METODE ODREĐIVANJA POTENCIJALA ZA REVITALIZACIJU GRADITELJSKOG NASLEĐA – Pouke grada Berna

METHODS FOR DETERMINATION OF REVITALIZATION POTENTIAL OF BUILT HERITAGE - Lessons learned on the city of Bern

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1 UVOD

U novoj situaciji, nastaloj poslednjih decenija u Centralnoj i Jugoistočnoj Evropi, kada je reč o graditeljskom nasleđu i njegovoj ulozi u budućnosti grada, korisno je obaviti uporedno proučavanje raznih alternativnih pristupa rešavanju problema. Osnovno pitanje koje se može postaviti jeste kakve su mogućnosti prenosa iskustva iz sredina s tržišnom ekonomijom i na koji način se mogu primeniti u društvu koje je u dugoročnoj, iscrpljujućoj tranziciji, kao što je srpsko društvo.

Evropski stavovi o politici upotrebe nasleđa uglavnom su usmereni ka politici revitalizacije istorijskih centara zbog sledećih razloga:

- U istorijskim gradovima revitalizacija centra je bitna komponenta urbanog menadžmenta. To je „alatka“ za formisanje politike i implementaciju, te deluje kao ključni faktor za uspeh revitalizacije gradskog centra.

- Mnogi gradovi u Centralnoj i Jugoistočnoj Evropi nemaju jasnu politiku revitalizacije, odnosno regeneracije istorijskih centara. Dramatične promene u ovim delovima Evrope, koje su samo površinski stišane, zahtevaju novi pristup odnosu prema nasleđu i nove instrumente za upravljanje ovim tipom urbanih promena.

- Postepeno propadanje grada i proces njegove regeneracije treba interpretirati u širem kontekstu urbane dinamike. Ovi procesi su veoma nejasni i rasplinuti. Uporedna analiza može pomoći da se brže dođe do objašnjenja, koristeći iskustva onih zemalja u kojima su pojedini problemi uspešno savladani.

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1 INTRODUCTION

In the new circumstances created in the Central and Southeast Europe in the recent decades, when the built heritage and its role in the future of the cities are concerned, it is useful to undertake a comparative study of various alternative approaches to the problem solution. The fundamental question which can be posed is what is the potential for transferring the experiences from the environments with market economies, and in what way they can be implemented in a society in a long-running, exhausting transition, such as the Serbian one.

The European position on the policy of heritage treatment is mostly directed towards the policy of revitalization of historical centres because:

- In the historical cities, revitalization of the centre is an important component of urban management. It is a “tool” for policy formulation and acts implementation as a key factor for success of city centre revitalization.

- Many cities in Central and Southeast Europe have unclear revitalization policy, i.e. regeneration policy of historical centres. Dramatic changes in these parts of Europe, which only superficially abated, demand a new approach in the attitude towards the heritage and new instruments for management of this type of urban changes.

- Gradual deterioration of the city and the process of its regeneration should be interpreted in a wider context of urban dynamics. These processes are very vague and divergent. A comparative analysis can help to

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– Pojedina rešenja u domenu primene instrumenata određene politike prema nasleđu mogu se prihvatiti iz primera zapadne demokratije, ali uz izuzetno pažljivo prilagođavanje lokalnom kontekstu. U suprotnom, rezultati mogu biti pogubni.

Upravo zbog opasnosti koja postoji kada je reč o prihvatanju iskustva, postavlja se pitanje konteksta. Instrumenti politike moraju biti kompatibilni s lokalnim kontekstom koji je određen stavom okruženja i kulture, te političkim i ekonomskim promenama. Procenjuje se da će prilagođavanje politika promenljivom kontekstu biti, ipak, dug i složen proces, uz niz pokušaja i grešaka. Razumevanje razlika i sličnosti u transformaciji gradova koji su postigli određene pozitivne rezultate može pomoći da se definišu specifične karakteristike određenih lokalnih sredina i da se, shodno tome, modifikuju instrumentacijska rešenja.

Iz niza sredstva kojima se zapadna demokratija koristi u svojoj politici uređenja gradskih jezgara, mogu se izdvojiti ona koja mogu iskustveno poslužiti u našoj sredini. Ključni faktori za politiku revitalizacije jesu:

- postavljanje održivih i realno ostvarivih ciljeva;
- kombinovanje različitih klasičnih i inovativnih instrumenata za formulisanje i implementaciju;
- stvaranje snažne vizije (putem projekta) i utvrđivanje jasnih pravila javno-privatne kooperacije.

Na osnovu stranih iskustava, odmah se može zaključiti da je to umetnost postizanja kompromisa u okviru kulturno održive ekonomske revitalizacije gradskog jezgra. Upravljanje konfliktnim ciljevima i pristupima jeste suština prostorne politike. Ovo opšte zapažanje dobija posebno značenje kada je reč o planiranju u istorijskim gradovima, gde su osnovni urbani sukobi između ekonomskog razvoja i kulturnih vrednosti nesumnjivo najdramatičniji.

Tabela 1. Lista ciljeva politike regeneracije gradskog istorijskog centra sastavljena na osnovu suprotstavljenih pristupa [2]

Pristup razmene vrednost / tržišna vrednost	Pristup upotrebne vrednosti
- promovisanje promene	- održavanje stabilnosti, zaštita postojećih vrednosti
- stimulisanje ekonomskog razvoja	- zaštita postojećih aktivnosti, fizičke i društvene strukture
- podsticanje novih, ekonomski isplativih aktivnosti i - shodno tome - promene zemljišne politike - intenziviranje i koncentrisanje aktivnosti i novi razvoj radi pokrivanja troškova maksimalizacije zemljišne rente i povećanja poreske osnovice	- ograničenje intenziteta korišćenja i gustine razvoja; decentralizacija pojedinih servisnih funkcija iz istorijskih područja, kako bi se izbeglo pretrpavanje kapaciteta područja; povećanje finansijske pomoći i drugih oblika društvene potrošnje koji ohrabruju vlasnike da čuvaju istorijske strukture

reach the explanation sooner, using experience of those countries where certain issues have been overcome.

– Certain solutions in the domain of implementation of instruments of a certain policy towards the heritage can be accepted from the examples of western democracy, but with extremely careful adaptations to local contexts. Otherwise, the results can be devastating.

Exactly because of a certain risk inherent in accepting the experiences, the issue of context is emphasized. The policy instruments should be compatible with the local context which is determined by the attitude of the environment and the culture, and political and economic changes. It is estimated that the adaptation of policies to the variable contexts will be a long and complex process, with a series of trials and errors. Understanding differences and similarities in transformation of the cities which achieved certain positive goals can help in defining specific characteristics of local environments and accordingly modify instrumentation solutions.

Out of the number of instruments used by the western democracies in their policy of arrangement of city cores, those which can be empirically used in our practice are singled out. The key factors for revitalization policy are:

- Setting of sustainable and realistically attainable goals
- Combining various classical and innovative instruments for formulation, and
- Creating a powerful vision (through a design) and establishment of clear rules of public-private cooperation.

From the foreign experience it can be concluded that it is an art of compromise and negotiations within culturally sustainable economic revitalization of the city is the

Table 1. List of goals of the policy of regeneration of historical city centre composed based on the conflicting approaches [2]

Exchange approach value/market value	Approach usable value
Change promotion	Maintaining stability, protection of existing values
Stimulation of economic development	Protection of existing activities, physical and social structure
Stimulation of new, economically more profitable activities, and accordingly, changes of land policy Intensification and concentration of activities and new development for the purpose of covering the costs of maximization of land fee and increase of taxable value	Limitation of intensity of usage and density of development; decentralization of certain service functions from the historical areas in order to avoid overloading of the area capacity; increase of financial aid and other forms of social spending which encourage the owners to preserve historical structures.

- povećanje konkurentnosti istorijskog jezgra kao investicione lokacije; privlačenje novih „unutrašnjih“ ulaganja putem pojačanog marketinga istorijskog jezgra i upotrebom raznih logističkih podršaka	- podrška odnosno pomoć postojećem lokalnom biznisu i zaštita stanovnika s malim primanjima; izbegavanje izmeštanja stanovnika; promovisanje svesti o zajedništvu i identitetu, kao i osnivanje pokreta „samopomoći“
- modernizacija urbane strukture i promovisanje marketinških smernica za nove arhitektonske forme koje su značajno slobodnije, fleksibilnije i odgovarajuće tržištu	- zaštita i očuvanje starih struktura i stilova kroz strogu kontrolu prostornih promena i estetskih standarda
- stvaranje novih i snažnih vizija o istorijskom jezgru grada, kao simbolu ekonomske i političke moći korišćenjem novog jezika urbanih formi i stvaranjem nove skale vrednosti	- čuvanje prostorne slike istorijskog jezgra kao simbola duhovnih i kulturnih vrednosti; čuvanje postojećih urbanih odnosa i semiotike gradske slike

Increase of competitiveness of historical core as an investment location; attraction of new “internal” investment using intensified marketing of the historical core and using diverse logistical support.	Support, i.e. aid to the existing local business and protection of population with low income; avoiding population displacement; promotion of community awareness and identity and founding of the “self-support” movement
Modernization of the urbane structure and promotion of marketing guidelines for new archi-tectonic forms which are considerably freer, more flexible and more appropriate for the market.	Protection and preservation of old structures and styles through the strict control of spatial changes and aesthetic standards.
Creation of new and powerful visions on the historical core of the city, as a symbol of economic and political power, using new language of urban forms, and creating a new scale of values	Preservation of the spatial image of a historical core as a symbol of spiritual and cultural values; preservation of existing urban relationships and semi-otics of urban image

Nakon uočavanja razlika, može se postaviti pitanje da li se ekonomski razvoj i kulturne vrednosti uzajamno isključuju. Niz veoma uspešno rešenih primera revitalizacije istorijskih gradskih jezgara u Evropi, pa i u Americi, pokazuje da se ovi konflikti mogu ublažiti, pa čak i potrti. Urbana politika je umetnost kompromisa. Zato se regeneracija gradskog jezgra definiše kao niz programa i planiranih akcija, osmišljenih tako da učine održivim i unaprede postojeće urbano tkivo, ali i da uvedu nove aktivnosti koje mogu da unaprede ekonomsku bazu grada.

U međunarodnom iskustvu ovaj pristup naziva se *kulturno održiva ekonomska revitalizacija istorijskog gradskog jezgra* [14]. U izvesnom smislu, ovaj termin nastao je pod uticajem ideje o održivom razvoju, ali pored toga, sadrži u sebi i prihvata još neke pristupe kao što su: istorijska zaštita, integrativna konzervacija; „meka ili oprezna obnova“; koncept „zdravog grada“; stavovi pokreta „stvaranje životnog grada“, i druge. Osnovna ideja jeste da se pozitivno posreduje u konfliktu između ekonomskih interesa, zaštite nasleđa i unapređivanja okruženja. Kao primer veoma povoljno primenjene *kulturno održive ekonomske revitalizacije istorijskog gradskog jezgra*, izdvaja se primer grada Berna u Švajcarskoj, koji će u ovom radu biti analitički obrađen, s namerom da se izvuku određene pouke pogodne za rešavanje brojnih problema u gradovima Srbije.

essence of spatial policy. This general observation gains a special meaning when planning in historical cities is concerned, where the fundamental urban conflicts between the economic development and cultural values are undoubtedly most dramatic.

After observing differences, one may pose a question whether economic development and cultural values are mutually exclusive? A number of successfully solved examples of revitalization historical city cores in Europe and America indicate that these conflicts can be attenuated, and even annulled. Urban policy is the art of compromise. For that reason regeneration of city core is defined as number of programmes and planned actions conceived so as to make the existing city fabric sustainable and improve it, but also to introduce new activities which can improve the economic basis of the city.

In the international practice, this approach is called “culturally sustainable economic revitalization of the city core” [14]. In a sense, this term was created under the influence of the idea of sustainable development, but contains and endorses some other approaches such as: historical protection, integrative conservation; “soft or careful renovation”; “healthy city” concept; positions of the movement “creation of a vital city”, and others. The basic idea is to be positive intermediary in the conflict between the economic interests, protection of heritage and improvement of the environment. The example of the city of Bern, Switzerland, stands out as an example of a very favourably implemented “culturally sustainable economic revitalization of the city core”, and it will be analytically treated in this paper, with the intention to draw certain lessons suitable for solving problems which piled up in the cities of Serbia.

2 PRISTUP PROCESU REVITALIZACIJE

Zaštićene zgrade su osnovni oblik našeg kulturnog pejzaža. Oni su vodilja u razvoju jednog mesta u kome se nalaze u smislu „korporativne arhitekture“, odnosno kako pojedinačnog, tako i zajedničkog interesa. Korist od „korporativne arhitekture“ samih objekata ima, pre svega, kompanija koja je taj objekat obnovila, odnosno koja ga je obnovljenog stavila u funkciju. Budući korisnici, međutim, trebalo bi da budu svesni vrednosti istorijskog i ekonomskog karaktera takvih zaštićenih objekata.

U isto vreme, postoje mnogi istorijski zaštićeni objekti kojima preči propadanje i rušenje usled nekorišćenja. Oživljavanjem takvih objekata može biti spasen ne samo izuzetan objekat, već se može oživeti i cela gradska sredina u kojoj se taj objekat, odnosno ti objekti nalaze. No, to zahteva primenu novih ideja i metoda za procenu upotrebljivosti objekata kada je reč o potencijalnim korisnicima.

Karakteristika strukturâ praznih spomenika kulture jeste da su smešteni u postojećim „luksuzima praznine“. Pravi primeri za buduće korišćenje ovih zaštićenih objekata jesu oni objekti koji su revitalizovani i na kojima su sve potrebne mere kompenzacije izvedene. Mere kompenzacije su procenjene prema podobnosti zaštićenog spomenika kulture koji se revitalizuje.

Ovaj rad zasnovan je na polazištu da su u zaštićenim spomenicima kulture utemeljene i imanentne poruke jedne epohe. Istovremeno, analizirajući istorijske objekte i zgrade u vezi sa ovim procesom, mogu se identifikovati potencijali njihovih potreba i njihovog očuvanja.

Nakon analize ovog procesa, koji se odnosi na potrebu očuvanja istorijskih objekata i zgrada, sledeći postupak jeste usmereni pristup zaštićenim objektima.

Istraživački proces koristi odgovarajuće analize i kreativne metode za postizanje održivog razvoja, odnosno održive koristi, što ima za posledicu regeneraciju zaštićenih objekata.

Zato je osnovni cilj ove metode da se otkriju potencijali revitalizacije da bi se povećala konkurentnost objekta u urbanom tkivu.

Pristup revitalizaciji zaštićenih spomenika kulture, u svrhu budućeg korišćenja, može se podeliti u četiri modula.

Modul 1 Uključenje zgrade u savremeni život na osnovu korišćenja istorijskih procesa i njenih samih karakterističnih parametara. Nove ideje se generišu i koriste u sledećem modulu.

Modul 2 Utvrđivanje koristi od istraživačkih kreativnih radionica, koje ocenjuju budući korisnici.

Modul 3 Upoređivanje zahteva za budući život, u pogledu upotrebe i funkcije postojeće zgrade. Kao rezultat toga, proizlaze mere kompenzacije kojima se raspolaže.

Modul 4 Ispitivanje podobnosti očuvanja objekta iz perspektive korisnika. Uspešnost opisane metodologije proverena je na primerima analiziranim u gradu Bernu. Na osnovu analiziranog procesa primene metode, zaključeno je da se ona može, uz prilagođavanje našem zakonodavstvu, primenjivati u našoj sredini.

2 APPROACH TO REVITALIZATION PROCESS

Listed buildings are the basic form of our cultural landscape. They are guiding principles in development of a place where they are situated in a capacity of “corporate architecture”, i.e. as both individual and common interest. The “corporate architecture” of the buildings themselves is useful primarily for companies which renovated the building or put it working order after renovation. The future users should, however be aware of the historic and economic value of such protected buildings.

Simultaneously, there are a large number of historically protected buildings which are in danger of dilapidation and collapse due to the disuse. Revitalization of such structures, may not only salvage a remarkable building, but can revitalize the entire city neighbourhood where such building or buildings are situated. This calls for application of new ideas and methods for evaluation of usability of structures for the potential users.

The characteristic of the structures of abandoned (empty) cultural monuments is that they are situated in the existing “luxury voids”. True examples for the future usage of protected buildings are those buildings which were revitalized on which all the compensation methods were performed. The compensation methods are assessed according to the suitability of the protected cultural monument being revitalized.

This paper is based on the viewpoint that the listed cultural monuments embody immanent messages of an epoch. By analysing historical buildings related to this process, the potential of their needs and their preservation can be identified.

After analysing this process, which refers to the need for preservation of historical buildings and structures, the following procedure is the process of directed approach to the protected structures.

The research process utilises adequate analyses and creative methods for achieving sustainable development, i.e., sustainable usefulness, which results in regeneration of the protected buildings.

For that reason the basic goal of this method is to discover the potential for revitalization in order to increase competitiveness of the structures in the urban fabric.

The approach to the revitalization process of protected cultural monuments for the purpose of the future use can be divide into four modules.

Module 1 Inclusion of the building into contemporary life, based on the utilisation of historical processes and characteristic parameters. New ideas are generated and used in the next module.

Module 2 Determination of usefulness of research creative workshops, as assessed by the future users.

Module 3 Comparison of the demands for the future life, which are related to the use and function of the existing building. The result is the compensation measures available.

Module 4 Testing the structure of preservation suitability from the users' perspective.

The capability of the described methodology was verified on the examples analysed in the city of Bern. Based on the analysed process of method application, it is concluded that it can be implemented in our practice after being adapted to our legislation.

2.1 Teoretski okvir definisanja metode revitalizacije

Teoretski okvir predstavlja istraživanje nastanka i razvoja predložene metodologije i proveravanje potencijala unapređenih načina korištenja nekretnina. Analiza korištenja istorijskih objekata formulisana je kao odnos „istorijskog korišćenja” i izgrađene strukture.

