple functions, unusual for a traditional museum, it tells the history of the planet and Moldavian land through the fascinating story of the local people's daily life. Through the curatorial project, this framework is shared with all the museums in Chisinau that are ready to evolve.

The museum is the breeding ground for the cultural life in the block where it has a powerful potential for transformation. Gennady Popesku is a unique artist, a creator of the sculptural interpretations of historic narratives for cartoons, carved wooden masterpieces, sculptural installations and art-objects. He works in one of the dilapidated buildings, which is a part of the Museum. Local artists organised a club 'Art-Labyrinth' with its own cafe in an abandoned, unheated and decrepit building of the district council ('zemstvo'), and, to an extent, it helped to preserve this piece of cultural heritage, saving it from rapid decay.

- The rationale of project solutions

The Museum occupies two major buildings (both are objects of Moldova's cultural heritage; the main building is an example of the pseudo-Mauritanian style of the 19th c.) and a few deteriorated smaller ones. The project foresees the modernisation of the historical buildings and their annexes, the construction of new buildings to replace deteriorated ones, and the construction of underground storeys below the courtyard to accommodate studios for workshops, halls for lectures and a parking area. It also intends to exclude the vivarium from the museum to gain more space. The main building is to be connected with the district council ('zemstvo') part by a glass-gallery with a view over the Botanic garden.

Architectural design solutions fall in with a rare for Chisinau method of morphological contrast that upholds the authentic historic spirit. The new building is to be built with the traditional Moldavian sandstone.

- The impact on the TCH

The project uses the limit parameters for the block's evolutionary growth and its TCH. The proposed real-estate development does not exceed the parameters of height of the historical morphotype.

- The feasibility of the project

Evidently, with the limit parameters of the evolutionary growth applied, as defined by the project, it will be impossible to fulfil the potential of the museum's transformative force in full. In addition, the museum needs to be more integrated into the city (presently, the Botanic garden is cut off from the surroundings by its blank walls).

This raises a question of the rationality of investments without a general strategy of the museum's development as part of the city. Presently, as the space within the block is limited, to devise and to implement the program that would integrate inter-related groups (the entrepreneurs in the service industry, organisations interested in the implementation and joint use such as conference venues etc.) interested in co-investing in the museum's development does not seem feasible. International practices demonstrate that the museums comparable to the Ethnography Museum are trying to make the adjacent territories more attractive for citizens and tourists, service industries, art-galleries and other city activities. The use of strategical approach would enable a full-scale development of the museum within the city, which, in turn, would initiate the transformation of the whole environment.

The recommendations for the project initiators and participants:

- (1) To set up an entity to operate the Museum's development
- (2) To devise a strategy to integrate the Museum with the city around it. The main objective, in this case, is to fulfil the potential of the Museum's activity and influence,

extending it beyond the scope of the block. In the museum's area, there are enough of half-used and inadequately used blocks and buildings. If some of the museum's functions are located there it should also encourage positive transformations, turning these buildings into the blocks of the new city and integrating residential and service functions with the Museum's.

- (3) To identify the established uklads and morphotypes of the unused and little-used buildings within the 500-metre radius of the museum's block.
- (4) To devise 'project + policy' solutions for the museum's every function in every location.
- (5) To prepare and organise an international architectural competition for the projects of the evolutionary transformation of the block with the distribution of the museum's functions.

To the municipal administration, the author recommends authorising the operator, lead by the Museum's director and to allocate the budget for the above-listed processes.

The Reconstruction of the Jewish cemetery

At the stage of research for this document, neither relevant studies nor project materials were available, and the author remains unknown. The field inspection of the territory and the survey of its history are organised by Victor Popovici (a member of the Agency for Inspection and Restoration of Monuments). The assessment of this project by all criteria, consequently, was not possible and is done based on the data available to the public.

- Public relevance of the project

Chisinau is called a city of perished cemeteries. Peculiarly, the cemeteries are known to preserve the historic memory, binding together generations in a virtual dialogue and connecting the citizens. They also shape communities and encourage tolerance and consolidation, connecting people with their past.

The project is initiated by the Jewish community of Chisinau. The Ministry for Education, Culture and Research of the RM intends to appoint the status of the Jewish Museum's branch. This is a historic site not only for people of the Jewish culture but for all city residents and is one of the Chisinau's defining features. Owing to media, this project has already attracted public's attention. At the time of the field inspection, the cemetery was basically ruined. As a result of violent and unprofessional deforestation started in the autumn of 2018 and continued in the spring of 2019, many cemetery's tombstones and structures were damaged, including the ones going back to the early 20th c. The deterioration is further aggravated by the long-time abandonment due to the emigration of many families of those buried here and, consequently, the absence of due care. There is also a ruined synagogue, and chaotic unregulated layout of the graves, a result of the liquidation of the part of the cemetery's area that was turned into a secular city park (the fragments of the gravestones still can be found in the park). All this inevitably provokes the discontent with the people who have lost a green historic area.

According to Victor Popovici, who has many connections with the Jewish community, in the project of the reorganisation and amelioration of the cemetery there are intentions to renovate the synagogue, to organise additional entrances (currently there is only one), to modernise the lighting system and to mend the paths. The project of interactive

application with full information on every entombment and all memorial elements of the territory deserves to be highlighted. It could have become a pilot instrument of the informational policy aimed at the popularisation of the cultural heritage. Potentially, it could include the entire historic centre of Chisinau. The development and implementation of such an application should be a priority for both the city and entire country.

