

LYON

HISTORIC CITY

PROJECT CITY

Historic Site of Lyon
UNESCO World Heritage



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Preface

World Heritage Management Plan for the Historic Site of Lyon

Walking just a few steps along the streets of our city is enough to give you an idea of the beauty and richness of its heritage. Lyon's two thousand years of urban continuity have earned its historic site a place on the UNESCO World Heritage list.

This listing has provided a major impetus to our city's reputation and has also stimulated our thinking on the ties that bind past and future. Even though our city is based on ancient foundations, it is nonetheless a living entity, and it is up to us to continue its development without losing the thread of a story that began before us and will continue after us.

This requirement continues to guide us, whether we want to preserve architectural treasures like the Gadagne Museums, the Temple du Change and Saint-Jean Cathedral; whether we want to find new uses for remarkable buildings, such as the Grand Hôtel Dieu; or whether we want to ensure that the historical neighborhoods of Vieux-Lyon and Croix-Rousse combine economic dynamism, cultural vitality and social diversity. All our projects are oriented along these lines, from the Antiquaille Cultural Center to the Confluence district and its docks, by way of the Saône Riverbanks, where it is now possible to enjoy the beauty of our urban landscape in a bucolic setting accented with contemporary creations.

This Heritage Management Plan aims to convey the vision of a city that continues building for the future, without losing its identity. We have drawn it up in collaboration with a large number of the city's public and private actors, and I hope it will be a source of inspiration for other cities. In a world where more than half of the population is urban, cities have a great responsibility. They must meet the economic, social and environmental challenges of the present while remaining the custodians of a heritage that is an irreplaceable witness to the history, ideals and aspirations of humanity.

Gérard Collomb,
Senator-Mayor of Lyon
President of Lyon Metropolis



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Foreword

Heritage: an advantage for building the city of tomorrow

Since 1972, when UNESCO adopted the World Heritage Convention, over a thousand cultural or natural properties have been added to the famous list. In a world where city dwellers are now the majority, historic cities, which represent a fourth of the sites listed, must reconcile protecting their heritage with development. This is why "management plans" have been implemented, including the one adopted by the City of Lyon in December 2013 and described below.

For many years, the properties listed by UNESCO have been protected by tools that are dedicated to safeguarding heritage. In France, various laws protect historic monuments (1913), listed sites (1930), "safeguarded sectors" (1962), "areas for the protection of the architectural, urban and landscape heritage" (1983 and 1993) and "areas for promoting architecture and heritage" (2010). The "law concerning artistic freedom, architecture and heritage" discussed in the French Parliament during 2015-2016 could lead to the harmonization of these different measures.

The management plan, a new and indispensable tool

However, since the World Heritage List now includes properties with a much vaster scope, it has now become necessary to add to the regulatory "toolbox". Through a *Recommendation on the Historic Urban Landscape* proposed by UNESCO in 2011, public bodies are encouraged to take heritage into account in urban development strategies and reinforce the dialog at all levels of local governance. In another document entitled *Operational Guidelines for the Implementation of the World Heritage Convention*, the international organization stipulated that each site must "have an appropriate management plan or other documented management system that must specify how the Outstanding Universal Value of a property should be

preserved, preferably through participatory means" (Paragraph 108). This means that, for the areas concerned, planning is as important as the tools for protecting heritage and both should be used together to ensure preservation and development.

In December 2013, precisely fifteen years after Lyon's historic center was listed as a heritage site, the elaboration of a management plan gave the city both an instrument for planning and a true patrimonial policy that covered the entire city. In the design and implementation of this plan, the city was able to benefit from experience acquired during the previous half-century, when residents, local associations and municipal authorities worked together to safeguard the heritage. This included making an inventory, protecting and restoring monuments, rehabilitating buildings, reclassifying districts or public areas and collecting urban memories.

A "roadmap" for the twenty-first century

The City of Lyon was fully aware that a management plan must associate local residents as closely as possible for enduring effectiveness. Therefore, with its partners – public groups, associations and professionals – the city implemented – through public meetings, exhibitions, events and publications – an information policy designed to encourage inhabitants to make this heritage their own.