Osamdesetih godina prošlog veka došlo je do „ponovnog otkrića” starih kuća u starim delovima gradova, kao izvor materijalnih kulturnih resursa, koje je bilo prekinuto. Sada se u strategijama postavljaju principi kao što su „očuvanje materijalnog” i „opreznost u zaštiti” koji su u osnovi bitni za dalju analizu. Daljom analizom ova dva principa pomenutim strategijama najverovatnije daju svoju sledeću dimenziju – „dimenziju trajnosti”.[2]

Mogu se postaviti pitanja na koje građevine bi se ovaj princip mogao odnositi, te koji su to prostori koji su napušteni i prazni i kako bi se mogao organizovati i aktivirati život u njima. Na ta pitanja odgovori se mogu dobiti poznavanjem fizičke strukture, odnosno primenjenih materijala, kao i angažovanjem eksperata koji imaju transdisciplinarno znanje u oblasti revitalizacije. Pored stručnog, tehničkog znanja, to obuhvata i saznanje o jasnoj predstavi celokupnog socijalnog životnog ciklusa građevine. Očigledno je da postoji potreba da se osmisle nove ideje kojima bi se istorijski proces korišćenja zgrade nastavio primenom elemenata realne zaštite koja može da regeneriše strukturu zgrade. Da bi se to ostvarilo, potrebno je prvo preispitati dosadašnji pristup problemu revitalizacije objekata u kojima više nema aktivne funkcije. Inventarisanjem objekata i prilagođavanjem metoda rada može se generisati nova upotreba, a taj proces je bolje prilagođen fizičkoj strukturi objekata nego u konvencionalnim metodama odlučivanja prilikom izbora buduće namene objekta. Potencijalnim korisnicima, koji se uvode u proces, nudi se da sami procene da li karakteristike građevine zadovoljavaju njihove individualne funkcionalne zahteve, za šta je potrebna dodatna akcija. Ta akcija zasniva se na razvijanju metode kojom se analizira i vrednuje ekonomska isplativost istovremene zaštite i korisnosti objekta.

Postojeći objekti građeni su u uslovima i na osnovu principa koji su postojali u vreme njihove gradnje. Pošto se zahtevi korisnika stalno menjaju, onda se i namena zgrada veoma često prilagođavala tim zahtevima, o čemu svedoče brojni primeri kroz istoriju. Zato je veoma važno da se koncept i svojstva postojeće građevine mogu optimalno prilagoditi zahtevima budućeg korisnika, bez bitnijih izmena fizičke strukture. Uvođenjem strategije upravljanja objektom u veoma ranoj fazi rada na revitalizaciji, moguće je objekat prilagoditi uslovima budućih korisnika, poštujući ograničenja koja se postavljaju kada je reč o zaštićenim građevinama. Izrazito ograničavajući faktor jeste zaštita vlasništva nad istorijskim objektima, koju treba poštovati, istovremeno prilagođavajući građevinu novim potrebama. U Švajcarskoj se primenjuje tradicionalni stav da je „važno očuvanje slikovitog izgleda”, kao i to da „u procesu planiranja buduće upotrebe objekta i njegove prenamene treba i dalje nastaviti sa vidljivim originalnim osobenostima objekta”. [3]

Predložena metodologija proverena je na području Starog dela grada Berna, glavnog grada Švajcarske, koji je 1983. godine zaštitio UNESCO, te se nalazi na Listi

2.1 Theoretical framework for defining the revitalization method

The theoretical framework is the research of the emergence and development of the proposed methodology and checking of potential of the improved ways of usage of real property. The analysis of the process of usage of historical buildings is defined as a relationship of “historical use” and constructed structure. „In the eighties of the previous century there was a “rediscovery” of old houses in the old parts of cities, as a source of material cultural resources, which was already forgotten. Now the strategies have the principles such as “preservation of the fabric” and “cautious protection” set, which are fundamentally important for the further analysis. Further analysis of these two principles provides a new dimension, i.e. the dimension of sustainability.”[2]

A question might be posed, to which buildings this principle could apply, and what spaces which are deserted and empty could be organized and life in them activated. This question can be answered by knowing physical structure, that is, applied materials, and by engaging experts who have trans-disciplinary knowledge in the area of revitalization. Apart from the technical expertise, this includes a clear concept of the entire social life cycle of buildings. It is obvious that there is a need to invent new ideas which would ensure continuation of the historical process of building usage by means of implementation of the real protection elements which can regenerate the building structure. In order to realize that it is first necessary to question the current approach to the issue of revitalization of structures which function inactively. New use can be generated through entering the structures into an inventory and adaptation of the operating method. This process is better suited to the physical structure of the buildings, than in the conventional decision-making methods in selection of the future use of the buildings. The potential users which are introduced into the process are offered to assess whether the characteristics of the building meet their individual functional requirements, and that it requires additional action. This action is based on the development of the method analyzing and evaluating economic profitability of simultaneous protection and usefulness of the building.

The existing buildings are constructed in the conditions and on the basis of the principles which existed in time when they were built. Since the requirements of the users constantly change, the use of the buildings was often adapted to those requirements, which is attested by numerous historical examples. That is why it is very important that the concept and properties of the existing building can be optimally adapted to the conditions of future users, without considerable changes of its physical structure. By introducing the strategy of building management in the early phase of revitalization work, it is possible to adapt the building to the conditions of future users, observing the limitations set when the protected buildings are concerned. An extremely limiting factor is protection of ownership over the historical buildings, which should be observed, simultaneously adapting the building to the new requirements. In Switzerland, a traditional attitude is

svetske baštine.[20] S obzirom na to što su pojedinačna rešenja dala veoma pozitivne rezultate, smatra se korisnim da se naša sredina upozna sa specifičnom metodologijom revitalizacije koja je omogućila te rezultate. Da bi se što bolje definisala metodologija rada tokom revitalizacije građevina, prvo su postavljena pitanja koja se mogu formulisati na sledeći način:

1. Da li se nove ideje generišu kontinualno, počevši od istraživanja istorijskog procesa nastanka i razvoja objekata, pa do korišćenja postojećih objekata?

2. Kako bi investitor mogao da pronađe buduću funkciju objekata zaštićenih kao spomenici kulture, a koja bi bila pogodna za buduće korisnike i vlasnike?

3. Koje su osnovne karakteristike (svojstva) zaštićenog spomenika kulture i koja ograničenja iz toga proizlaze za njegovo buduće korišćenje?

4. Kako bi donošenje odluka o održivoj zaštiti moglo postati pristupačnije za revitalizaciju i korišćenje zaštićenih objekata?

5. Kojim se fizičkim merama mogu nadoknaditi ili popraviti razni nedostaci?

6. Koje zahteve moraju da uvažava nadležne službe koje se bave zaštitom u gradu Bernu da bi se investitorima nadoknadila određena ograničenja koja treba da poštuju?

implemented: "It is important to preserve the picturesque appearance", as well as that "in the process of planning of the future use of the building and its conversion, the visible original properties of the structure should be perpetuated". [3]

Verification of the proposed methodology was performed in the area of the Old city of Bern, the capital of Switzerland, which is inscribed in the World Heritage List since 1983. Since the individual solutions yielded very positive results, it is considered useful to introduce our public to the specific methodology of revitalization process which produced those results. In order to define the methodology of work during building revitalization, questions were asked which can be formulated in the following way:

1. Are new ideas generated continually, starting from the research of the historical process of emergence and development of buildings, to the utilization of the existing buildings?

2. How could an investor find a future function of the buildings listed as the cultural monuments, and which would be suitable for the future users and owners?

3. What are the basic characteristics (properties) of the listed cultural monuments and what are the resulting limitations to its future utilization?

4. How could the decision making process on the sustainable protection become more accessible to revitalization and utilization of listed buildings?

5. What physical measures can compensate for or mend various deficiencies?

6. What demands should be recognized by the competent protection services in the city of Bern in order to recompense certain limitations that the investors are obliged to observe?

2.2 Metode proučavanja postojećeg stanja nasleđa

Istraživanjem metodom terenskog snimanja postojećeg stanja beleže se sačuvani objekti, koji su uvršteni u vredne primere arhitektonskog stvaralaštva, u ovom slučaju u gradu Bernu. Prilikom snimanja stanja, po pravilu, konstatuje se da su mnogi objekti promenili svoj izvorni izgled i da je potrebno istraživanje originalnih dokumenata da bi se utvrdili autentična struktura i autentični oblik.

Istorijskom metodom se pronalazi i proučava dostupna arhivska građa, autentične fotografije i drugi pisani materijal. U istorijskoj metodi, koriste se primarni izvori, odnosno originalna istorijska dokumenta, kao i sekundarni, nastali posredno.

Metodom teorijske analize proučavaju se pisani izvori koji se odnose na nastanak i razvoj svih arhitektonskih oblika u bližem okruženju. Ova metoda služi da se stekne šire znanje o građevini i njenom statusu u širem kontekstu gradskog tkiva Berna.

Intervju sa delom relevantnih subjekata kao metod istraživanja ima ograničenu verodostojnost, ali se ipak radi, jer se smatra da je dobro uporediti dobijene podatke s nekim od pisanih izvora.

Druga faza istraživanja je ona u kojoj se, na osnovu navedenih ulaznih podataka, definiše rešenje za revitalizaciju pojedinačnih građevina, odnosno utvrdili procesni modeli, u zavisnosti od formulisanih kriterijuma i parametara.

2.2 Methods of the study of the existing heritage status

The research employing field appraisal of the current status enables recording of the preserved buildings which are listed as valuable examples of architecture practice, in this case in the city of Bern. On the occasion of the status appraisal, as a rule, it is found that many structures changed their original appearance, and that it is necessary to investigate the original documents to determine their authentic structure and form.

The historical method finds and studies available archive documents, authentic photographs and other written material. When using historical method, the primary sources are used, i.e. original historical documents, as well as the secondary ones, created indirectly.

The theoretical analysis method studies the written records, related to the emergence and development of all architecture forms in the immediate environment. This method is used to acquire broader knowledge of a building and its status in the wider context of the city fabric of the city of Bern.

Interviews with the part of relevant subjects as a research method has a limited reliability, but is still performed, since it is considered that it is desirable to compare the obtained data with some written sources.

In the second stage, based on the input data, a solution for revitalization of individual buildings is defined, i.e. process models are determined, depending on the

Komparativna analiza i sinteza služe za izvođenje konačnih rezultata. Kriterijumi izbora svode broj objekata na najvrednije i najreprezentativnije predstavnike Fonda kulturne baštine, za koje se definišu rešenja i izvode preporuke za primenljivost i standardizaciju tih rešenja u Srbiji. Sama metodologija predstavlja praktično sredstvo za „analizu korišćenja” u slučaju upotrebe praznih istorijskih zgrada u kreativnom smislu.

Način sprovođenja analize potencijala postojećih objekata jeste takav da se dobijaju rezultati koji su optimalni za primenu neophodnih kompenzacionih mera. Ove mere treba da budu kontrolisane tako što se utvrđuje korist koju one donose budućim korisnicima, te se na osnovu njih daju predlozi za preventivnu zaštitu. Primenom ove analize korišćenja, budući korisnici i investitori dobijaju mogućnost da provere rezultate podobnosti i dobijaju instrument pogodan za dovođenje navedenih nekretnina na željeni, upotrební nivo.

2.3 Definisanje primenjenih principa, terminologije i metoda rada

Na temu revitalizacije, kada su u pitanju prazni istorijski objekti, u literaturi se mogu pronaći uglavnom osnovne informacije. Praktično dejstvo revitalizacije iskazuje se u delu izrade projekta. Koncept je prvenstveno namenjen za revitalizaciju unutrašnjih delova onih delova zgrade koji su prazni odnosno napušteni. Zadovoljavanje uslova korisnika i investitora zaštićenih spomenika kulture samo je početna tačka u postavljanju ciljeva. Korišćenje i održivost objekata je pitanje o kojem se u oblasti zaštite i očuvanja graditeljskog nasleđa nije puno diskutovalo.[9]

Većina savremenih zakona o zaštiti nasleđa sadrži zahteve za „održivu zaštitu” i upotrebu, ali sam postupak nije precizno definisan. Moderna interpretacija zaštite istorijskih objekata, za koju se u ovom radu zalaže, zasnovana je na otvorenosti upotrebe spomenika kulture. Proces orijentisanog pristupa, koji se temelji na polazištima ovog rada, nalazi svoje osnove u ponovnom upravljanju objektom (*Facility Management*). Kreativne metode su na veoma jasan način opisane u brojnoj literaturi. Postoji, međutim, neslaganje u određivanju i postizanju ciljeva svake metode pojedinačno.

Sistematizacija zahteva, odnosno tipa novih potreba, koje se razlikuju od izvornih, ne postoji. Bilo bi veoma efikasno kada bi se na osnovu želja potencijalnih korisnika mogli odmah praviti i odgovarajući projekti. Jedinствену klasifikaciju, međutim, komplikuju specifični zahtevi budućih korisnika, kao i njihova neodlučnost i potreba da se stalno unose promene u zahteve. Izuzetak su jedino slučajevi kada su u pitanju Švajcarske državne norme (SIA).[17]

Test i metode za ispitivanje korišćenja dobrih i sigurnih spomenika kulture mogu se primeniti na taj način. Za opis kompenzacionih mera nudi se struktura izražena prema Normi SIA 480, „troškovi u građevinarstvu”. [18]

Predmet istraživanja su zaštićene slobodne, odnosno nenaseљene zgrade koje su spomenici kulture. Fokusiranje na zaštićene objekte učinjeno je iz dva

formulated criteria and parameters.

Comparative analysis and synthesis are used for production of the final results. The Selection criteria bring down the number of buildings to the most valuable and most representative examples of the Cultural Heritage Fund, for which the solutions are defined and recommendations are made for feasibility and standardization of such solutions in Serbia. The methodology itself represents a practical instrument for “utilization analysis” in case when abandoned historical buildings are used in a creative manner.

The method of conducting the analysis of potential of existing structures is such that the results optimal for implementation of necessary compensation measures are obtained. These measures should be controlled by determining the benefit for their future users and on whose basis the proposals for preventive protection are given. By implementing this utilization analysis, the future users and investors obtain the possibility to check the suitability results and obtain an instrument convenient for bringing the mentioned real property to a desirable, usability level.

2.3 Definition of applied principles, terminology and working method

Regarding revitalization, when it comes to the abandoned historical buildings only basic information can be found in references. Practical effects of revitalization are manifest in the design production phase. The concept is primarily intended for revitalization of internal parts of those parts of the building which are empty, i.e. abandoned. Meeting the conditions of users and investors of the listed cultural monuments is only an initial point in goal setting. Utilization and sustainability of structures is an issue which has never been extensively discussed in the field of protection and preservation of built heritage. [9]

Majority of contemporary regulations on the heritage protection contains the demands for “sustainable protection” and usage, but the procedure itself is not precisely defined. Contemporary interpretation of historical building protection, which is advocated in this paper, is based on the openness of the cultural monument to usage. The process of oriented approach of this paper is based on the reintroduced *Facility Management*. The creative methods are in a very clear way described in the literature. There is, however, disagreement in setting and achievement of the goals of each individual method.

Systematization of requirements, i.e. type of new demands which differ from the original ones, does not exist. It would be very efficient if adequate designs were immediately created based on the wishes of potential users. A uniform classification, however, is complicated by the specific requirements of the future users, as well as their indecisiveness and need to continually alter the requirements. The exceptions are only those cases when *Swiss state standards* are concerned, (SIA). [17]

The test and testing methods for good and safe cultural monuments can be implemented in this way. For description of compensation measures, the structure expressed according to Norm SIA 480 is offered, “Costs in civil engineering”. [18]

The subject of the research are listed vacant, that is,

razloga:

1. Prvi razlog je to što postoje značajna ograničenja kada je u pitanju adaptacija zgrada, određena modernim zahtevima korisnika. Svaka mera koja se preduzima mora biti koordinirana sa stavovima državne službe zaštite. Za nenaseljene zgrade koje nisu spomenici kulture, znatno brže se donose odluke da se sruše, iako se i one mogu prilagoditi savremenim zahtevima.

2. Drugi razlog jeste to što spomenici kulture poseduju određena svojstva koja ograničavaju potpunu slobodu odabira nove upotrebe objekta. Izvorna upotreba objekata i prenamena kroz istoriju mogu se pronaći u arhivama pod nazivom „Inventar“ Agencije za zaštitu spomenika Švajcarske i veoma su dobro dokumentovani.

Falk definiše termin „revitalizirati“ na sledeći način: „Pod revitalizacijom i rekonstrukcijom se podrazumeva prilagođavanje opreme i kvaliteta vlasništva promenljivim tržišnim uslovima, dok u isto vreme zadržavaju postojeću upotrebu.“[7] Razgraničenje koncepta adaptacije, uz zadržavanje postojeće upotrebe objekta, takođe je definisano i obrađeno u ovom radu.

„Revitalizacija“, direktno prevedena, znači da nešto treba da „oživi“, bez obzira na to što će objekat možda dobiti novu namenu. U tom smislu, konverzija je subjekt revitalizacije. [13]

Istraživanje i formiranje rešenja obavljaju se u nekoliko koraka:

1) *Analitičko-opisni deo*

U analizi se polazi od činjenice da istorijske zgrade imaju specifične karakteristike, prema kojima se prvobitna upotreba i druge prethodne upotrebe objekta mogu jasno definisati. Sigurnost identifikacije originalne namene veća je kada je reč o velikim objektima. Drugo ispitivanje se odnosi na utvrđivanje toga da li je i koliko je moguće odrediti obuhvat održive zaštite za ove slučajeve. Problem mnogih slobodnih, praznih, istorijskih spomenika jeste pronalaženje odgovarajuće namene, zbog ograničenja koja su nametnuta pravnom zaštitom, odnosno strožim uslovima promena fizičke strukture. Zbog toga je razvijen metod, na osnovama istorijske upotrebe objekata, i generišu se potencijalne mogućnosti savremene upotrebe.

Drugom analizom treba utvrditi odgovarajući metod kojim se određuje kvalitet vlasništva u odnosu na korišćenje, odnosno stanje i sigurnost tog kvaliteta. Ovom analizom ispituje se i tenzija koja postoji između istorijskog razvoja same nekretnine, uprave nadležne za objekat i konzervacije.