- The rationale of the project solutions

The analysis of the rationale and justification of the project solutions cannot be performed as the project itself is presently absent. The deforestation must be publicly justified. Those supporting this decision often refer to the regulations for the organisation and use of Jewish cemeteries. The author of this document studied the open-access sources on such requirements. Indeed, tree-planting is restricted within a 1.5-2-metre radius from the graves, however, the author did not discover any specific regulations regarding large-sized trees that have grown spontaneously. Furthermore, the examples of the well-known Jewish cemeteries in other cities that turned into well-cared-for shaded parks might serve as an argument against such a regulation.

The first and foremost recommendation for this project is to stop all construction and re-arrangement activities in the territory of the cemetery. Secondly, to do the necessary research and analysis of the cultural limitations and the possibility to factor in the opinion of the secular public. Thirdly, to publish the results of the research and to initiate a public discussion to devise a project of reconstruction and amenities for the cemetery. Fourthly, to devise project specification (program and rules), approved by all the interested parties. Only after the above-stated measures it is possible to initiate the development of the project.

- The impact on the TCH

The forthright plain destruction of historical and cultural heritage that is valuable not only at the individual, community and city level but also internationally.

- The feasibility of the project.

Unfortunately, as a result of unprofessional and unjustified deforestation, the budget of the project will grow as an article of the restoration of the gravestones will add to it. In the context of the economic climate in Moldova and Chisinau in particular, it certainly reduces the possibility of the quality implementation of the project with the means of the state subsidies only. At the same time, the implementation of the plans regarding the beautification and rearrangement cannot be postponed: the commissioners and the executors of this large-scale destruction of the cemetery must compensate for the damage done before the citizens and family members who lost the memorial site. The Ministry for Education, Culture and Research of the RM and the National Museum of Jewish History in Moldova are recommended to:

- (1) take part in the organisation of the public process of beautification of the cemetery at all stages (research, project, implementation) and in the attraction of extra-budget investments for the project implementation;
- (2) to support the organisation of the operator for the project;
- (3) To find budget in order to:
 - develop the interactive application;
 - to organise all stages of the above-described research;

- to prepare, organise and hold an open international competition for the projects of the cemetery modernisation.

The concept of development for the Visterniceni block

The link to the online materials is provided by Dumitrita Efremov (an architect, urbanist, founder of 'Chisinau Urban Lab' bureau) who co-authored the project with Mihai-Ionuț Danciu. The tour of the block and the survey of its history was organised by Victor Popovici (a member of Moldovan Agency for Inspection and Restoration of Monuments), Sergius Ciocanu (an architect, specialist in the history of architecture, specialist in theory and practice of the TCH conservation, docent of the Technical University of Moldova, senior research associate of the Cultural Heritage Institute), Igor Bondar (a designer, artist, historian and specialist in international economics).

- Public relevance of the project

This is a crucial project for Chisinau and Moldova in general. First of all, it presents a positive example of the competition as an instrument for selecting quality proposals for the positive transformations of the city. Secondly, this historic block is home to many uklads and TCH objects that were preserved in the private real-estate development. It is a unanimous opinion of the local and international experts that Chisinau Circus is an example of the modernist legacy of international significance. Generally, although Visterniceni block has lost some of its potential due to disruptive and inconsistent real-estate development in its best parts as well as the destructive construction of a multi-storeyed residential ensemble in the area, unprecedently dense with cultural heritage (the site of the perished historical fortress with the old cemetery, next to the church of St. Constantine and St. Elena and the preserved tombstones, including one of the oldest tombstone in Chisinau with the epitaph on Moldavian language with the Cyrillic system of reckoning, dated by 1783) but still has a resource for positive transformations.

Thirdly, this project is an example of a full-fledged international cooperation in the area of urban development projects: the competition was initiated by the French embassy and organised together with the Moldovan Agency for Inspection and Restoration of Monuments. Owing to specialised pages in social networks and other online platforms as well as the efforts of the project's authors, the support of relevant agencies of the UNDP in Moldova and Twinning project, a discussion, public as well as professional, is initiated around the object of the modernist heritage, the Chisinau circus, which stimulates the organisation of the city community and the growth of regional and international interest for the modernist heritage of Chisinau.

A further development of the project and its implementation can become a pilot/example model of positive urban transformations through the evolutionary development of the uklads and the TCH, the consolidation of local, municipal and international resources.

- The rationale of the project solutions

The project solutions of its conceptual stage agree with the basic recommendations of the uklad-based approach; they are based on the research done during the preparation of the competition's documentation by its initiators and organisers as well as during the proactive research. This research encompassed not only the potential of the evolutionary transformation of the block's internal environment but also the resources of the adjacent

territories and was done by the team of the winning project as part of the volunteering activity.

- The impact on the TCH

Details and a further implementation of the conceptual program of the project show serious potential in terms of resource-generation, including the resources for conservation and accumulation of the block's cultural heritage and the TCH.

- The feasibility of the project

The team has the key competences in the area of sustainable urban development. With the support of the Chisinau's expert community and its municipal administration (that is, is the administration grants them necessary authorities and funding) the authors of the project will be able to implement the following processes:

- (1) to start up an operator for the block's development;
- (2) to initiate a detailed identification of the uklads and valuable objects of the environment and TCH;
- (3) to initiate the detailed development of the 'project + policy' solutions;
- (4) to further develop the project of the informational online platform that has already been launched.

For the municipal authorities, the investment into this team has a potential of high returns in case the project is fully implemented. The recommendation to the municipal administration is to decide in favour of giving the team necessary authorisations and to allocate a budget for the above-listed processes.

Afterword

I would like to express my genuine support to the people of Chisinau. It is they who represent the positive force of transformation in Moldova. I wish you strength and courage in following your goals, both professional and personal, and solidarity needed to preserve the heritage of Moldova and ensure its prosperity.

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