Such is the goal of this book, where the reader will find, after a preamble discussing the notion of heritage today and a brief presentation of the Lyon urban area and its history, summaries of the current state of heritage management – actors, tools and issues – and the main provisions of this management plan – vision, governance and strategic directions. Separately from this book and as a complement, an action plan included in the context of the *Periodic Report* to UNESCO lists the sixteen actions that are designed to support the strategic directions of the management plan for the period from 2014 to 2019.

Beyond measures and procedures, the dual conviction remains that in the twenty-first century one of the major strategies will include the trace of history in the city's sustainable development, and that, to meet this challenge, local residents must be more than mere heritage spectators. They must be true actors in preserving and managing it.



Heritage in today's world

In a city over two thousand years old, reconciling the preservation of the cultural heritage with urban growth and sustainable development is a complex task, especially within an overall context that is undergoing profound change. In the early years of this new century, the City of Lyon has undergone an evolution that has led it to update heritage management by extending the notion of heritage, modifying laws and regulations, recognizing cultural diversity and encouraging citizen participation. The City has kept in mind that whatever the age of its heritage, it is at the core of contemporary urban development strategy.

On five continents, the change is evident: the first years of the twenty-first century have been characterized by a profound mutation that is political, economic, social, ecological and cultural.

The word "heritage" sharply illustrates this mutation, as shown by the evolution of the term itself. Originally defining "property and rights that can be transmitted to an heir," heritage concerned primarily the private sphere. Today, however, the word connotes "shared property," and thus refers to the fact that a group of people feels responsible for it and wishes to preserve it for transmission to future generations. As a result, when UNESCO created the "World Heritage List" in 1972, the word came to designate property considered as a legacy that humanity itself is responsible for!

The notion of heritage: three extensions

In addition to a semantic evolution, the concept of heritage has undergone three extensions during the past decades. These extensions are fully illustrated by the historic site of Lyon, which has been listed since 1998 as a World Heritage site:

– A *spatial* extension: although preservation in France has covered remarkable monuments for many years, it has now been extended to buildings. This is reflected by the "Malraux Law" (August 4, 1962) that created "safeguarded sectors," which currently number one hundred and six. Interestingly enough, the very first safeguarded sector (May 12, 1964) was the "*area covered by the Saint-Jean, Saint-Georges and Saint-Paul districts in the City of Lyon,*" in other words, Vieux-Lyon, the Old City.

– A *temporal* extension: for a long time, only archeological remains or ancient buildings were preserved as "historic monuments"; today, buildings less than one hundred years old, such as certain works by Tony Garnier, are included, and Lyon also has several buildings made by great architects that are listed as "Twentieth Century Heritage"; these include the Central Post Office (Michel Roux-Spitz, 1935-1938), the Sainte-Marie Lyon School (Georges Adilon, 1966), the Maurice-Ravel Auditorium (Henri Pottier and Charles Delfante, 1975) and the Gallo-Roman Museum (Bernard Zehrfuss, 1975).

– A *typological* extension: more modest buildings (Premier-Film hangar), gardens (Rosa-Mir), musical instruments (organs at the Church of the Redemption), machine tools (Mattelon loom) and even industrial products (Berliet truck) have been added to Gallo-Roman ruins and the grand monuments of past centuries. And we haven't even mentioned intangible elements: oral traditions, performing arts, social practices, rituals, craftsmanship, etc.

At the core of contemporary issues

More than ever, heritage is, to quote the delightful definition of essayist Françoise Choay, a "*nomadic concept*". Above all, as sociologists and political specialists like to repeat, it is a social construct that is constantly being renewed in order to enable human beings and their cultural communities to achieve harmonious development by being able to position themselves in space and time.