Na osnovu nalaza ovih analiza, formira se rešenje, takođe podeljeno na dve faze:

- Faza 1: Formiranje metoda za identifikaciju korisnika;

- Faza 2: Formiranje metodologije za procenu uticanja zahteva korisnika na svojstva postojećih objekata.

Za formiranje metoda za identifikaciju budućeg korisnika (Faza 1) ispituju se odgovarajuće mere. Bitno je da se cilj može prilagoditi mogućnostima pronalaženja budućeg korisnika zgrade. Tokom formiranja metode,

uninhabited buildings which are cultural monuments. There were two reasons for focusing on the listed buildings:

1. The first reason is that there are considerable limitations related to building adaptation, determined by the contemporary demands of the users. Each measure taken must be coordinated with the principles of national protection service. In the case of the abandoned buildings which are not cultural monuments, the decisions to demolish them are more quickly made, even though they can be adapted to contemporary demands as well.

2. The second reason is that the cultural monuments possess certain properties which limit the freedom in selection of a new use of the building. The original function of the buildings and conversion through history can be found in the archives under „Inventory“ of the Agency for monument protection of Switzerland, and they are very well documented.

Falk defines the term „revitalize“ in the following manner: „Under revitalization and reconstruction is comprised: adaptation of equipment and quality of ownership to the changeable market conditions, while simultaneously retaining the existing use.“[7] The disambiguation of the adaptation concept, while retaining the existing use of the building, is also defined and treated in this paper.

„Revitalization“, in direct translation means that something should „come to existence“ regardless of the fact that the structure might obtain a new use. In that sense, conversion is the subject of revitalization. [13]

Research and solution generation is performed in several steps:

1) *Analytical-descriptive part*

The analysis starts from the fact that historical buildings have specific characteristics, which allow to clearly define the original and other preceding uses of the building. Positive identification of the original use is higher when the large structures are in question. The second research refers to determination whether and to what extent it is possible to determine the scope of sustainable protection of these cases. The problem of many free, abandoned historical monuments is finding the adequate use, because of the limitations imposed by the legal protection, that is, because of more strict conditions for change of the physical form. Therefore, on the basis of the buildings historical use a method is developed, and a potential for contemporary use is generated.

The second analysis should determine the adequate method for specifying the quality of ownership in respect to the use, that is, condition and safety of the quality. This analysis investigates the tension between the historical development of the real property, authority competent for the structure and conservation.

Based on the findings of these analyses, a solution is formed, which is also divided into two phases:

- Phase 1: Formation of the method for users identification;

- Phase 2: Formation of the methodology for users influence assessment on the characteristics of the existing buildings.

Appropriate measures are tested due to establish the method for future users identification (Phase 1). It is important to adapt the goal to the potential of finding the

moгу se uočiti dve alternative, definisane na sledeći način:

- Alternativa 1: Poređenje svojstva zgrade sa zahtevima raznih budućih korisnika da bi se izbegle neprikladne namene korišćenjem regulativnih kriterijuma, a istovremeno identifikovao i ograničio broj pogodnih (odgovarajućih) namena.

Prednost ove alternative je to što proces može biti razvijan kao instrument za ocenjivanje, zasnovan na naučnoj osnovi; mana je to što su moguće namene već zadate. U tom slučaju, izostaje kreativni momenat, a i osobenosti pojedinačnih objekata su smanjene i ne mogu se uzimati u obzir.

- Alternativa 2: U okviru neke ustanove, biroa ili studija ostvaruje se uspešan odabir potencijalnog korisnika, putem specifičnog, kreativnog procesa, problemski postavljenog.

Prednost ove alternative jeste činjenica da je moguće pronaći nova i netradicionalna rešenja koja su uspešna. Potencijal objekta sagledava se putem procesa koji se kasnije može iskoristiti za marketing. Mana ovog metoda je to što nije naučno zasnovan. Rezultati zavise od dobre pripreme i kvalitetno urađenog posla arhitekata i drugih zaposlenih.

Upoređivanjem prednosti i mana navedenih alternativa, može se zaključiti da Alternativa 2 pruža više mogućnosti za uspešan praktični rad. Kreativne ideje se dalje preispituju i proveravaju.

2) Predlog za akciju i opis metodologije

Objekat je ispitivan imajući u vidu mogućnost objektivnog adekvatnog korišćenja, bez saznanja da li je implementacija korišćenja nekog konkretnog korisnika moguća. Ovakvo ispitivanje omogućava neku vrstu standardne ponude za različite namene, bez obzira na korisnika.

Pošto ne postoji popis zahteva za različite upotrebe, stvara se opšta lista – s jedne strane, parametara zgrade; s druge strane, zahteva korisnika za procenu uspešnog korišćenja uz održivost zaštite. Obim procene ispitivan je radi ocenjivanja praktičnosti i tačnosti dobijenih rezultata. Konačni rezultat dobijen je u vidu jedne vrste agende s listom mogućih namena, koja stoji na raspolaganju svima zainteresovanim.

Na primeru praznih, nenaseljenih, a zaštićenih zgrada, koje su bile u vlasništvu Kantona Bern, Menadžment i Direkcija za zaštitu objekata grada Berna ispitali su ovu razvojnu metodu i primenili je u praksi na način prikazan u Tabeli 2.

Učešće švajcarske države u ukupnom finansiranju UNESCO-a izraženo je u procentima ekonomske moći, a iznosi 1,22% ili, pretvoreno u brojke – oko 5,2 miliona švajcarskih franaka. Švajcarska je na četrnaestom mestu po finansiranju UNESCO-a. Imajući u vidu veličinu države i broj stanovnika, iznos koji je Švajcarska izdvojila veoma je velik. Ovoliko izdvajanje, kao ni znatno manje, Republika Srbija ne može da realizuje, što može otežati primenu modela zaštite i revitalizacije spomenika kulture na listi Svetske baštine u Srbiji.

future user of the building. In the course of method formation, two alternatives can be noticed, and they are defined in the following way:

- Alternative 1: Comparison of the building properties with the requirements of various future users in order to avoid the improper uses applying regulatory criteria, and to simultaneously avoid and identify the number of suitable (appropriate) uses.

The advantage of this alternative is that the process can be developed as an instrument for assessment, based on the scientific grounds. The drawback is that the potential use is already set. In this case, there is no creativity, and the characteristics of individual buildings are reduced, and cannot be taken into consideration.

- Alternative 2: In an institution or bureau the successful selection of a potential user is performed, through a specific problem oriented creative process.

The advantage of this alternative is the fact that it is possible to find new and non-traditional solutions which are successful. The potential of the building is viewed through the process which later can be used in marketing process. The disadvantage of this method is that it is not scientifically based. The results depend on the good implementation and the quality performance of the architects and other participants...

By comparing the advantages and disadvantages of these two mentioned alternatives, it can be concluded that the Alternative 2 provides more potential for successful practical work. The creative ideas are further questioned and verified.

2) Action proposal and methodology description

The building is tested for the potential of objectively adequate use, with no knowledge whether the implementation of the use of some concrete user is possible. Such testing enables some kind of a standard offer for different uses, irrespective of the uses.

Since there is no list of requirements for different uses, a general list is generated: on one hand the building parameters are listed, and on the other, the requirements of the users for the assessment of successful use with sustainable protection. The scope of the assessment was tested for the purpose of appraising the practicality and accuracy of the obtained results. The end result obtained was in the form of an agenda with the list of possible uses, which is at disposal of all the interested parties.

The Management and authorities for protection of the buildings in the city of Bern tested this development method and put it in practice in the way displayed in the Table 2, on the example of abandoned, uninhabited, and listed buildings which were owned by the Bern canton.

The share of the Swiss state in the total financing of UNESCO is expressed in the percentage of economic power, and it amounts to 1, 22% or, converted to numbers, around 5, 2 million of Swiss Francs. Switzerland is ranked 14th in terms of financing. The Swiss contribution of 5.2 million Swiss francs is very high for a state of its size and number of inhabitants. The Republic of Serbia cannot realize such a high (nor even considerably lower) contribution, which may complicate implementation of the protection and revitalization model of the World Heritage monuments in Serbia.

Tabela 2. Prikaz razvojne metode za nenaseljene zaštićene zgrade
Table 2. Development method for inhabited protected houses

SADRŽAJ / CONTENTS		METODA / METHOD
Analitičko-deskriptivni deo Analytical descriptive part	Pregled između istraživačkih projekata i menadžmenta zaštite Overview of research projects and protection management	Izazovi rada i problematika Working challenges and problems
	↓ Fokusiranje na prazne zaštićene objekte (imobilije) Focusing on abandoned listed buildings	Specificiranje tema Specification of topics
Predlog rada i dogovora/Opis metodologije Work and agreement proposal/description of methodology	↓ Izvodljivost i metodologija iskorišćenosti Feasibility and degree use methodology	Istraživanje i pregled različitih kreativnih metoda Research and overview of various creative methods
	↓ Izvodljivost metodologije za ispitivanje održivog korištenja Feasibility of methodology for testing of sustainable use	Pregled i kategorizacija zahteva za potražnju i iskorištenost Overview and categorization of requirements for demand and degree of use
	↓ Izvodljivost i neophodne kompenzacione mere Feasibility and necessary compensation measures	Pregled i kategorizacija neophodnih kompenzacionih mera Overview and categorization of necessary compensation measures.
	Ispitivanje zaštitnih mera Testing protective measures	Pregled različitih metoda za testiranje Overview of various testing methods
Primer Example	Ispitivanje, provera metoda i provođenje u praksi Testing and verification of methods and practical implementation	Pregled primera u praksi Overview of examples in practice
Rezultat Result	Rezultati i zaključci Results and conclusions	Kvalitetni pregled rezultata i pogled na dalja istraživanja Quality overview of results and perspective of future research

2.4 O staroj gradnji i njenoj zaštiti u Bernu

Objekti koji su zaštićeni kao spomenici kulture dokazi su društvenog života prošlih vremena. Oni su deo kulture jednog društva i svedoče o načinu života stanovništva na jednom području.

Razumevanje objekta zavisi od što tačnijeg poznavanja vremena kada je izgrađen i svih promena koje su na njemu nastale tokom upotrebe. Prikupljene informacije o istorijskom životu zgrade i njene okoline omogućavaju uspešnu sveobuhvatnu obnovu, rekonstrukciju i buduće korišćenje koje će produžiti život zgrade kao spomenika kulture.

Svi prikupljeni podaci, zajedno s tehničkom dokumentacijom i fotodokumentacijom, služe kao podloga za formiranje smernica u pogledu toga kako sa zgradom postupati u budućnosti, koje su intervencije moguće, a koje nisu, te kakve su mogućnosti za promenu namene, ukoliko je to rešenje da se građevina sačuva i uključi u savremeni život grada. Na taj način, stvara se baza podataka, odnosno inventar kulturnih dobara koji služba zaštite spomenika kulture i kancelarija kantona koriste za razne svrhe. S obzirom na broj i preciznost prikupljenih podataka, na osnovu tog inventara moguće je definisati celovit plan delovanja, kao i finansijsku strukturu troškova za svaku potencijalnu, pojedinačnu intervenciju, kao što su konzervacija, sanacija, prenamena funkcije i revitalizacija kao oblik zaštite građevine u njegovoj fizičkoj i duhovnoj celovitosti.

Kada je u pitanju revitalizacija, postoji veoma čvrsto utemeljen uslov da – bez obzira na druge intervencije – spoljni izgled objekta mora da zadrži postojeći izgled. Nikakve intervencije na fasadama u drugim materijalima nisu dozvoljene, osim s kamenom, i to boje koja je karakteristična za Stari grad Bern. Što se tiče izmena u unutrašnjosti objekata, to je regulisano Pravilnikom o zaštiti, tj. nova namena nekog objekta može se ostvariti samo ukoliko se sprovedu sve mere savremene zaštite, uz poštovanje koncepta budućeg korisnika. Zato je u interesu gradske vlasti da, ukoliko je potrebno izvesti prenamenu prostorija ili celog zaštićenog objekta s ciljem njegovog opstanka, u što kraćem periodu pronađe novog korisnika i u saradnji s njim odredi buduću namenu. Ovaj postupak podrazumeva to da se nova namena, koja će se uvesti u objekat, nalazi u registru delatnosti za koje je prethodno utvrđeno da su adekvatne prostoru i mestu u istorijskom, zaštićenom starom gradu. U zavisnosti od vrste nove funkcije, moguće je da su potrebne samo preventivne, jednostavne popravke manjeg obima i one se veoma uspešno obavljaju. Kada nova namena zahteva značajnije promene u unutrašnjem tkivu građevine, onda su često potrebna i nova, savremena rešenja koja će omogućiti revitalizaciju enterijera. Primenjeni materijali za buduće intervencije na objektima ne smeju biti štetni i zagađujući za ljude i okolinu. Obavezan zahtev je da se ovakve intervencije i eventualno dodatno građenje mora obaviti primenom konvencionalnog načina gradnje i ekološki orijentisane konstrukcije.

U tom slučaju, zahtevi novih korisnika već su na neki način unapred sagledani u inventaru mogućih namena, te nailaze na spremnu i ekspeditivnu gradsku službu po svim pitanjima zaštite i revitalizacije.

2.4 On the old building stock and its protection in Bern

The structures which are listed as cultural monuments are evidence of social life of past times. They are a part of the culture of one society and testify the lifestyle of population in certain area.

Building comprehension depends on the accurate knowledge about the time when it was built and the changes it experienced during the long service. The collected information about the historical life of a building and its environment allow a successful comprehensive renovation, reconstruction and future usage which will extend the life of the building as a cultural monument.

All the collected data, along with the technical and photo documents serve as a basis for formation of guidelines of how to treat the building in the future, for finding which interventions are possible, and which are not, and what the potential for function conversion is, if the solution comprises preservation of the building and inclusion in contemporary life of the city. Data basis is created in this way, i.e. inventory of cultural assets which are used by the Cultural monuments protection service and the canton Chancellery office for various purposes. Regarding the number and accuracy of collected data, on the basis of the Inventory, it is possible to define an integral action plan and a financial structure of the costs for each potential, individual intervention such as conservation, rehabilitation, function conversion and revitalization as a form of protection of a building in its physical and spiritual entirety.

When the revitalization is concerned there is a firmly founded condition that, regardless of other interventions, the external appearance of the building should retain the existing appearance. No interventions using different materials on the facades are allowed except with stone, in the colour characteristic of the Old city of Bern. As for the changes inside the buildings, it is regulated by the *Code on protection*, i.e. new function of a structure can be realized only if all the measures of the contemporary protection are conducted with observation of the concept of the future users. Therefore, it is in the interest of the city authorities to convert the rooms or entire listed building if necessary, so it may survive, and to find a new user as soon as possible as well as to determine the future use in cooperation with him. This procedure comprises the new use which will the building in the register be introduced in of the activities which were previously approved to be adequate for the space and location in the historical, protected old town. Depending on the type of the new function, it is possible that only preventive, simple non-extensive repairs are required, and they are very successfully performed. When a new use calls for considerable repairs in the interior fabric of the building, then frequently, new contemporary solutions are required which will enable revitalization of the interior. The implemented materials in future intervention on the structures should be harmless and unpolluted. The basic requirement is that such interventions and potential building extensions should be performed applying conventional method of construction and environmentally oriented structures.

In this case, requirements of new users are, in a way, anticipated through the Inventory of potential uses, and the city service is ready and efficient for all the issues of protection and revitalization.

2.5 Održavanje graditeljskog nasleđa grada Berna

„Održavajte svoje spomenike i nećete imati nikakve probleme i razmišljanja u vezi s tim, ako treba da ih popravite, vi ih popravite. Popravke na krovu izvršite, granje i jesenje lišće na vreme pokupite i očistite, zaštitite krov, kao i fasade od oštećenja. Održavajte staru zgradu s velikom pažnjom. Brojite svoje kamenje kao da su dragulji ili drago kamenje, postavite straže za održavanje kao u palatama ili na kapijama velikih gradova. Poduprite zidove sa železnim stubovima gde počinju pucati, poduprite stubovima gde počinju da se nagnju. Bolje je nešto imati u ruci, pa makar i štake, nego izgubljenu zemlju za gradnju; poslednji dan objektu će sigurno doći, ali ga odugovlačite i onda ga sami odredite.” Ovu misao je izrekao Džon Raskin, veliki engleski mislilac, koji je još sredinom devetnaestog veka bio svestan značaja kontinuiranog održavanja građevina, naročito spomenika kulture. [16]

Raskin je imao pravo. S malim naporima, može se postojeće stanje zgrade zaštititi, a rekonstrukcija i obnova mogu doneti uštedu, ukoliko se sve redovno održava. Apsurdno je da se jedan spomenik kulture potpuno zanemari, a da se onda preduzimaju mere zaštite. Obim i vrste mera zaštite za tako drastično zapuštene slučajeve mnogo koštaju. Nemaran odnos prema vrednim spomenicima kulture češći je među vlasnicima privatnih poseda, pa se u praksi događa da se jedan isti objekat mora potpuno obnavljati u vremenskom razmaku od dve generacije. Radovi na zaštiti i obnovi spomenika kulture u privatnom vlasništvu obavljaju se nakon dogovora između vlasnika objekta i Komisije za zaštitu spomenika kulture, što može potrajati dok se obezbede finansije, a objekat u međuvremenu i dalje propada. Komisija za zaštitu spomenika kulture zna da takav pristup održavanja objekata nije dobar, jer uzrokuje propadanje objekata, kao i velike, neplanirane troškove budućeg renoviranja, ali nije uvek u stanju da to spreči.

Institucije i pojedinci, odnosno oni koji su odgovorni za zaštitu i revitalizaciju objekata, ranije su preduzimali tzv. jednostavne mere preventivne zaštite, koje daju rezultate na duži period. U međuvremenu, primenjuju se još mnoge mere preventivne zaštite, kojima je sačuvan veći broj spomenika kulture, što je i omogućilo da zaštićeni grad Bern dospe na listu Svetske baštine UNESCO-a. Mehanička vrsta zaštite pokazala se veoma efikasnom. To je, u suštini, veoma praktična mera kojom se spomenik može popraviti ili prepraviti, poštujući princip reverzibilnosti. Ova vrsta zaštite dolazi do izražaja kada je primenjuju vlasnici privatnih objekata koji su pod zaštitom, jer se s malim troškovima postiže veći učinak zaštite. Na primer, jedna od tehnika koja se koristi u svrhu preventivne zaštite jeste očvršćavanje kamena peščara, od koga je grad Bern sazidan, jednom vrstom cementa pomešanog s krupnijim frakcijama mlevenog kamena. Taj materijal koristi se s jednom vrstom lepka, čija je receptura specijalno napravljena za potrebe konzerviranja starog grada. Materijal je kompozit i nov, sastavljen na preporuku Zavoda za zaštitu spomenika, da bi se sprečio i rešio viševekovni problem s vodom. Vлага i kapilarno penjanje vode kroz materijale od kojih je napravljen Stari grad (sivi kamen peščar) predstavljali su ogroman problem u zaštiti grada. Da bi se izbegle kompletna rekonstrukcija i obnova,

2.5 Care and maintenance of the built heritage of the city of Bern

„Take proper care of your monuments and you will not need to restore them. A few sheets of lead put in time upon the roof, a few dead leaves and sticks swept in time out of a water-course, will save both roof and walls from ruin. Watch an old building with an anxious care. Count its stones as you would jewels of a crown; set watches about it as if at the gates of a besieged city; bind it together with iron where it loosens; stay it with timber where it declines. Better a crutch than a lost limb. Its evil day must come at last; but let it come declaredly and openly.” This is a thought of John Ruskin, great English thinker, who was as early as by the mid of nineteenth century aware of the importance of continuing maintenance of buildings, especially of cultural monuments. [16]

Ruskin was right. With small efforts, one can preserve the condition of a building and postpone reconstruction and renovation, and save considerable finances if everything is regularly maintained. It is absurd to completely neglect a cultural monument, and only then undertake a protective measure. The scope and type of protective measures for so drastically neglected cases require considerable financial resources. Neglect for the valuable cultural monuments is more frequently present among private property owners, thus, in practice, one and the same building should be fully renovated in a short time span of two generations. The protection and renovation works of the privately owned cultural monuments are performed after agreement between the property owner and the Historical Protection Commission, which may be a prolonged process until finances are provided, while the structure is exposed to further dilapidation in this period. The Historical Protection Commission is aware that such approach to building maintenance is inadequate, since it causes dilapidation of buildings and high unscheduled cost of future renovation, but is unable to prevent it in all the cases.

Institutions and individuals, i.e. those who are responsible for protection and revitalization of buildings undertook in the past the so called “simple” preventive protection measures and those measures have long term effects. In the interim period, a large number of additional preventive protection measures were implemented and thus, preserved lots of cultural monuments that enabled the protected city of Bern to be added to the List of UNESCO World heritage. The mechanical protection proved to be very efficient. It is, in essence, a very practical measure, which can repair or change the monument; the principle of reversibility is observed in the process. This protection measure is significant in the cases when the private owners possess the listed buildings, because little expenditure provides high protection effects. For instance, one of the techniques used for preventive protection is hardening of sandstone, which was used for building the city of Bern, using a sort of cement mixed with coarse fractions of ground stone. This material is used along with an adhesive whose mix was specially designed for the purposes of conservation of the old town. It is a new composited material, designed following the recommendation of the Monument protection Institute, in order to solve a several centuries lasting problem with

mora se primeniti preventivna zaštita koja ima isti značaj kao i redovna zaštita koja se uobičajeno primenjuje na spomenike kulture. Preventivna zaštita, u ovom slučaju znači „sprovoditi redovnu obnovu i kontrolu“.

U Bernu, Komisija za održavanje spomenika, nakon izrade završnog računa i urađene evidencije obavljenih preventivnih mera, oba izveštaja šalje vlasnicima zaštićenih objekata da budu u toku s delatnošću u toku jedne godine. U istom izveštaju nalaze se i predlozi za periodične kontrole spomenika kulture. Vlasnicima se nudi da se, na primer, svake dve godine obave kontrole krovova i da se konstatuje njihovo stanje, o čemu bi vlasnici bili obavešteni. Dalje, u popisu predloga nalaze se i izveštaji o podovima u unutrašnjim prostorijama, kao i saveti o tome kako se najbolje održavaju. Ove stavke, koje govore o tome kako bi nešto trebalo da izgleda u prostoru, mogu se navesti i u glavnom ugovoru koji se sklapa između Komisije za istorijsku zaštitu (odgovara Zavodu za zaštitu spomenika kulture u Srbiji) i vlasnika zaštićenog objekata.

Mnogi objekti u gradu Bernu su javnog sadržaja i u privatnom su vlasništvu, tako da je i na njih primenjen Zakon o zaštiti. Za otvorene (objekti javnih i poslovnih sadržaja) javne objekte dogovoreno je da se, u odgovarajućim periodima od nekoliko godina, sazivaju sastanci predstavnika Komisije i organizacija ili firmi koje su u objektima privatnog vlasništva, na kojima će se dogovarati o daljim aktivnostima. Ti sastanci su nesumnjivo veoma značajni, jer se na njima dogovori postižu veoma brzo, posebno ukoliko se konstatuje da nisu potrebna velika ulaganja.

Na primer, ukoliko se uoče manja oštećenja na fasadnom platnu, jer su fuge na fasadi popustile, ili ako su oštećene stepenice, ako se ogulila boja na ulaznim vratima ili su vidljiva i neka druga osetljiva, ali minimalna oštećenja na zgradi, Komisija može reagovati veoma brzo. Ona predlaže zaključenje jednog kontrolnog ugovora s firmom koju će izabrati na pozivnom konkursu. Firme iz te oblasti poznate su Komisiji i od njih nekoliko, obično su tri do četiri renomirane za potrebnu vrstu posla.

Po pozivu, firme daju svoje ponude, a komisija je ta koja određuje ko će da dobije posao održavanja određenog objekta. Ugovor se prosleđuje vlasniku javnog objekta koji daje ili ne daje pristanak na to. Ako vlasnik pristane, potpisan ugovor vraća se u Zavod, koji poziva izabranu firmu da započne obavljanje zaštite. Preliminarni ugovor koji je potpisan s firmom za održavanje ima dejstvo dve godine, s mogućnošću raskida posle godinu dana. Firma koja održava objekat podnosi izveštaj u kome mora biti navedeno: šta je kontrolisano i u kakvom je stanju, da li su potrebne neke mere zaštite, obnove ili rekonstrukcije. Time je obezbeđeno da mala oštećenja budu na vreme otkrivena i ako je potrebno, sanirana.

Navedenim merama sprečava se pojava velikih oštećenja, jer se, s obzirom na kontrolu, ne mogu razviti. Svi izveštaji o urađenim kontrolama moraju se blagovremeno dostaviti i ništa se ne sme zanemariti. Službe koje su nadležne za tu vrstu posla moraju biti do detalja informisane o tome kako će se sve popravke obaviti ili kako će se objekat zaštititi, koliko vremena treba da se to uradi i koliko će koštati. Svi detalji moraju objektivno biti predstavljeni i trajno dokumentovani.

U Bernu je bilo velikih propusta u zaštiti istorijskog

water. Moisture and capillary rise of water through the materials used for building of the Old town (which is build of the grey sandstone), were a huge issue in protection of the city.

In order to avoid the process of a total repair and protection (reconstruction and renovation) preventive protection should be implemented and it is equally important as the regular protection which is usually used for cultural monuments. Preventive protection, in this case means “performing regular renovation and control”. After the final balance has been done and after registering all the performed preventive measures, the Historical Preservation Commission of Bern sends both reports to the owners of the listed buildings so they can keep the record of the activities within a year. In the same report, there are proposals for periodical controls of cultural monuments. The owners are offered that, for example, every two years roof controls are performed and their condition established. The owners are informed of the findings. Further, in the list of proposals, there are reports about floors in interior rooms, and the advice about how to maintain them in the best manner. These items, describing how something should look like in space, can also be included in the main contract signed by the Historical Preservation Commission and the owner of the listed building.

Many buildings in the city of Bern have public use but are privately owned, so the Law on protection applies to them as well. It is agreed that the open public buildings (buildings with public and business uses), will be a subject matter of the meetings between the representatives of the Commission and the organization and companies, in the appropriate several years intervals, where the further activities will be discussed. Those meetings are, undoubtedly, of great significance and they proved to be important, because agreements can be reached very quickly if it is established that no major investment is required.

For instance, the Commission can react very quickly if small damage are observed on the façade walls because the pointing joints cracked, or stairways are damaged, or the paint on the entrance doors peeled off or some other sensitive but minimum damage is visible on the building. They propose making a control contract with a company to be selected at an invitation to bid. The companies dealing in this field are known to the Commission, and out of several of them, usually 3-4 are specialized for this type of works.

After the invitation, the companies give their offers, and the Commission decides on whom to entrust the maintenance of a certain building. The contract is forwarded to the owner of the public building, which he may or may not give consent for. If the consent is given, the signed contract is returned to the Commission, which invites the selected company to start with the protection works execution. The preliminary contract which is signed with the maintenance company has a validity of two years, with the provision for termination after a year. The company maintaining the building submits a report which should include: what was controlled and in what condition it is, and if some protective, renovation or reconstruction measures are required. This provides early discovery and potential repair of small damage.

These measures prevent the onset of a major damage, which cannot develop due to the control. All the

nasleđa pre Drugog svetskog rata, ali navedene mere, uvedene pre sedam do osam decenija, tu situaciju su značajno promenile. Ta promena se manifestuje, pre svega, u postupnom, ali stalnom posmatranju spomenika, te blagovremenim popravkama, kako se ti propusti ne bi ponovili.

2.6 Inventarisanje spomenika kulture kao preventivna zaštita

Veoma dugo su u Bernu samo neke javne i sakralne građevine bile označene kao spomenici kulture. Na primer, Gradska palata, jedna od najstarijih palata istorijskog dela Berna, od vlasnika i u političkim krugovima označena kao bitan objekat u memoriji grada Berna, kao i Katedrala (Münster), započeta 1421. godine, najviša u Švajcarskoj. Broj spomenika kulture se pažljivo i postepeno proširivao.

S velikom pažnjom i brigom, Komisija za održavanje spomenika kulture priprema i sastavlja izveštaje tako da budu razumljivi i ljudima koji nisu stručnjaci, da bi svi bili upoznati s radovima koji će se izvoditi na spomenicima kulture. Ipak, ti spiskovi nisu uvek ispunjavali sve uslove i zato se poslednjih dvadesetak godina intenzivno radi na vrednovanju graditeljskog nasleđa da bi ono moglo da se što kvalitetnije inventariše. Istovremeno, ovaj inventar se digitalizuje u centralnoj bazi podataka, u kojoj se, prilikom popisa, ispunjavaju svi državni, kantonalni i gradski zakoni zaštite objekata. Od početka rada, Komisija se veoma trudila da ono što radi naiđe na razumevanje i prihvatanje građana Berna, jer upravo građani putem raznih poreskih oblika plaćaju rad Komisije. Pre nekoliko godina, ustanove građanske inicijative uspele su da se izbore za pravo odlučivanja i uticaja na odlučivanje prilikom upisa zaštićenih zgrada u spisak Inventara.

Oblici građanske inicijative dobili su „zeleno svetlo“ u ministarstvima Kantona Bern i pravo odlučivanja stanovnika grada podignuta su na viši nivo. Sistem u praksi funkcioniše tako što Komisija popisuje objekte, klasifikuje ih, određuje kategoriju zaštite, ali ukoliko, na osnovu stručnih istraživanja, Komisija odluči da se spomenik kulture mora srušiti ili značajno renovirati, bez obzira na to što će to skupo koštati poreske obveznike, tada građani istupaju sa svojom inicijativom. Građanska inicijativa je mehanizam koji se u Švajcarskoj, pa tako i u Bernu, maksimalno koristi. Čim građani konstatuju da treba da reaguju, oni prikupljaju potpise i raspisuje se referendum o tom problemu, o tome da li treba da se prihvati odluka Komisije ili ne.

Rezultati referenduma obavezujući su za sve učesnike tog procesa. S tim mehanizmom odlučivanja, procesi se odvijaju na obostranu korist. Na taj način, procenjuje se, odnosno prihvata ili kritikuje rad Komisije. Komisija za zaštitu objekata uvek je pod lupom javnosti, njen rad je potpuno transparentan. Javnost i transparentnost glavna su obeležja u radu ove institucije. Osnovni pristup u radu jeste da se problemi rešavaju na

reports of performed controls should be timely submitted and nothing neglected. The services competent for that sort of the work should be informed in detail about how the repairs or protection will be performed, what time is needed and how much it will cost. All the details should be objectively presented and permanently documented.

In Bern, there were large failures in protection of the historical heritage before the WWII, but the mentioned measures, introduced seven to eight decades ago, considerably changed this situation. This change is manifested primarily in gradual but continuous monitoring of the monuments, timely repairs so that the failures are unlikely to happen again.

2.6. Making an inventory of the cultural monuments as a preventive protection measure

For very long time, only some public and sacral buildings were listed and marked as cultural monuments in Bern. The examples are the Town Palace, which is one of the oldest palaces of the historical part of Bern, which was by the owner and in certain political circles marked as an important structure in the memory of the city of Bern, as well as the Cathedral (*Münster*) whose construction began in 1421 as the tallest cathedral in Switzerland. The number of cultural monuments carefully and gradually expanded.

The Historical Protection Commission with great care and attention prepares and composes the reports, so that they are readily understandable to the people who are not experts, so that they will be acquainted with the works to be executed on the cultural monuments. Yet, these lists sometimes fail to meet all the requirements and therefore, there has been an intensive effort in the past twenty years to evaluate the building heritage, so that it could be entered in an inventory. Simultaneously, this inventory is digitalized in the central data bank, according to all federal, cantonal and city laws. Since the beginning of work, the Commission endeavoured to have its activities accepted and understood by the citizens of Bern, since the citizens pay for the operation of the Commission, through various forms of taxes. Several years ago, the citizens' initiatives establishments succeeded in gaining right to decide and affect decision making on the occasion of including listed buildings in the Inventory list.

The forms of citizens' initiatives got the green light in the ministries of the Bern Canton and the citizens decision making rights were brought to a higher level. In practice, the system work comprises the Committee making a list of the buildings, classifying them, determining the protection category; but if the Committee, based on the professional expertise, decides to demolish the cultural monument, or to extensively renovate it, regardless of the high cost for the tax payers, then the citizens come forth with their initiative. The citizens' initiative is mechanism that is used to the maximum in Switzerland and thus in Bern. As soon as the citizens conclude that they should react they gather signatures and put the issue on a referendum whether to accept the Committee decision or not.

The referendum results are binding for all the participants of the process. With this decision-making mechanism, the processes are beneficial for both sites. In this way the work of the Committee is assessed, i.e.

samom početku, i to dijalogom i dogovaranjem, da posle ne bi došlo do konfliktnih situacija, jer tada svi građani snose posledice. Zato se sve opcije rada na spomenicima kulture predstavljaju odmah na početku, iznose se na javnu raspravu, organizuje se skupština građana i donose se zaključci.

2.7 Preventivna zaštita koju nalažu zakonski propisi

Ukoliko se pojavi problem, odnosno ako treba da se donese odluka o tome da li će se neki objekat rušiti ili obnavljati, treba obaviti određena istraživanja po fazama. Iskustvo je pokazalo da prvo treba odrediti vrstu namene parcele, zatim namenu objekta na toj parceli, a potom napraviti predlog na koji način se može spasti objekat, odnosno mora li se srušiti.

Obim radova unapred je određen, pa je zato veoma važno da Komisija za održavanje objekata unapred dobije kompletna uputstva u vezi s postojećim objektom. Zakon grada Berna sadrži sve što je potrebno u vezi s gradnjom i zaštitom osetljivih objekata, kako u samom gradu, tako i u Kantonu Bern. Zakoni su potpuno određeni, naročito deo zakonskih odredaba koje se odnose na zaštićeni istorijski deo, poznat kao Stari Bern. Ova stavka nije baš povoljna za buduće investitore koji bi želeli da ulažu u okviru Starog grada, bilo da je reč o stambenim ili javnim objektima. Zakonske odredbe su jasne i ne mogu se drugačije tumačiti osim onako kako su u zakonu propisane i svi učesnici, uključujući i sve stanovnike Berna, saglašavaju se s tim. U Gradskom građevinskom zakonu grada Berna iz 1979. godine u članu 75, paragraf 3, piše: „Zgrada, grupa zgrada, blokovi i delovi istorijske arhitekture imaju ulogu u specijalnoj zaštiti, i podrazumeva se da se neprihvatljivi poslovi na zgradama ne obavljaju, jer bi to moglo da izazove sukob s javnim mnjenjem. Opisane su granice, razdaljine među zgradama, Mehrlangenzuschläge, rastojanja od građevinske linije i visine zgrada koje se moraju održavati. U slučaju katastrofe, stari zaštićeni objekti treba da se izgrade na originalnim mestima, sa identičnim fasadama, atrijsima i karakterom koji treba da se sačuva. Celokupni karakter se ne može promeniti renoviranjem i dogradnjama na zgradama.” Dodatak br. 4 glasi: „Nove građevine kao ni dogradnje u Starom gradu ne smeju da promene gradsku perspektivu. Izuzeci za gradnju višespratnih dodataka neće biti prihvaćeni.”[20]

Ovaj zakon, s jasno definisanim odrednicama o zaštiti, važi samo za Stari grad Bern [25] koji je zadržao originalan izgled [23]; izvan granica tog područja, zakon nema tako striktno dejstvo. Na teritoriji Starog grada zadaci Komisije za održavanje spomenika kulture zasnivaju se na Kantonalnim zakonima. Na delovima gradske teritorije koja nije pod zaštitom države veoma je važno kako će se planirati zaštita i revitalizacija. Tokom rada u toj oblasti, Komisija je istovremeno izložena kontroli javnosti i stanovnika grada Berna kao neposred-

accepted or criticized. The Cultural monument protection Committee is always in view of the vigilant public; its work is fully transparent. Public character and transparency are the main traits of the operation of this institution. The basic approach to the work is to solve the problems at the very outset, through a dialogue and agreement in order to avoid the conflicting situations, because all the citizens have to bear the consequences resulting from the problematic situation. Therefore, all the options of the work on the cultural monuments are presented at the beginning, taken to public discussion, an assembly of the citizens is organized and conclusions are drawn.