Because of this, far from being a devitalized conservatory of past glory, heritage is found at the heart of the issues in today's world. Whatever its age, heritage is of contemporary relevance and will continue to remain so when we are gone. Managing heritage is extremely complex because it is at the center of numerous tensions that permeate all societies:

- between individual and shared property;
- between the heritage of a singular community and belonging to a nation, or even to humanity as a whole;
- between the need to assume the legacy of history and the indispensable requirement of adapting to contemporary customs and lifestyles;
- between maintaining a local lifestyle and developing tourism;
- between expert knowledge and the real-life experience of residents;
- between the outstanding character of a unique example and the exemplarity found in a series;
- between heritage as decreed by public institutions and the heritage claimed by the citizenry.

In particular, heritage is found at the heart of two major issues of the coming decades:

– On the one hand, sustainable development. When the goal of heritage is to ensure the permanence of planetary resources for the benefit of future generations, it is obvious that this idea coincides with the definition that art historian André Chastel gave to heritage: "*Heritage can be recognized by the fact that preserving it involves sacrifices but that losing it is an even greater sacrifice.*"

– On the other, the combat against barbarity, as history has, alas, shown us! Culture is not always a bulwark against inhumanity. Of course, we have seen – even very recently – that heritage elements have been used as instruments at the service of totalitarianism or fanaticism. Because it refers to the dual capability of *Homo sapiens* to project themselves in time and to express themselves, heritage constitutes an element of culture that allows recognizing cultural diversity and otherness. For this reason, UNESCO – which, when its charter was drawn up in 1946, was entrusted with "*contributing to peace and security by promoting collaboration among the nations through education, science and culture*" – gave itself the mission of watching over "*the preservation and protection of the universal heritage of books, works of art and other monuments of historic or scientific interest.*"

Procedures and tools

Although the French state has for several decades maintained most of the prerogatives tied to heritage, regional governments have been increasingly associated to it. The "*shared government of culture*" dear to the heart of René Rizzardo, co-founder of the Observatory of Cultural Policy, has also had an impact on this sector.

Restricted for many years to the protection of historic monuments (laws dated 1887 and 1913), natural sites and monuments (laws dated 1906 and 1930) or the areas around historic monuments (law dated 1943), the national heritage policy was extended in 1962 to "safeguarded sectors" and finally, in 1983, to "areas for the protection of the architectural and urban heritage". Ten years later, the word "landscape" would be added to this designation. Because of a law passed in 2010, these "areas for promoting architecture and heritage" were slated to be reclassified within a few years, along with the protections devised by André Malraux, inside a new and unique category of "historic sites". In 2015-2016, the French Parliament will debate this bill.

In this respect, Lyon is an interesting case in point. Inside the historic site recognized by UNESCO, there are over one hundred and sixty historic monuments. Their overlapping territories cover the one hundred and twenty-seven hectares listed as a

French regional governments are now more closely associated to heritage management

World Heritage site and include a classified site (Place Bellecour), two listed sites (historic center and Saône quays), a safeguarded sector (Vieux-Lyon) and an area for the protection of the architectural, urban and landscape heritage (the slopes of Croix-Rousse). In addition, there are the heritage provisions contained in the "Local Urban Planning and Habitat Plan".

In addition to harmonizing legislation that has become extremely complex, the current reform aims, on the one hand, to associate regional governments more closely to heritage management; on the other, it will include the notion of world heritage in French law, an eloquent illustration of the impact of international decisions on heritage policy.

Influence of the international context

In light of globalization and like other aspects of social life, the notion of heritage and the way it is managed also evolve according to the thinking of certain international bodies, starting with UNESCO and the Council of Europe. Several texts adopted during the past fifteen years have upset the way in which the question of heritage has been traditionally considered in France:

– 2001 (UNESCO): *Universal Declaration on Cultural Diversity*, "as necessary for humankind as biodiversity is for nature";

– 2005 (UNESCO – ratification in 2007): *Convention on the Protection and Promotion of the Diversity of Cultural Expression*, affirming that "cultural diversity forms a common heritage of humanity" and that protecting and promoting it "presuppose the recognition of equal dignity of and respect for all cultures";

– 2005 (Council of Europe): *Framework Convention on the Value of Cultural Heritage for Society* – known as the "Faro Convention" – recognizing "the need to place people and human values at the center of an enlarged and cross-disciplinary concept of cultural heritage";

– 2007: *Fribourg Declaration on Cultural Rights*, stating that "everyone, alone or in community with others, has the right [...] to know his or her culture and have it respected" and "to access [...] cultural heritages that constitute the expression of different cultures as well as resources for both present and future generations";

– 2011 (UNESCO): *Recommendation on the Historic Urban Landscape*.