2.7 Preventive protection prescribed by the legal regulations

Certain research is performed in phases if a problem occurs; that means a decision is made on whether a building will be demolished or restored. The experience has shown that the use of the building lot should be determined first, then the use of the building on the lot and then to make a proposal in what way the building can be salvaged or it should be pulled down.

The scope and amount of work is determined in advance, so, therefore, it is very important that the Commission for building maintenance receives the complete instructions related to the existing building in advance. The law of the city of Bern comprises all necessary details concerning construction and protection of sensitive buildings, both in the city itself and in the Bern Canton. The regulations are entirely determined, especially the part relating to the listed historical part known as the Old Bern. This fact is beneficial for the future investors who would like to invest, within the Old city, regardless of whether those are housing or public buildings. The legal regulations are clear and inaccessible to a different interpretation except as laid down by law, and all the participants, including all the citizens of Bern, agree with that. In the City building regulations, Bern 1979, Article 75, paragraph 3 is quoted: “A building, group of buildings, blocks and parts of historical architecture have the role in special protection, and it is comprised that the unacceptable interventions on the buildings are not carried out, which could create conflict with the public opinion. The city inventory explains the parts of the cantonal law (article 8/19 Bau, article 12 Bau V). Bordering lines, distances between buildings, distances from the frontage line and heights of the buildings which should be maintained are described. In the case of a catastrophe, the old listed buildings should be constructed in their original places with identical facades, atria, and character which must be preserved. The overall character must not be changed with renovations or extensions on buildings.” Addition no. 4 defines that: “new buildings nor extensions in the Old city must not change the cityscape”. The exceptions for construction of multi-storey extensions will not be accepted.”[20]

This law, with clearly defined protection provisions, is valid only for the Old city of Bern [25], which retained its original appearance, [23] while outside this area the law is leniently enforced. In the territory of the Old city, the tasks of the Historical Protection Commission are based on the Canton regulations. It is very important to plan

nih korisnika graditeljskog nasleđa.

Jedno od važnih pravila za gradnju u Bernu jeste da su izgradnja i namena objekta na svakoj parceli jasno precizirani: dužina građenja (okvirno), dubina iskopa, visina spratnosti, koeficijenti izgrađenosti, minimalan broj parking mesta, izgradnja skloništa i drugo. Detaljno određenje pomenutih parametara propisuje Gradska kancelarija za planiranje po planu o izgradnji grada iz 1987. godine, i ona se, takođe, brine o tome da tradicionalni stambeni blokovi pružaju visok stambeni komfor, kao i da se održe dizajn, jedinstvo i čistoća tih delova grada. Planirani koeficijent novih zgrada je određen u skladu s postojećim očuvanim objektima. Dozvoljena je gradnja na mestima gde je moguće razviti urbani prostor ili gde se očekuje intenzivniji razvoj ekonomskih aktivnosti. Plan o izgradnji grada nije izričito povezan s planom zaštićenih spomenika kulture. Plan ne objašnjava to da li se prostor koji je potreban za život stanovnika mora obezbediti s postojećim zgradama ili je potrebno graditi nove zgrade. Ipak, ovako definisan, plan je u većini slučajeva eliminisao pretnju da će mnogi postojeći objekti biti srušeni usled zahteva javnosti za novim prostorima. U većini slučajeva nema finansijskog opravdanja da se zgrada sruši i da se gradi nova. U tom smislu, *Bauklassenplan* grada Berna imao je značajnu ulogu. To je posebno uočljivo kada je reč o građevinskoj klasi E (ocena postojeće konstrukcije), jer se u okruženju može graditi samo u skladu sa zaštićenom zgradom. [2] U planu za izgradnju u građevinskoj klasi E ne navodi se konkretno da li se specifična zgrada treba održavati ili ne. Međutim, ukoliko se novi objekat gradi na mestu starog, koji je označen kao klasa E, onda novi objekat mora da zadrži plan volumena i visinu stare zgrade. Dogradnja je jedna od mogućnosti da se poboljšaju uslovi stanovanja, ali samo ukoliko taj dodatak zadrži istorijske odlike postojeće građevine. Tim merama plan sprečava nepotrebna rušenja postojećih zgrada, kao i spomenika kulture, što se pre donošenja plana često događalo.

3 PROSTORNI I URBANISTIČKI PLANOVI KAO VID ZAŠTITNE MERE

Ukoliko se u nekim delovima grada stvore nezadovoljavajući uslovi, onda se rade specijalni planovi za budući razvoj tog područja.[2] U Bernu, kao i u celoj Evropi, planiranje dalje budućnosti neke gradske strukture može uzrokovati zabrinutost javnosti ukoliko se predlažu neprimerena rešenja. Ovo uključuje i problem vlasništva istorijskih zgrada koje imaju specijane planove u pogledu revitalizacije. Tradicionalno, one su poznate kao *zaštićeno privatno vlasništvo*, *zaštićena* ili *privatna svojina*. Planiranjem se privatni i javni problemi uglavnom podjednako razmatraju. Zabrinutost za značaj-

protection and revitalization of those areas of city territory which is not under the federal protection. During the work in this area, the Commission is simultaneously subject to control of the mentioned public and citizens of the city Bern, as direct beneficiaries of the building heritage.

One of the important construction rules in the city of Bern is that construction and use of buildings on each lot are clearly defined: the construction duration (approximately), depth of excavation, number of floors, floor area ratio, minimum number of parking space, construction of shelters etc. A detailed determination of the mentioned parameters is prescribed by the City planning office according to the city building plan of 1987, and it also takes care that the traditional housing blocks offer high living comfort as well as to maintain design, unity and cleanliness of these parts of the city. The planned coefficient of the new buildings is determined in agreement with the already existing preserved buildings. The construction is permitted at the locations where it is possible to develop the urban space or where an intensive development of economic activities is expected.

The city building plan is indirectly connected with the plan of listed cultural monuments. The plan fails to explain whether the space required for the life of the citizens should be provided with the existing buildings, or if it is necessary to build the new ones. Yet, the plan thus defined in most cases eliminated the threat that many existing buildings will be demolished due to the public demand for new areas. In majority of the cases, there is no financial justification to demolish a building and to build a new one. In this sense, *Bauklassenplan* of the city of Bern played an important role. It is especially noticeable when it comes to the building class E (evaluation of the existing structures), since in the given environment, it is permitted to build only in harmony with the listed buildings. [2]

In the construction plan for the building class E there are no concrete guidelines whether the specific building needs maintenance or not. However, if the new building is constructed in place of the old one, which was designated as class E, then the new building should retain the layout and height of the old building. Extension is one of the possibilities to improve the living conditions, but only if this extension retains the historical characteristics of the existing building. These measures of plan prevent the unnecessary demolition of the existing buildings, as well as the cultural monuments, which was often the case prior to enactment of the plan.

3 SPATIAL AND URBAN PLANS AS A PROTECTIVE MEASURE

If unsatisfactory conditions are created in some parts of the city, then the special plans are produced for the future development of that area.[2] In Bern, as well as in all of Europe, planning of distant future of a city structure may lead to the raised concern of the public, if the unsuitable solution are proposed. This entails the problem of ownership of historical buildings which have special plans related to revitalization. Traditionally, they are known as "protected private property" or "private property". By planning, both private and public problems are mostly equally considered. Concern for the cultural

ne spomenike kulture samo je jedan od mnogih faktora. Može se dogoditi da interesi političkih vlasti i glasača mogu vredeti manje od ekonomskih interesa i da se zaštita spomenika kulture može odbiti.

Svaki potencijalni sukob u planskom procesu treba da se izbegne ili da se odloži za neko vreme, da bi se o tome raspravljalo na nekim kasnijim sastancima. Iz perspektive zaštite, veoma je važno da se sačini spisak zgrada koje nisu od izuzetne istorijske vrednosti. Ipak, prilikom budućeg korišćenja tih objekata vodi se briga ne samo o finansijskoj isplativosti, nego i o kvalitetu zaštite njihovih istorijskih osobina. Primer za to jeste provizija koja se dobija po završetku zadatka. Kad je reč o najvrednijim spomenicima i njihovim vrednostima, konsenzus o dugoročnoj zaštiti treba da bude obezbeđen. Efektivni načini preventivne konzervacije su u Bernu, nažalost, ograničeni.

Kao deo Naredbe o izgradnji, vlasnici finansija će uživati korist kada se određena zgrada ne koristi, pa se restaurira i dobije novu namenu. U Uredbi Zavoda za izgradnju grada za korišćenje javnog zemljišta na kojem se nalaze spomenici kulture stoji da polovinu troškova plaćaju poreski obveznici, a ta sredstva se koriste za restauraciju zgrada, te se tako izbegava dodatno finansiranje iz budžeta građana.

Preventivna konzervacija predstavlja reakciju koja je proizašla iz specifičnih okolnosti. Istorijska konzervacija ima mnogo nivoa i mnogo alata za preventivne mere zaštite. Tokom poslednjih dvadeset godina, pokušavajući da se zaštiti, grad Bern je usvojio mnoge od tih metoda i sproveo ih u praksu. Deo procesa je završen, ali konačan cilj još nije dostignut.

3.1 Idilična zaštita okoline u gradu Bernu

Grad Bern je 1979. godine formirao posebnu gradsku Agenciju za istorijsku zaštitu. To je bio odgovor na zabrinutost države i Bernskog kantonalnog konzervatora, pogotovo zbog ubeđenja gradske vlasti i građana u to da je stari grad Bern, kao celina, baština međunarodne vrednosti i da je intenzivna zaštita preko potrebna. Međutim, već od početka, rad agencije nije bio ograničen samo na Stari grad, uključene su takođe i važne istorijske zgrade u predgrađu, a kasnije i vredne građevine modernog doba. Podela odgovornosti i rada određena je geografskom podelom, a za sve poslove konačno je nadležna Gradska stručna komisija, bez obzira na kategorizaciju objekata.

Bliska saradnja s kantonalnom službom za preventivnu zaštitu umnogome je doprinela boljoj brizi za nasleđe. S ciljem da bude što manje nepravilnosti, doneta je odluka da Gradska konzervatorska komisija bude jedina odgovorna za sve finansijske kredite budućih projekata u oblasti zaštite. Na taj način, jednom peticijom, odnosno prigovorom, moguće je prijaviti nepravilnosti u radu i kontroli transparentnosti rada ove komisije. Jasno definisanom metodom obračuna servisnih usluga od strane Udruženja švajcarskih zaštitara, omogućeno je da se izračuna čist, transparentno vidljiv doprinos koji mora da se obezbedi.[20] Pod vođstvom različitih kreditnih agencija, doprinosi su počeli da se uplaćuju. Doprinosi su jedan od elemenata na kojima se bazira rad Agencije za zaštitu grada Berna, iako je ona,

monuments of outstanding value is only one of many factors. It may occur that the interest of political authorities and voters may be outweighed by the economic interest, and that protection of cultural monuments is rejected.

Every potential conflict in the planning process should be avoided or postponed for a certain time, so that it could be discussed in some later meetings. From the perspective of protection, it is very important to make a list of buildings which are not of special historical value. Yet, in the future use of these buildings, care is taken not only about the financial profitability but also about the quality of protection of their historical characteristics. An example for that is the fee obtained upon completion of the task. When the most valuable monuments are concerned, the consensus on the long-term protection should be provided. The efficient methods of preventive conservation in Bern are, unfortunately, limited.

As a part of the Building order, the financiers can make profit in cases when a certain building is disused and is then restored and put to a new use. The decree of the City building Agency prescribes that half of the costs of the land occupied by the cultural monuments is borne by the tax payers, and those resources are used for buildings restoration, and thus the additional financing from the citizens' budget is avoided. Preventive conservation represents a reaction resulting from the specific circumstances. Historical conservation has multiple levels and tools for preventive protection measures. During the last twenty years, in an attempt to protect itself, the city of Bern adopted many methods and put them in practice. A part of the process is completed, but the final goal has not yet been achieved.

3.1 Idyllically protection of the environment in the city of Bern

The city of Bern established a special city protection agency in 1979. It was a response caused by the concern of the state and the cantonal conservationist of Bern, but also by the deep conviction of the city authorities and citizens that the old town of Bern as a whole was a heritage of an international importance and that the intensive protection was required. However, from the outset, the work of the agency was unlimited to the old town, included were many important historical buildings in the suburbs, and in the later period some valuable modern age building. The division of competences and work is determined by the geographic division, and the Professional city Committee is ultimately competent for all the works irrespective of the building categorization.

Close cooperation with the cantonal service for preventive protection largely contributed to a better level of care about of the built heritage. A decision was made to make the city's Historical Protection Commission be solely responsible for all the financial credits of the future protection projects. Thus, by only one petition, i.e. objection, it is possible to report the irregularities in the work and control of the work of this Commission. Due to the clearly defined method of billing of services by the Swiss Agency for the Protection of Cultural Property it is possible to calculate a clear and transparent contribution which should be provided. [20] Under guidance of

uglavnom, nadzorno i savetodavno telo.

Agencija, takođe, nadgleda projekte za glavne poslove, kao što je formiranje inventara spomenika kulture. Predsedavajući u ovoj agenciji je konzervator iz Komisije za istorijsku zaštitu. Ova komisija svake dve godine dodeljuje nagradu *dr Jost-Hartmann*, za „najbolje revitalizovanu i zaštićenu kuću u Starom Bernu”. [22]

Nagrađuju se osobe koje su, preduzimajući restauraciju, sledile principe zaštite i očuvale integritet vredne građevinske strukture. Nagrade se dodeljuju arhitektima i građevinskim koncernima, inženjerima i restauratorima, zanatlijama, ali i zaslužnim političarima. Članovi Agencije godinama se ne menjaju, da bi se očuvali ustanovljeni kriterijumi. Imajući u vidu broj spomenika kulture koji su pod njihovom brigom, njihovi uslovi za delovanje su skromni. Poslednje četiri godine izvori finansija su se smanjili, uglavnom za prateću administraciju. [22]

3.2 Četiri izveštaja o preventivnoj zaštiti grada Berna

U petom setu četvorogodišnjih izveštaja o preventivnoj zaštiti, koji pokriva period od 1997. do 2000. godine, uočavaju se mogućnosti da se rad Agencije predstavi široj javnosti, da bi se opisali glavni doprinosi, uslovi, kao i razne poteškoće s kojima se članovi u radu susreću. [24] Dugoročni planovi i trendovi takođe su uključeni u izveštaje. Ovaj četvorogodišnji izveštaj objavljuje se u „Bernskom magazinu istorije i lokalne istorije”. Prikazani primeri, odnosno zaštićene zgrade predstavnici su svih funkcionalnih oblika i služe kao uzori za mnogobrojne potonje restauracije, u kojima se javljaju slični problemi.

Pomoću tih primera uspešnih restauracija i konzervacija, uspostavljaju se opšteprihvaćene smernice za istorijsku konzervaciju. Pojedinačni autori, vlasnici zgrada i arhitekte, obrazlažu svoje lične primere angažovanja. Većina tekstova odnosi se na određivanje vrednosti spomenika kulture. Uočava se i učešće onih koji nisu neposredno vezani ličnim interesom za neki spomenik kulture, ali osećaju moralnu ili profesionalnu obavezu da skrenu pažnju na vrednosti koje zapažaju. [5] U arhivima se čuva i obiman materijal, ne samo o spomenicima kulture, već i dokumentacija o restauratorskim radovima koji su na njima do sada obavljani. Ova dokumentacija je svima dostupna, a njen dodatak predstavlja i zvanični detaljni interni izveštaj. U tom izveštaju navedeni su nerešeni problemi u pogledu istorijata zgrada, njenog nastanka i promena tokom životnog veka, kao i posebni problemi koji su uočeni tokom restauracije. U godišnjim izveštajima grada Berna nalaze se, takođe, lista objekata na kojima su izvršeni restauratorski radovi, ali i lista projekata koji su odbačeni. Najdramatičniji događaj iz perioda koji pokrivaju ovi izveštaji jeste nesreća u ulici *Randbjunkergasse*, početkom 1997. godine, kada se nekoliko kuća srušilo. Velike štete utvrđene su na pet

various credit agencies, the contributions began to pay off. The contributions are one of the elements on which the operation of the Agency for Protection of the City of Bern is based, even though it is mostly concerned with supervision and consulting.

The Agency also supervises the projects of the major tasks, such as establishing the cultural monuments inventory. The chairman of the Agency is a conservationist belonging to the Historical Protection Commission, and the other members are respectable professionals in fields relevant for the cultural property protection. The Commission biannually awards the *dr Jost-Hartmann* prize, for the best revitalized and protected house in Old Bern”. [22]

The prizes are awarded to the individuals who, undertaking restoration, followed the protection principles and preserved the integrity of a valuable building structure. The buildings are awarded to architects and contracting concerns, engineers and restorers, craftsmen and politicians. The members of the Commission remain the same for years, in order to retain the established criteria. In comparison to the number of cultural monuments in their care, their working conditions are modest. In the last four years, the financial resources were reduced, mostly for the accompanying administration. [22]

3.2 Four reports on the preventive protection of the city of Bern

In the fifth set of four-year reports on preventive protection, covering the period 1997-2000, there is potential to present the work of the Agency to the wide public, in order to describe the main contributions, conditions and various difficulties the members encounter in their work. [24] The long-term plans and trends are also included in the reports. This four year report is published in the “Bern journal of history and local history”. The presented examples, i.e. the protected buildings are representatives of all the functional forms and they serve as models for numerous subsequent restorations that feature similar problems.