Although the process of ratifying the Faro Convention has begun in France, it is not yet finished; however, on August 7, 2015, the French Parliament adopted Article 103 as part of the law "concerning the new territorial organization of the Republic (known as the "NOTRe Law"), which states: *"Responsibility for cultural matters shall be exercised jointly by territorial authorities and the State according to the cultural rights listed in the Convention on the Protection and Promotion of the Diversity of Cultural Expression dated October 20, 2005."*

This means that, in a country that was formerly strongly centralized, where the designation and management of the cultural heritage were for many years the

"place people and human values at the center of an enlarged and cross-disciplinary concept of cultural heritage"

exclusive prerogative of the State and its experts, the evolution resulting from the texts cited above now recognizes that citizens, "alone or in community with others," are able to intervene on issues concerning heritage. Over the decades, a sort of "heritage democracy" has come into being. Formerly the affair of government representatives only, heritage is now recognized by the law as being everyone's affair. This leads to the important responsibility of all public groups and of civil society to implement wise management of the shared heritage and its diverse components. Thanks to know-how acquired over the years, Lyon has become a laboratory for the future in this respect.



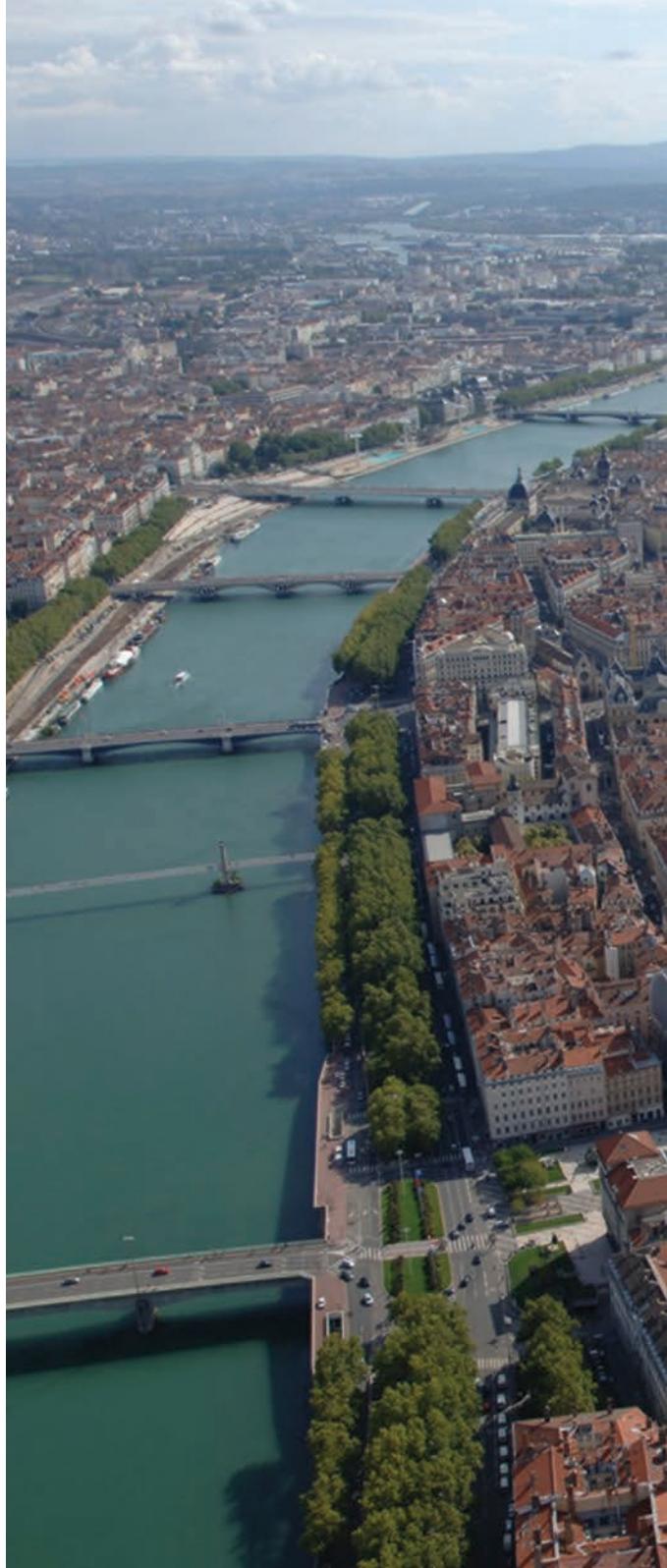
Lyon: 2,000 years of history and a groundwork for the future

Since December 5, 1998, the listing of the historic part of Lyon as a UNESCO World Heritage site has enhanced the city's reputation internationally. In addition, it has led the people of Lyon to fully recognize that this heritage is a precious resource for the future. But this resource depends on having all actors take up the challenge of a sustainable commitment to properly managing what has been handed down.

By recognizing the "outstanding universal value" of the historic site of Lyon, the UNESCO decision emphasizes that the four hundred twenty-seven hectares it has singled out represent an advantage for developing the entire agglomeration. But it also implies the responsibility of all institutional actors – the City, the Metropolitan Area, the Region, the State – and of civil society – associations, companies, citizens – in the preservation and promotion of this site, which is now the "shared property" of humanity as a whole. This is why exemplary management is required over the metropolitan area within the framework of its overall project and using the appropriate tools.

1.1 An outstanding site

Starting from the confluence of the Rhône and Saône rivers, we can measure the outstanding character of Lyon's geographical location. To the west bordering the Saône, the Monts d'Or and the Monts du Lyonnais rise to form the foothills of the Massif Central; to the east, vast rolling plains extend to the Pre-Alps region; between them, the Rhône Valley structures the area from north to south. This privileged location has enabled the city to be a major economic and cultural crossroads for over two millennia. It has determined where humans have settled and how the city and its urban landscape have extended. This landscape is characterized by the presence of hills – two of which, Fourvière and Croix-Rousse, are located inside the historic site – and the confluence of the great river Rhône and its most important tributary, the Saône. The specificities of this outstanding setting have strongly marked the urban layout. Having first developed on the hills and at their foot, the city long used the waterways for navigation; after flooding had been tamed, Lyon began to spread over the riverbanks and beyond. For the past two decades, these banks, which were invaded by cars for many years, have been reclaimed, illustrating a desire to reconcile a remarkable urban landscape with contemporary lifestyles.







1.2 Two thousand years of an urban model in ten periods

Among its "justifications for listing" in 1998, UNESCO noted that "*Lyon bears exceptional testimony to the continuity of urban settlement over more than two millennia.*" The city is characterized by the fact that its center was successively moved from west to east, as it retained the essential elements of the different strata corresponding to successive epochs: Lyon can be thought of as the archetype of the "*palimpsest city*" evoked by philosopher Olivier Mongin. Because of this, each of its districts incarnates an urban and architectural identity tied to the main epoch of its construction, while contributing to the city's overall coherence. For the future, the key strategy will be based on ensuring the harmonious development of the "historic city" and the "city as project".

Although a human presence has been detected from Neolithic times, the oldest visible remains in this two-thousand-year-old history date to Gallo-Roman Antiquity. We can distinguish ten different periods:

1.2.1. The antique city (before 476 A.D.)

With the creation of Lugdunum in 43 B.C., the Romans, who were aware of the strategic importance of the site, began urbanization in the area. The upper city, with a forum, temples, thermal baths and theaters, was located on Fourvière Hill; at the foot of Croix-Rousse Hill and on the river peninsula, craftsmen and merchants installed their places of business. Lugdunum was the central point of a roadway network that had been created by Agrippa in the reign of Augustus and was the birthplace of the emperor Claudius (10 B.C. - 54 A.D.). It was also the "capital of the Gallic provinces," as indicated today by the "Trois-Gaules" amphitheater on the slopes of Croix-Rousse. Undermined from the end of the second century, the city's influence declined until the Burgundian invasions in the years from 470-474.