With the aid of these examples of successful restorations and conservations, generally accepted guidelines for historical conservation are established. Individual authors, such as the building owners and architects explain their personal actions. The most of the texts refer to the determination of the values of the cultural monuments. Also notable is the participation of those who are not personally involved with a cultural monument, but who feel the moral or professional obligation to draw the public attention to the values they perceive. [5] Extensive material is being kept in the archives, concerning not only cultural monuments, but documents on the restoration works performed on them up to now. These documents are widely available. An official detailed internal report is an addition to these documents. The report lists the unsolved problems concerning the historical background of the buildings, their construction and changes they underwent during their life time, as well as special problems detected during the restoration. The yearly reports of the city of Bern also comprise the list of buildings which underwent the restoration works, but also the list of rejected designs. The most dramatic event from the period

vrednih istorijskih zgrada. Požar, koji je ovu štetu izazvao, naveo je građane Berna da u narednim mesecima reaguju u smislu donošenja važnih odluka o zaštiti nasleđa.

Iskazana je velika zabrinutost za Stari grad. Projekti restauracija, preduzeti nakon ove nesreće, obuhvatili su i dodatne mere zaštite i predstavljali su nov izazov za stručnjake. [24]

3.3 Spomenik kulture kao vlasništvo

Zaštićeni spomenici kulture dugo nisu bili atraktivni za poslovanje nekretninama. Uzrok za to bio je ograničenje u izboru namene, kao i dizajna koji se može primeniti na neku zaštićenu istorijsku građevinu. Poslednjih decenija došlo je do značajnih promena u pristupu ovim problemima i njihovom rešavanju. Zaštićene građevine danas imaju tržišnu vrednost i visoko se kotiraju kada je u pitanju prodaja, ali i iznajmljivanje, zbog njihove upotrebne vrednosti.

Zaštićene građevine imaju period dugog korišćenja i najčešće se nazivaju građenim slojem prve klase. Za mnoge takve građevine pojavljuje se problem daljeg opstanka. Razlozi za to su razni: makroekonomske promene, migracija stanovništva, kao i promene u okruženju, a sve to uzrokuje neželjene efekte devastacije građevinskog tkiva. Najčešći uzrok propadanja jeste prevaziđena originalna, izvorna, funkcija tih građevina, što je ljude koji su u njima stanovali ili radili navodilo da ih napuste. Logičan zaključak jeste da u tom slučaju treba promeniti namenu građevine. To je, međutim, veoma teško kada su u pitanju zaštićeni spomenici kulture, jer promene fizičke strukture koje, po pravilu, treba obaviti tako da se očuvaju spomenička svojstva zbog kojih je zgrada zaštićena, iziskuju veliku pažnju i senzibilitet arhitekata, a i mnogo koštaju. Buduća dobit od investicije u prenamenu istorijske građevine zavisi od nekoliko faktora: faktora ograničenja u budućoj nameni, faktora pratećih troškova u fazi daljeg životnog veka građevine i faktora povećanja investicija zbog zahteva maksimalnog očuvanja originalnih svojstava objekta.

Metode zaštite i promena namene građevine treba da budu potpuno usaglašene. Određeni stepen tolerancije pri izgradnji novih zgrada ne postoji kada se obavljaju radovi na zaštićenim istorijskim spomenicima. Zato budući korisnik postavlja pitanja da li će uspešno moći da se ispune svi postavljeni zahtevi, a da se prilikom investiranja u zgradu smanji uloženi kapital radi što većeg profita.

Ovaj proces, putem kog se moraju rešavati problemi funkcije i potencijala u savremenim uslovima zaštićenih spomenika kulture, u punom smislu reči jeste *revitalizacija* - „ponovno vraćanje u život”.

3.4 Definicija graditeljskog nasleđa po švajcarskim zakonima

Graditeljsko nasleđe predstavlja nasleđe koje nije važno samo za jedan deo švajcarske teritorije, odnosno

covered by these reports is the disaster in *Randbjunkerngasse* Street, at the beginning of 1997, when several houses collapsed, and when extensive damage was caused on five historical buildings. The fire which broke out and caused this damage, led the citizens of Bern to react in the ensuing months, in terms of making some decisions related to the heritage protection.

A high concern was expressed for the Old town. The restoration designs following the disaster included the additional protection measures and represented a new challenge for all the experts. [24]

3.3 Cultural monuments as property

Listed cultural monuments were not attractive to real estate business for a long time. The main reason was the limitation concerning the use and design which can be adopted for a listed historical building. In the recent decades, there have been considerable changes in the approach to solving these issues. The listed buildings nowadays have market value, and they rank high both in terms of sales and in renting, due to their practical value.

The listed buildings have been used for a long time, and they are most often called the built layer of the first class. The further existence of many of them was threatened. There were diverse reasons for this: macro-economic changes, population migration, environment changes, all leading to the undesirable effects of urban fabric devastation. The most common cause of dilapidation was the outdated function of the building which led people who were residing or working in it to abandon it. The logical conclusion is that the use of the building ought to be changed in such situations. However, this is very difficult when it comes to the listed cultural monuments, since the changes of the physical structure, which, as a rule, must be performed so as to preserve the monumental properties for which the building was listed in the first place, require considerable attention and sensibility from the architects, as well as considerable financial resources. The future profit resulting from the investment in the conversion of a historical building depends on several factors: the limiting factors of the future use, factor of running costs in the future phase of the building service life, and the factor of increase of investment due to the requirement of preservation of the original building properties.

Protection methods and conversion of the building must be in full agreement. A certain degree of tolerance which is normal in construction of new buildings cannot be implemented when it comes to the works on the listed historical monuments. For this reason, the future user wants to know whether all the requirements will be successfully met, while keeping the investment in the process at the lowest possible level in order to maximize the profit margin.

This process, through which the issues of function and potential of contemporary listed cultural monuments must be solved, is a fully fledged *revitalization*, “bringing back to life”.

3.4 Definition of the built heritage according to the Swiss legislation

The built heritage is the heritage which is not only important for a part of Swiss territory, or belongs to

koje je vlasništvo pojedinca, već je bitno za opšte i javno dobro celokupnog društva u celini. Ono se identifikuje, proučava i prenosi na buduće generacije tako što se beleži, evidentira, štiti i ostavlja za dobrobit celokupnom švajcarskom društvu i celom svetu.

Graditeljsko nasleđe odražava regionalnost, različite tipove građevina i tradicije uopšte. Ono može da obuhvata: od farme do velikog grada, nadogradnju, komercijalne industrijske komplekse, radnička naselja, zamkove, kao i arheološka nalazišta. Spomenici kulture nisu samo arhitektonski objekti iznad prosečnog kvaliteta, već to mogu biti i jednostavni, ali za društvo važni istorijski subjekti koji doprinose uravnoteženju današnje slike gradova. Graditeljsko nasleđe podrazumeva sve što je u prošlosti sagrađeno, a ima spomeničke vrednosti. Sve što je proglašeno graditeljskim nasleđem mora biti zaštićeno, a ako je zaštićeno, onda **mora** biti **sačuvano**. [21]

4 FAKTORI KOJI UTIČU NA PROCES REVITALIZACIJE

Revitalizacija nekorišćenih istorijskih spomenika jeste proces u koji je uključeno nekoliko odlučujućih faktora. Ti faktori su konstante i utiču na pojedine faze revitalizacije. Sama revitalizacija nije jednoznačno određena, pošto se spomenici kulture razlikuju po svojim karakteristikama i lokacijama. Ipak, mogu se postaviti određene smernice – kao svojevrsni akcioni vodič koji se, potom, prilagođava pojedinačnim slučajevima.

Faktori koji utiču na proces revitalizacije nekorišćenih, odnosno napuštenih, spomenika kulture i njihove međusobne veze prikazani su na Shemi 1.

individuals, but is important public and general resource of the entire society. It is identified, studied and passed on to the future generations, by being recorded, listed and left to the benefit of the entire Swiss society and the world.

The built heritage reflects regional traits, various types of buildings and tradition in general. It can include: farms and big cities, extended buildings, commercial industrial complexes, working people districts, castles and archeological sites. The cultural monuments are not only exceptional quality architecture, but those can be simple, but socially important historical subjects which characterize and contribute to the balancing of the contemporary image of the cities. The built heritage comprises everything built in the past, possessing the monumental value. Every item declared building heritage must be listed, and if listed, it **must** be **preserved**. [21]

4 FACTORS INFLUENCING THE PROCESS OF REVITALIZATION

Revitalization of disused historical monuments is a process which includes several decisive factors. Those factors are constantly present and they affect individual phases of revitalization. The process itself is not universal, since the cultural monuments differ in terms of their characteristics and locations. Yet, certain guidelines can be provided as certain action guide, which is, subsequently adapted to the individual cases.

The factors affecting the revitalization process of unused, i.e. abandoned cultural monuments and their mutual relations are displayed in Scheme 1.

Shema 1. Faktori koji utiču na proces revitalizacije
Scheme 1. Factors influencing the revitalization process

Faktori, osim što su stalno prisutni, pomažu i u pojedinačnim fazama rada. Zbog toga se veze između faktora na grafikonu mogu koristiti kao preporuka prilikom praktičnog rada. Neke faktore, do određenog stepena, mogu kontrolisati razni učesnici. Pojedini, međutim, moraju se usvojiti takvi kakvi jesu. To su,

The factors, apart from being ever present, help in the individual work phases. For that reason, the relations between the factors in the chart can be used as a recommendation in the practical work. Some factors can be controlled to a certain degree by the various participants. Some of them, however, should be adopted

uglavnom, faktori tržišta i lokacije. Na druge faktore, kao, na primer, postojeće stanje nekretnina, može se uticati. Pri revitalizaciji, mora se voditi računa o vodećim tačkama u procesu i ograničenjima koje treba poštovati. Shema 2. prikazuje preporuke, u obliku akcionog plana, koje značajno unapređuju kvalitet revitalizacije.

as they are. Those are, prevalently, the market and location factors. The other factors, such as, for instance, the current status of the real estates, can be affected. While performing revitalization, one should take care about the major points of the process and of the limitations to be observed. The following scheme displays the recommendations, in the form of an action plan, which considerably improves the revitalization process quality.

Shema 2. Preporuke za uspešan proces revitalizacije [21]
 Scheme 2. Recommendations of successful revitalization process [21]

Akcionni plan prvenstveno uključuje aktivne dizajnerske faktore. Za održivost projekta bitna je ujednačenost svih faktora koji najviše utiču na revitalizaciju. Zbog toga je veoma važno prepoznavanje i pronalaženje novih ideja prilikom dodeljivanja nove namene objekata.

The action plan primarily involves the active designing factors. The project sustainability requires balance and uniformity of all the factors which mostly affect the process. For that reason, recognition and finding new ideas when converting the buildings is very important.

4.1 Interesi u procesu revitalizacije i akcionari

Analiza moguće namene praznih, napuštenih istorijskih građevina jedna je od najvažnijih faza revitalizacije.

Početak izrade projektnog plana zasniva se na pretpostavkama da se u procesu revitalizacije originalna, izvorna namena i struktura zgrade mogu donekle izmeniti, u zavisnosti od njene procenjene istorijske, estetske, arhitektonske i konstruktivne, te društvene vrednosti. Kada se utvrdi taj obim mogućih izmena, nadalje o tim ograničenjima nadležnost preuzima menadžer objekta. U zavisnosti od veličine građevine i razloga za njenu

4.1 Diverse interests in the revitalization process and shareholders

An analysis of the potential use of the empty, abandoned historical buildings is one of the most important phases of revitalization.

The onset of production of the project plan is based on the assumptions that in the revitalization process, the original function and structure of the building can be changed to a certain degree, depending on its assessed historical, esthetic, architectonic and structural, as well as social value. When the scope of potential changes

revitalizaciju, cilj revitalizacije može se ostvariti uz pomoć specijalizovanog graditelja ili arhitekta, ukoliko je reč o manjim objektima. Preporuke i sugestije za formiranje veza u različitim razvojnim fazama revitalizacije prikazane su na Shemi 3.

Revitalizacija se u ovoj shemi definiše kao deo koncepta, ali deo koji se odnosi na neiskorišćenost same građevine može biti dodatno od pomoći.

Uglavnom, cilj je da se izradi analiza namene i da se koordiniraju akcionari, odnosno deoničari koji učestvuju u revitalizaciji. Namera zainteresovanih strana jeste da se projekat izloži njihovim pretpostavljenima, menadžerima projekta ili planerima. Primena ove analize omogućava pokretanje projekta.

Interes vlasnika napuštenog, praznog objekta, jeste da ga što bolje proda, odnosno, ukoliko ga zadrži u svom vlasništvu, da ga iznajmi na što duži period.

Interes izvođača radova i investitora jeste sticanje profita, što projektom revitalizacije, odnosno uvođenjem nove, odgovarajuće namene, može da se ostvari. U izboru odgovarajuće, najprimerenije namene mogu da učestvuju sve zainteresovane strane. Prilikom izbora, mora se voditi računa o tome da se ostvari harmonija između postojećih karakteristika objekta koje čine njegovu vrednost, i zahteva koje postavlja buduća namena objekta.

Dobro poznavanje prednosti revitalizacije leži u prethodnom poznavanju dve vrste parametara - onih kojima se određuju dodatni poslovi i onih u pogledu ograničenja usled zaštićenih vrednosti građevine, koji mogu biti preovlađujući faktor pri odluci da se investira u projekat revitalizacije.

Za korisnike objekta važno je da znaju koja su ograničenja objekta prilikom odabira buduće namene. Ograničenja koja utiču na novu namenu korisnicima saopštava menadžer objekta. Prethodno, on može da koristi analize o nameni i strategijskom planiranju, te da to uključi u planiranje, koje obuhvata i strategijsko upravljanje objektom. Za arhitektu-konzervatora, koji je predstavnik javnog interesa, glavna prednost koju ima od analiza jeste to što, pomoću njih, minimalizuje gubitke, zbog različitih svojstava istorijske zgrade, tokom prilagođavanja objekta budućoj nameni.

has been determined, in the further process the manager of the building is competent for these limitations. Depending on the size of the building, and reasons for its revitalization, the goal of the revitalization can be achieved with the aid of the specialized builder or architect, if small size buildings are concerned. The recommendations and suggestions for formation of relations in various phases of revitalization development are displayed in scheme 3.

Revitalization is in this scheme defined as a part of the concept, but the part referring to the unused capacity of the building itself can be of additional help.

The goal is, prevalently, to make an analysis of the use, and coordinate the shareholders taking part in the revitalization. The intention of the stakeholders is to display the project to their superiors, project managers or planners. The application of this analysis makes it possible to start the project.

The interest of the owner of an abandoned, i.e. empty building is to sell it with the best profit, or, if the ownership over the building is retained, to attempt to rent it for as long period as possible.

The interest of the contractor and investor is to make profit, which can be achieved through the revitalization project, i.e. through introduction of a new, appropriate use. All the stakeholders can participate in the choice of the most appropriate use. When making a choice one should take care to create harmony between the current characteristics of the building, which constitute its value, on one hand, and the requirements posed by the future use of the building, on the other hand.

Good knowledge of the advantages of revitalization comprises previous knowledge of two types of parameters, one type determining the additional works, and the other related to the limitations due to the protected values of the building, which can be a prevailing factor when making a decision to invest in the revitalization project.

When choosing the future use, it is important for the users of the building to know what the limitations of the building are. The users are informed about the limitations affecting the new use from the building manager. He can previously utilize the analyses of the use and strategic planning, and include it in the planning process, which comprises the strategic management of the building. For and architect-conservationist, who represents the public interest, the main advantage of the analyses is that, using them, he can minimize the losses related to the various properties of the historical buildings, in the process of adapting the building to the future use.

Shema 3. Linearna shema plana rada u ciklusima revitalizacije, sa životnim fazama
(FM-Facility Manangement sa glavnim procesima) [21]
Sheme 3. Linear diagram of the working plan in the revitalization cycles, with life stages
(FM-Facility Management with the main processes) [21]

Shema 4. Učesnici u procesu revitalizacije i njihove veze [21]
Scheme 4. Participants in the revitalization process and their relations [21]

4.2 Promene na tržištu – ponovno otkrivanje istorijskih vrednosti objekata – odnos korisnika i investitora

Na tržištu nekretnina, rokovi za izradu projekata veoma su kratki i nikada nema dovoljno vremena da se o njima ozbiljno promisli. Umesto „proizvoda – (rezultata) razmišljanja” [4] na početku revitalizacije na gradilištima nisu postojali nikakvi istaknuti podaci kojima se, atraktivnim reklamama, privlače potencijalni korisnici, odnosno investitori.

Tradicionalno *teški* faktori, koji se, po pravilu, povezuju s lokacijom, odnosno s dobiti uslovljenom infrastrukturom, bili bi pod znakom pitanja, a formulisanje novih *mekih* kriterijuma lokacije, na prvi pogled, manje atraktivnih, bili bi u drugim slučajevima zanemareni.”[4]

Osnovni principi kojima se rukovode moderni građevinski projekt jesu veća orijentacija prema korisnicima (tržišna orijentacija), te veća osetljivost u pogledu situacije (orijentacija prema okruženju). [4] Kada su zaštićene zgrade u pitanju, one imaju koristi od ovih principa, jer se, u njihovom slučaju, primenjuju *mekani* faktori.

U „Spomeničkoj studiji Berna” izneti su podaci ankete u kojoj su korisnici i investitori ispitani o njihovom

4.2 Changes in the market – rediscovery of the historical values of the buildings – relations of the users and investors

In the real estate market, the deadlines for production of projects are very short, and there is never sufficient time to dwell upon them. Instead of “the product – (result) of deep thinking” at the beginning of revitalization, there were no displayed data on the construction sites, which could, as an attractive advertisement, attract potential users, i.e. investors.

„The traditional *heavy* factors, which are, as a rule, related to the location, that is, to the profits related to the infrastructure, would be questioned, and formulation of new *soft* criteria of the location, which are, at first sight, less attractive, would be neglected.”[4]

The basic principles of contemporary construction projects are increased orientation towards the users (market oriented projects), and an increased sensitivity in respect to the situation (environment oriented projects). [4] When the listed buildings are concerned, they can benefit from these principles, since in their case, the *soft* factors are implemented.

In “The Monumental study of Bern” the data from the survey in which the users and the investors were questioned about their experience in revitalization and the

iskustvu s revitalizacijom i izborom novih namena zaštićenih objekata obuhvaćenih ovom studijom.[9]

Prednosti i koristi istorijskih zgrada, koje su bile navedene u tom istraživanju, jesu sledeće:

- prednost lokacije: istorijske zgrade obično su smeštene u samom centru grada;
- istorijske zgrade se stalno održavaju;
- kvalitet opremljenosti objekata infrastrukturom;
- dobra ocena servisnih usluga, kuhinja i sanitarnih prostorija;

- prirodna ventilacija;
- atraktivnost okruženja.

Nedostaci, zabeleženi u ovom istraživanju, jesu:

- nedovoljna fleksibilnost namene: previše zaštitnih ograničenja u prostornoj organizaciji i procesu korišćenja;

- upotreba samo određenih, odabranih materijala, koji su pogodni za okruženje;

- nedovoljno prirodno osvetljenje.

Podatak koji je iznenađujuć jeste težnja da se ostvari više kancelarijskog prostora po zaposlenom radniku. „Na kraju ankete, preko 21% ispitanika ocenilo je da je prostor u istorijskim zgradama previše skučen, kada se poredi s prosečnim standardom, u odnosu na savremeni prostor od 17.2 m² po zaposlenom (napomena autora). Ipak, uopšteno posmatrano, u rezultatima ankete naslućuje se da kompanije sa uvažavanjem procenjuju situaciju i ostavljaju više prostora pojedinačnim radnicima.”[9] Ove promene počele su da utiču na upravljanje prostorom kada je reč o zaštićenim zgradama. Konstatovano je da vrednost spoljašnjeg i unutrašnjeg izgleda zgrade, kao i zadovoljstvo zaposlenih njihovim radnim prostorom, utiču više nego čistoekonomska efikasnost.

Uz pozitivnu procenu zadovoljstva zaposlenih, ide i podatak da ljudi provode u ovim objektima više od šest godina na radnom mestu. U nastavku ove analize, kao ostali *mekani* faktori koji su bili pozitivno ocenjeni, jesu:

- izgled građevine;
- istorijska arhitektura;
- prepoznatljivost zgrade u okruženju;
- poboljšanje radne atmosfere;
- moderan ukus;
- poznata, prepoznatljiva adresa;

• korporativna arhitektura: identitet vlasnika (kompanije, na primer) povezuje se s prepoznatljivim spoljašnjim izgledom zgrade.

Za stanove, na primer, koji se nalaze u prepoznatljivim, istorijskim objektima može se odrediti i dobiti viša stanarina, jer su takvi objekti atraktivniji kao investicija. Ipak, zakonski, istorijske građevine mogu biti teret za klijenta, odnosno vlasnika, jer i pored navedenih pozitivnih ocena, mogu i dalje postojati zahtevi da se takve zgrade održavaju na specifičan način, kao i to što su propisane obavezne redovne popravke.[7] Uslovi preventivne zaštite mogu, takođe, biti povezani sa značajnim ograničenjima kojih se korisnik mora pridržavati.

Preventivna zaštita obuhvata:

1. *Fleksibilnost*: Istorijski objekat ima ograničenja u prostornoj organizaciji. To, međutim, uglavnom ne utiče na većinu korisnika. Može se zapaziti da postoji sukob između ukupnog zahteva za fleksibilnošću i pojedinačne procene fleksibilnosti prostora u zaštićenim objektima.

choice of new uses of the listed buildings which were included in the study were published. [9]

Advantages and uses of the historical building which were listed in that research are as follows:

- Advantage of the location: historical buildings are usually located in the centers of the cities;
- Historical buildings are continuously maintained;
- The buildings are well-equipped in terms of infrastructure;
- Good assessment of services, kitchens and sanitary facilities;
- Natural ventilation;
- Attractive environment.

The deficiencies, recorded in this research, are:

- Insufficient flexibility of use: too many protective limitations in the spatial organization and process of usage;
- The use of certain, selected materials which are fitting for the environment;
- Insufficient natural lighting.

A surprising piece of data is the tendency to provide additional office area per an employee. „Eventually, the survey showed that over 21% of the questioned people evaluated that the space in the historical buildings is excessively cramped, in comparison to the average contemporary standard of 17.2 m² per an employee, (author's note). Yet, in general terms, the survey results suggest that the companies appreciate the situation and leave additional space for individual employees.”[9] These changes started to affect the space management when it comes to the listed buildings. It is concluded that the value of the external and internal appearance of the building, as well as the satisfaction of the employees with their working space, have more impact than the purely material efficiency.

The positive assessment of the employees' satisfaction is accompanied by the data that people spend more than six years working in these buildings. Further in the analysis, the other positively assessed *soft* factors were:

- Appearance;
- Historical architecture;
- Recognizability of the building in its environment;
- Improvement of the working atmosphere;
- Modern taste;
- Known, recognizable address;
- Corporate architecture: owner's identity (company, for instance) is related to the recognizable external appearance of the building.

For instance, the flats located in the recognizable, historical buildings, can be rented at a higher cost since such buildings are more attractive as an investment. Yet, in legal terms, the historical buildings may be a burden for the client, i.e. owner, because apart from the mentioned positive assessments, there can still exist requirements to maintain the buildings in a specific way, and to repair the building in regular and prescribed intervals. [7] The preventive protection conditions can also be related to considerable limitations which should be adhered to by the user.

Preventive protection comprises:

1. *Flexibility*: A historical building has limitations in spatial organization. This, however, does not affect the

Ispitivanje istorijskih zgrada u Bernu pokazuje da, bez obzira na to ograničenje, postoji specifično interesovanje korisnika za spomeničke nekretnine.[9]

2. *Upravljanje energijom*: Popravka i osavremenjavanje izolacije u spoljašnjim zidovima istorijskih zgrada nisu tako jednostavni kao kod ostalih zgrada, zato što se tim intervencijama često ne može izbeći promena izgleda zgrade.

4.3 Vrednosti spomenika kulture – različiti stavovi u javnosti

Cilj preventivne zaštite jeste da se zaštite istorijski važne zgrade u interesu javnosti: „Preventivna zaštita i konzervacija imaju zadatak da zaštite kulturne spomenike, da ih održavaju i nadgledaju njihovo stanje, a naročito da sprečavaju nedozvoljene radnje, promovišu otkrivanje kulturnih spomenika, te da ih registruju i stručno ispituju.”[11]

Kulturni spomenici smatraju se „vrednim poklonom” zbog njihovog dugoročnog postojanja, a njihovo vrednovanje izražava se kulturnim poštovanjem.[15] Javni interes za konzervaciju graditeljskog nasleđa, u formi zaštitnih zakona, ima prednost ispred interesa nad vlasništvom. Zbog toga su spomenici kulture uvek u centru sukoba interesa javnosti i investitora koji žele profit. Da bi se ta dva interesa harmonizovala, treba da se uoči razlika između – „praktične koristi koju spomenik kulture ima sam po sebi i prisutne vrednosti spomenika”, kao i „duhovne vrednosti koja je vezana za prošlost zgrade”. [6]

Praktična korist i duhovna vrednost odražavaju se na ukupnu vrednost koja se može pripisati spomeniku:[8]

- Korisnost zavisi od željenih ciljeva. Tržišna vrednost odnosi se na trenutnu korisnost koja se može samo delimično uočiti kod istorijskih objekata. Razvojne vrednosti predstavljaju polazište, a ugrađene su u trenutne i buduće zahteve. Iz ekonomskog aspekta, korisnost je subjektivna vrednost, odnosno, za zgrade je korisno da nastave da postoje kao fizička struktura. Ovo se razlikuje od tržišne vrednosti, a rezultira od prodaje vlasništva u zavisnosti od „vrednosti koja je obavezujuća za sve”. [12]

- Istorijska vrednost strukture zgrade smatra se objektivnim istorijskim dokumentom i povezana je s materijalnim postojanjem strukture.

- Vrednost sećanja ukazuje na interes javnosti za prošlost, što je povezano sa istorijskim objektom. Ukoliko je reč samo o sentimentalnoj vrednosti, to često može usmeriti radove ka rekonstrukciji, čime se samo delimični delovi istorije „vraćaju nazad u život”.

- Vrednost predstavlja i različitost istorijskih struktura u poređenju sa sadašnjim formama. Iskustvom koje se povezuje sa istorijskim zgradama, istorija postaje bliža ljudima. Zbog toga je javni interes veoma izražen.

Svaka građevina ima određenu strukturu, koja se manifestuje putem: funkcije, forme, materijala i konstrukcije.

Materijali i konstrukcija ukazuju na to kako je zgrada građena i na vreme u kojem je građena. Ovo se odnosi

most of the users. It can be seen that there is a conflict between the overall requirement for flexibility and individual assessments of the flexibility of space in the listed buildings. The examination of the historical buildings in Bern indicates that, regardless of the limitations, there is a specific interest of the users for the monumental property.[9]

2. *Energy management*: Repair and updating of insulation in the external walls of the historical buildings is not as simple as in the case of other buildings, because this intervention often changes the external appearance of the buildings.

4.3 The value of historical monuments – various attitudes of the public

The goal of preventive protection is to list the historically important buildings, in the best interest of the public: „Preventive protection and conservation have a task to protect the cultural monuments, to maintain them and monitor their status, and in particular to prevent the unsanctioned alterations, to promote the discovery of cultural monuments, to register them and examine them in a professional way.”[11]

Cultural monuments are considered a “valuable gift” because of their longevity, and they are valued through the cultural respect for them. [15] The public interest for conservation of the built heritage, in the form of protective legislation takes precedence over the ownership interest. For that reason the cultural monuments are always in the focus of the public interest and the profit seeking investors. In order to harmonize these two interests, one must differ between – “the practical use the monument itself possesses, and the inherent value of the monument” as well as “the spiritual value related to the building’s past”. [6]

The practical utility and spiritual value are reflected in the total value which can be ascribed to the monument. [8]

- Utility depends on the desired goals. The market value refers to the current utility which can be only partially recognized in historical buildings. The developmental values represent a starting point, and they are a part of the current and future requirements. In economical perspective, utility is a subjective parameter, that is, it is useful for the building to continue to exist as a physical structure. This differs from the market value and it is a result of the sale of the property depending on the “obligatory value”. [12]

- The historical value of the building is considered an objective historical document and it is related to the material existence of the structure.

- The value of the memory indicates the public interest for the past, which is related to the historical building. If it is only a sentimental value, this can often direct the reconstruction works, which bring back to life only certain parts of history.

- The value is also constituted in the diversity of historical structures in comparison with the contemporary forms. People become more intimate with the history through the experience of the historical buildings. For this reason the public interest is very pronounced.

kako na celokupni objekat, tako i na njegove pojedinačne komponente. Funkcija određuje praktičnu vrednost objekta, odnosno njegovu moguću savremenu upotrebljivost. Ovakav pristup dovodi nas do teze da procesi na građevini, ukoliko se promišljeno sprovode, odnosno ukoliko se pravilno sagleda i vrednuje prilagodljivost oblika, konstrukcije, materijala i prostorne organizacije, do mere koja ne ugrožava spomeničku vrednost, mogu da generišu novu namenu i nastavak života devastirane građevine.

4.4 Korisne namene zaštićenih objekata

Odnos između investitora i konzervatora uvek je bio zategnut, kada se imaju u vidu i vrednosti nekretnina i spomenička vrednost kulturnog nasleđa. S jedne strane, subjektivni stavovi investitora koji žele da imaju visok povraćaj profita, a s druge strane održavanje istorijske vrednosti spomenika kulture – stalno su u sukobu. Najčešći sukobi oko očuvanja spomenika kulture jesu, na primer:[10]

- Kratkoročni ekonomski modeli, koji nisu zasnovani na principima spomeničke korisnosti, nisu pogodni za očuvanje istorijskih zgrada (brz profit na uložene investicije korišćenjem vlasništva);

- Zakoni i standardi zasnovani su na principima izgradnje i eksploatacije novih, savremenih zgrada. Kada su spomenici kulture u pitanju, mnogi od zakona i standarda ne mogu da se slede da se ne bi prouzrokovala šteta u procesu rehabilitacije spomenika;

- Preobimno korišćenje zgrade, kada se, na primer, preterano preoblikuje potkrovlje, često značajno narušava originalnost objekta.

Jedino interesi korisnika istorijskih objekata mogu da dovedu do promene u tržištu nekretnina. Švajcarske publikacije kao što su „Spomenik kao vlasništvo” [9] ili „Spomenik kao investicija”[1] ukazuju na sporo usklađivanje i povezivanje upotrebe spomenika kulture kao nekretnine i njegovog istorijskog očuvanja. Da bi se naglasio značaj istorijskog spomenika, koji ne treba posmatrati kao praznu školjku, sada je uveden izraz „upravljanje istorijskim spomenicima”. Pored toga, treba imati stalno na umu da vrednost spomenika kulture nije samo u njegovom spoljašnjem izgledu, što ponekad zanemaruju i stručnjaci koji se neposredno bave zaštitom kulturne baštine.[10]

4.5 Mogućnosti i rizici revitalizacije istorijskih zgrada

Na osnovu iznetog, može se zaključiti da korisnici i investitori, ipak, pozitivno prihvataju korišćenje istorijskih, zaštićenih, građevina. U daljem razvoju projekta revitalizacije, međutim, postoje određeni rizici. Na primer:[3]

- Lokacije istorijskih objekata dobro su dokumentovane i određene, ali skupa infrastruktura, koja

Every building has a certain structure, manifested through: function, form, material and structure.

Materials and structure reflect the building process of the time in which it was built. This refers both to the entire buildings and its individual components. Function determines the practical value of the building, that is, its potential contemporary serviceability. Such approach promotes a thesis that the processes on the building can generate a new use and continuation of life of a dilapidated building, if it is conducted in a well-conceived manner, i.e. if the adaptability of forms, structure, materials and spatial organization is appropriately considered and valued, so as not to endanger the monumental value.

4.4 Practical uses of listed buildings

There has always been a tense relationship between the investors and conservationists when the ratio of the property value and monumental value of the cultural heritage is considered. Subjective attitudes of the investors who want to have a high profit return on one hand, and conservation of the historical value of the cultural monument, on the other, are in permanent conflict. The most common conflicts regarding the preservation of cultural monuments are, for instance: [10]

- Short term economical models which are not based on the principles of monumental utility, are not suitable for preservation of historical buildings (fast profit from the invested finances, through utilization of ownership);

- The laws and standards are based on the principles of construction and usage of new, contemporary buildings. When this concerns the cultural monuments, many of the laws and standards cannot be observed since they will cause damage in the process of monument rehabilitation;

- Excessive usage of the building, for example, when the attic is excessively altered often causes considerable loss of building originality.

Only the interests of the users of historical buildings can bring about change in the real estate market. The Swiss publications, such as a “Monuments as a property” [9] or „Monument as an investment” [1] indicate a slow harmonization and linking of the cultural monument use, as an immobile property, with its historical preservation. In order to emphasize the importance of the historical movement, which should not be viewed as an empty shell, the term “historical monument management” has been introduced. After that, one should constantly bear in mind that the value of the cultural monuments is not in their external appearance, which is at times overseen even by the professional engaging directly in the cultural heritage protection. [10]

4.5 Potential and risks of historical building revitalization

On the basis of the discussion, one can conclude that, usage of historical, listed buildings has been positively accepted by the users and investors. In the further development of revitalization project, however, there are certain risks, such as, for instance: [3]

- Locations of historical buildings are well documented and determined, but the expensive

nedostaje, može značajno da utiče na ove projekte;

- Spomenici kulture već imaju stvorenu pozitivnu sliku, što je polazište u službi tržišta, ali preterano ambiciozna promena namene može da izazove određenu odbojnost;

- Spomenici kulture, po pravilu, smešteni su na istaknutim gradskim lokacijama i to doprinosi ogromnom potencijalu vrednosti, koja se neadekvatnom namenom može degradirati;

- Zbog istaknute lokacije, a na osnovu istraživanja koja se prave pri planiranju gradskih prostora, unapred je poznat broj korisnika i prolaznika koji će registrovati objekat, a neatraktivna namena tu privlačnost može da negira;

- Tržište, konkurenti i njihovi odnosi mogu da se prognoziraju, ali su delikatni i uvek postoje faktori iznenađenja.

Postojanje strategije i planova zaštite za istorijska područja, kao i pojedinačne zgrade, omogućava razmatranje ponuđenih namena za određene prostore istorijskog objekta, koje mogu da pokrenu revitalizaciju i više slobodnih, napuštenih ili loše korišćenih objekata, koji nisu do sada razmatrani zbog uvreženih osećanja nepromenljivosti zaštićenih objekata kao i raznih pravila u vezi sa istorijskim zgradama. Iako su zahtevi prilikom revitalizacije zaštićenih objekata veoma visoki, za razliku od projektovanja nove gradnje, ovaj proces je moguće sprovesti i na taj način sačuvati istorijsku građevinu i omogućiti joj dalji život prilagođen savremenim uslovima. Tokom revitalizacije, međutim, pojavljuje se nekoliko vrsta rizika koji su ovde definisani:[3]

- **Rizik namene:** Korišćenje istorijskih zgrada ograničeno je izborom namene koja zavisi od karakteristika i svojstava samog objekta. Fleksibilnost namene omogućava se namenskim finansiranjem od strane banaka i odgovarajućim zahtevima koje prilikom revitalizacije treba ispuniti. Ovaj rizik bi trebalo da bude sveden na minimum ranim upravljanjem rizicima u procesu revitalizacije.

- **Rizik zgrade:** Rehabilitacija postojećih istorijskih objekata može uvek da neugodno iznenadi i da bude skupa, ukoliko se do detalja ne prouči stanje u kojem se zgrada nalazi. Finansiranje može da bude opterećeno i zagađenim zemljištem, površinskim zagađenjem lokacije i drugim zagađivačima, kao negativnim faktorima koji nisu blagovremeno sagledani. Ukoliko se ovi rizici registruju u početnoj fazi zatečenog stanja, mogu se značajno umanjiti.

- **Tehnički rizik:** Ekonomski život postojećeg istorijskog objekta mora da bude usaglašen sa zahtevima njegove zaštite. Naknadna ograničenja i društveni rizik, kao što je neodgovarajuće isticanje već utvrđenih vrednosti, loš i/ili neodgovarajući izgled nastao tokom novih intervencija, mogu da budu izbegnuti sprovođenjem detaljnih analiza i scenarija u toku projekta.

Postoje, takođe, i drugi opšti rizici koji su povezani s projektom revitalizacije, ali koji postoje i pri projektima savremenih građevina:[19]

- rizik odobravanja projektnog procesa i konačnog rešenja;

- rizik geomehaničkih karakteristika tla;

- finansijski rizik ulaganja u revitalizaciju;

- rizik koštanja projekta i izvođenja radova, usled nepredvidivih aktivnosti;

infrastructure, which is missing, may have a significant impact on these projects;

- The cultural monuments have an already created positive image, which is a starting point serving for the market purposes, but an excessively ambitious conversion can cause a certain repulsion;

- The cultural monuments, are, as a rule, situated on the prominent urban locations, and this contributes to the immense potential of value, which can be degraded through an inadequate use;

- The number of users and passers-by who will notice the buildings due to their prominent locations, and on the basis of the researches created during the planning of urban area is known in advance; an unattractive use can negate this attractiveness;

- The market, competitors and their relations can be predicted, but they are delicate, and there are always possible surprise elements.

The existence of strategy and plans of protection of historical areas, as well of individual buildings, facilitates consideration of the offered uses for certain areas of a historical building, which can trigger revitalization of free, abandoned or poorly used buildings, which have not been taken into consideration because of the deep-seated feelings of unchangeable character of the listed buildings, and because of various regulations related to the historical buildings. Even though the requirements during revitalizations of the listed buildings are very high, as opposed to the design of the new buildings, this process can be accomplished, and in this way a historical building can be preserved and a new life adapted to the contemporary conditions can be provided. During revitalization, there are several types of risk which are defined here: [3]

- **Use risk:** Utilization of historical buildings is limited by the choice of the use which depends on the characteristics and attributes of the building itself. The flexibility of use is facilitated by the targeted financing by the banks and by observing the appropriate requirements which must be met in the course of revitalization. This risk should be reduced to the minimum by the early risks management in the revitalization process.

- **Building risk:** Rehabilitation of the existing historical buildings can always be an unpleasant and expensive surprise, unless the condition of the building is not examined in detail. Financing can be encumbered by the polluted soil, superficial location pollution or other polluters, as well as by other factors which were not observed in good time. If these risks are registered in the initial phase of the analysis of "as is" building condition, they can be considerably reduced.

- **Technical risk:** The economical life of an existing historical building must be harmonized with the requirements for its protection. Subsequent limitations, and social risk, such as the poor and/or inadequate appearance formed in the course of new interventions, can be avoided by implementation of detailed analyses and scenarios during the project.

There are also other general risks related to the revitalization project but which are present in the contemporary buildings projects: [19]

- Risk of approval of the project process and of final design;

- Risk of geomechanical soil characteristics;

- rizik vremena, odnosno prognoziranje trajanja revitalizacije;
- rizik razvoja.

5 ZAKLJUČNA RAZMATRANJA I PREPORUKE

Najvažniji rezultati uspešne revitalizacije, prema ovom švajcarskom istraživanju i iskustvu, jesu sledeći:

- Proces revitalizacije treba proučavati u kontekstu ciklusa životnog veka zaštićenog spomenika kulture. Postojeći koncept revitalizacije proširen je na intenzivno uvođenje novih namena u napuštene istorijske objekte, sa idejom da se ponovno koriste, a ne da se uklanjaju.

- Faktori uticaja određeni su kao privremeni, ali su uključeni u analize koje su dalje razvijane i na osnovu kojih su preporučeni pravci implementacije revitalizacije na zaštićenim spomenicima kulture.

- Rezultati revitalizacije zavise od uvođenja nekoliko analiza, koje nisu uobičajene prilikom ustaljenog procesa obnove istorijskih spomenika kulture. Jedna od takvih analiza jeste analiza korišćenja koja se uključuje u koncept analize celokupne revitalizacije zaštićenih spomenika kulture, a zavisi od istorijske metode vrednovanja spomenika u samom procesu.

Ova analiza osmišljena je da se primeni prvenstveno za nekretnine – spomenike kulture, koji zbog istorijske upotrebe i bez specijalnih prilagođavanja, veoma teško mogu da budu predmet interesovanja potencijalnih korisnika, bilo da je reč o iznajmljivanju ili kupovini, te usled toga sve više propadaju.

- Za istorijske objekte koji zadržavaju svoju *namen*, na sadašnjem tržištu nekretnina veoma je teško da nađu potencijalnog novog korisnika. *Analiza namene*, naročito za stambene objekte, dosta je skupa. Kao primer može poslužiti bivša Ženska bolnica u Bernu, za čiju zgradu je analizom namene otkriven veliki upotrební potencijal, pa je prostorna organizacija prilagođena potrebama Univerziteta u Bernu, koji je tako dobio značajno proširenje u neposrednoj blizini već postojećih kapaciteta.

Analiza namene za ovaj primer veoma uspešno je sprovedena u dve faze, sukcesivno izvedene:

Faza 1 obuhvatila je trenutnu mogućnost vlasnika da identifikacijom potencijalne namene objekta cilja na specifičnu grupu mogućih korisnika. Zbog toga je primena marketinga u ovoj fazi izuzetno značajna. Identifikacija buduće namene napuštenih istorijskih građevina jeste sistematski proces, zasnovan na metodi otvorenog pristupa, odnosno kreativnoj metodi *brainstorm*, tokom koje svi zainteresovani sarađuju i razmenjuju ideje. U svojevrsnoj kreativnoj radionici poštuju se neki parametri koji imaju u vidu istorijsku vrednost građevine i delovanje različitih uticaja na objekat. Delovanje ovih parametara mora da bude fleksibilno, to jest da u okviru određenih granica mogu da se prilagođavaju. Moderator mora da omogućí učesnicima da stvore realnu sliku o istorijskim karakteristikama objekta (npr. arhitektonskim, konstrukcijskim, stilskim). Ovi parametri služe da se zgrada dobro proceni u svojoj ukupnosti i obradi u skladu sa analizama predviđenim u procesu revitalizacije.

- Financial risk of investment in revitalization;
- Project cost and works execution risk, due to the unpredictable activities;
- Risk of time, that is predictions of revitalization duration;
- Development risk

5 CONCLUSION REMARKS AND RECOMMENDATIONS

The most important results of a successful revitalization according to this Swiss research and experience are as follows:

- revitalization process should be studied in the context of the life cycle of a listed cultural monument. The existing concept of revitalization is extended to the intensive introduction of new uses into the abandoned historical buildings, following the idea to use them again, and not to remove them.

- the influence factors are defined as temporary, but involved in the analyses which are further developed and which served as a basis for making the recommendations about directions of implementation of revitalization of the listed cultural monuments.

- the revitalization results depend on the introduction of several analyses which are not common in the regular process of revitalization of historical cultural monuments. One of such analyses is the analysis of utilization, which becomes a part of the concept of analysis of entire revitalization of the protected cultural monuments, and which depends on the historical method of assessment of monuments in the process itself.

This analysis is conceived so as to be implemented for the immovable property, historical monuments, which through historical use and without special adaptations can hardly be interesting for potential users, either in terms of renting or purchasing, and which consequently continue to deteriorate further.

- It is very difficult to find a potential new user for the historical buildings which retain their *use*. The analysis of use, especially for the housing buildings, is fairly expensive. Such an example is former Women's Hospital of Bern, a building for which the use analysis yielded high potential for utilization, so the spatial organization is adapted according to the needs of the University of Bern, which thus obtained a significant extension in the vicinity of already existing premises.

The analysis of use for this example is very successfully conducted through two phases, which are separately realized:

Phase 1 included the current option of the owner to target the specific group of potential users through identification of potential use of the building. Therefore, the application of marketing in this phase is extremely important. Identification of the future use of derelict historical buildings is a systematic process, based on the open approach method, that is, the *brainstorm* creative method, where all the interested parties cooperate and exchange ideas. Within a creative workshop of kind, some parameters relating to the historical value of the building and action of various impacts on the building are observed. The impact of these parameters must be flexible, that is, they can be adapted within certain limits. A moderator must facilitate creation of a realistic picture

Shema 5. Predloženi pravci delovanja u procesu revitalizacije
Scheme 5. Proposed courses for action in the revitalization process

Faza 2 nadovezuje se na fazu 1, ispitivanjem upotrebe objekta prvobitnog i zatečenog stanja i neophodnih mera prilagođavanja. Uspostavlja se veza između postojećih karakteristika zgrade i budućih zahteva korisnika.

Analiza namene ne može da zameni analizu tržišta i gradilišta. Sve tri analize moraju biti sprovedene i veoma su važne pri određivanju nove funkcije. Analiza namene je koristan dodatak analizama tržišta i lokacije za tzv. kuće - spomenike kulture. Prenosnom definicijom *Spomenik kao ambasada* (tumači se kao zastupnik vrednosti jednog vremena), mnogi sukobi između službe zaštite, investitora i budućeg korisnika, u pogledu tretmana zaštite spomenika kulture, mogu da se izbegnu. Problem nastaje kada administrativne vlasti koje se bave zaštitom ne žele da ulože dodatni trud da bi opravdale i potvrdile sopstvenu procenu da je objekat vredan spomenik kulture. To je neophodno obaviti da bi se mere kompenzacije mogle utvrditi od strane gradske vlasti, i to

of the historical characteristics (architectonic, structural, style) of the buildings for the participants. These parameters serve to well assess the buildings in their entirety, according to the analyses proscribed in the revitalization process.

Phase 2 is a continuation of Phase 1 through the investigation of the original and current building uses and the necessary adaptation measures. A connection between the existing building characteristics and future user requirements is established.

The use analysis cannot replace the analysis of the market and construction sites. All three must be conducted, and they are very important in determination of the new function. The use analysis is a valuable addition to the market and location analyses for the so-called "houses as cultural monuments". Using the definition "Monument as an embassy", (shall be construed as representative values of a time) many conflicts between the protection office, investors and future users in terms

onog njenog segmenta kojem je primarni cilj zaštita istorijskog jezgra grada. Kompenzacija, na primer, nedovoljnog prostora za novu namenu, može da obuhvati nadogradnju, adaptaciju unutrašnjosti bez većih rušenja pregradnih zidova, korišćenje podrumskog prostora, povećanje iskorišćenosti unutrašnjeg prostora objedinjavanjem u veće prostorne jedinice, izgradnju novog segmenta građevine koji se integriše u postojeći objekat i slično. Povećanje mera kompenzacije praćeno je utvrđivanjem neophodnih troškova koji povećavaju cenu revitalizacije, ali zato čine istorijski objekat atraktivnijim za tržište.

U celokupnom procesu revitalizacije napuštenih, neiskorišćenih, zaštićenih građevina u istorijskom jezgru Berna uočavaju se dva problema koja još nisu dovoljno razrešena. Prvi je nedovoljno jako uporište u naučnom pristupu zaštiti graditeljskog nasleđa, jer je uočljiva subjektivnost individualnih ocena i procena. Pošto su zahtevi korisnika uvek subjektivne prirode, doza arbitarnosti svakako postoji.

Analiza tržišta na kojem se nalaze i istorijski objekti nije stabilna. Razlog jeste to što je švajcarsko tržište veoma liberalizovano i izuzetno atraktivno zbog velike kupovne moći stanovništva. Bez obzira na to da li je reč o kupovini istorijskog objekta ili samo o njegovom zakupu, mogućnost revitalizacije ili čak i rekonstrukcije, dostupna je kako pojedincima, tako i raznim pravnim licima, na primer, velikim robnim lancima, što najčešće podrazumeva obuhvat nekoliko povezanih istorijskih zgrada i predstavlja složen i zahtevan poduhvat.

Preispitivanje finansijskog opterećenja svih etapa revitalizacije nije bilo predmet ovog rada, s obzirom na to što zavisi od niza faktora, pre svega od veličine samog istorijskog objekata, a zatim i od obima intervencija u procesu revitalizacije.

Ovaj uspešni metod određivanja potencijala za revitalizaciju graditeljskog nasleđa, kao švajcarsko iskustvo, može naći svoju primenu u Srbiji, budući da ekonomska, odnosno tržišna vrednost graditeljskog nasleđa ovde još uvek nije prihvaćena kao osnova velikog potencijala koje nasleđe može da ugradi u razvoj privrede i kulture društva. Da bi se to ostvarilo, pored razvijanja društvene svesti o koristi takvog pristupa, neophodna je i izmena ili dopuna čitavog niza zakona, koji u ovom obliku nisu kompatibilni i ne mogu da podrže navedene aktivnosti. Prvi korak bi trebalo da bude usklađivanje odavno prevaziđenih, zastarelih zakona u pogledu zaštite kulturnih dobara, sa zakonodavstvom Evropske zajednice. Švajcarska država je svoje zakonodavstvo prvo uskladila s međunarodnim zakonodavstvom, pa je tek onda počela da razvija navedenu strategiju revitalizacije.

Najveći izazov s kojim se susreću svi akteri prilikom revitalizacije jeste to da svojim umećem doprinesu da kvalitetno odabrana nova namena, putem kreativno osmišljene ideje revitalizacije, doprinese produženju životnog veka istorijske građevine i da unapredi njene već utvrđene vrednosti.

of treatment of the protection status of the cultural monument can be avoided. The problem occurs when administrative authorities engaged in protection do not wish to put more effort in justifying and confirming their own assessment that a building is a valuable cultural monument. This is necessary to accomplish in order to determine the compensation measures by the city authorities, particularly the segment dealing with the primary goal of protection of historical core of the town. The compensation, for instance, of the insufficient space for the new use can include extension, interior adaptation without demolishing of partition walls, usage of basement space, and increase of utilization of interior space by unifying it into large spatial units, construction a new segment of the building, which is integrated in the existing building etc. The increase of the compensation measures is followed by determination of the necessary costs increasing the revitalization costs, but which render the historical building more attractive for the market.

The entire process of revitalization of abandoned, disused, listed buildings in the historical core of Bern features two problems which have not been properly resolved. The first problem is insufficiently strong scientific foundations of the approach to protection of the building heritage, because there are a lot of individual assessments and evaluations. Since the demands of the users are always subjective in nature, some arbitrariness is surely present.

The analysis of the market which includes historical buildings is unstable. The reason for that is that the Swiss market is much liberalized and extremely attractive because of the high economic power of the population. Regardless of whether a historical building is purchased or rented, the potential for revitalization or even reconstruction is available both to the individuals and various legal entities, for instance large department store chains, which most frequently comprises inclusion of several adjacent historical buildings, and represents a complex and demanding undertaking.

Analysis of the financial load of all the stages of revitalization was not the subject of this paper, considering that it depends on a number of factors, primarily on the size of the historical building itself, and on the scope of interventions in the revitalization process.

Yet, the method of determination of potential for revitalization of historical heritage, as a Swiss experience, can be implemented in Serbia, regarding that the economy, that is, market value of the built heritage has not been accepted locally as basis of a high potential for development of the economy and culture of the society. In order to accomplish that, in addition to the development of the social awareness of the benefits of such approach, it is necessary to change or amend a number of regulations which are not compatible with these goals and cannot support the mentioned activities. The first step should be the harmonization of the Serbian (outdated) legal regulations referring to the protection of the cultural assets with the EU regulations. The Swiss state firstly harmonized their regulations with the international ones, and only then started to develop the mentioned revitalization strategy.

The biggest challenge encountered by all the participants in the revitalization process is how to implement their skill to contribute so that the well-chosen new use

can extend the service life of a historical building and improve its existing values through a creatively conceived revitalization.

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REZIME

METODE ODREĐIVANJA POTENCIJALA ZA REVITALIZACIJU GRADITELJSKOG NASLEĐA – POUKE GRADA BERNA

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Srpski konzervatori mogu naučiti mnogo iz primera revitalizacije Starog grada Berna. Analize pokazuju da ovaj primer načina revitalizacije i zaštite napuštenih, nenaseljenih spomenika kulture zavisi od njihovog budućeg korišćenja. Analiza buduće namene nasleđa nije dovoljna da se koristi kao postupak za njegovu revitalizaciju. Primena novih ideja na osnovu istorijskog značaja zaštićenog objekta generiše njegovu strukturu. Različitim analizama testiran je pristup revitalizaciji putem strukturiranja spomenika kulture i njihovog prilagođavanja za novu namenu. Utvrđeno je da se buduća namena spomenika kulture ne može utvrditi samo definisanjem metoda revitalizacije koji je odredio neki javni organ, već da budući vlasnik zgrade mora aktivno učestvovati u svemu tome. Date su i preporuke za prenos ove metodologije pri rešavanju problema srpskog graditeljskog nasleđa.

Ključne reči: metode revitalizacija, graditeljsko nasleđe, ekonomski potencijal, funkcionalna iskorišćenost, grad Bern.

SUMMARY

METHODS FOR DETERMINATION OF REVITALIZATION POTENTIAL OF BUILT HERITAGE – LESSONS LEARNED ON THE CITY OF BERN

Goran STANISIC
Nadja KURTOVIC FOLIC

Serbian conservationists could learn a lot from the revitalization example of the Old city of Bern. Analyses of this example show that the method of revitalization and protection of listed, but abandoned and inhabited, buildings depends on its future use. Alone analyses of future purpose of built heritage cannot be used as a method for its revitalization. The use of new ideas based on historical importance of the protected building generates the building's structures. The approach of revitalization through the process of building structuring and adaptation to new purpose has been tested through different analyses. It was found that the future purpose of building cannot be determined only by defining the revitalization method, set by public body, but in this process the future owner of building should actively participate. The recommendations for transferring this methodology in solving Serbian built heritage problems are given.

Key words: methods of revitalization, architectural heritage, economic potential, functional utilization, city of Bern.