1.2.2. The medieval city (476-1453)

Extending from the fall of the Roman Empire in the West to the capture of Constantinople by the Ottomans, this millennium saw the city leave the Gallo-Roman heights for the right bank of the Saône (currently the Saint-Jean neighborhood). The city would have to wait until the reign of Charlemagne, King of the Franks (768-814) and Emperor of the West (800-814), for a true revival. Under the control of archbishop-counts until the early fourteenth century and located at the border between the Germanic empire and the kingdom of France, the city recovered its position as a crossroads and began to construct a number of buildings, many of which were religious in nature.



1.2.3. The Renaissance city (1453-1589)

In spite of the Wars of Religion, which from 1562 (the year Lyon was temporarily administrated by Protestants) to 1589 caused strife and devastation, this period was doubtlessly one of the most prosperous chapters in the city's history. During this long century, Lyon became a leading financial center thanks to fairs and to Italian bankers and merchants.

The silk industry, also imported from Italy, was implanted; the kings of France and their courts often stayed for long periods; and the dynamism of city printers attracted writers, thinkers and humanists to the banks of the Saône. This economic and intellectual expansion brought about profound urban and architectural changes that can be seen today in both the Old City of Lyon and at Place Bellecour. However, the large number of hills and the frequent meanderings of the Rhône restricted development of the city to its natural borders, thus creating a high urban density.

1.2.4. The classical city (1589-1715)

Between the accession of Henry IV to the throne of France and the death of the Sun King, the city lost its financial importance and underwent several economic and wheat production crises. However, it maintained its dominant position in the silk industry and became one of the strongholds of the Counter-Reformation. Many religious institutions came into being, and civil authorities worked to rationalize the layout of streets, improve hygiene and combat fires and insecurity. This was the time when *Place des Terreaux* was created and construction was begun on the *Hôtel de Ville* (City Hall).



1.2.5. *The city of enlightenment (1715-1793)*

In spite of crises and excessive political and administrative supervision, the silk industry continued to contribute to the prosperity of the kingdom's second largest city, which was decorated with the buildings of Jacques Germain Soufflot (in particular, the *Hôtel-Dieu* hospital and the *Temple de Change*). In spite of the absence of a university, the ideas of the Encyclopedists spread and contributed to the rise of the "applied arts". Since the city had grown too large for its historical boundaries, it began to spread to other areas. Two men incarnated this ambition. The first was Jean-Antoine Morand, who began to build a bridge over the Rhône and a new district on the river's left bank. The second was Antoine-Michel Perrache, who took on the extension of the southern part of the Presqu'île peninsula. During the French Revolution, Lyon's opposition to the Convention in 1793 triggered a violent siege, with the destruction of many façades and dwellings, striking a severe blow to the region's economic viability.



1.2.6. *The pre-industrial city (1793-1852)*

In 1800, First Consul Napoleon Bonaparte took up the challenge of "enhancing [the city] through his generosity" after a dreadful decade. Along with the future emperor's support, the Lyon textile industry, known as La Fabrique, contributed the mechanical loom, a major invention developed by Joseph-Marie Jacquard.

Until that time, most of the canuts, who were the weavers of Lyon, lived in the Saint-Georges neighborhood. Their uprisings in 1831 and 1834 brought them notoriety throughout Europe. In the nineteenth century, they moved to the slopes of Croix-Rousse, where a veritable city of pre-industrial craftsmen came into being on a model inspired by La Fabrique. Under the July Monarchy (1830-1848), the Lyon cityscape was also marked by the development of a new defensive system designed by General Hubert Rohault de Fleury and the first work on the budding railroad.

1.2.7. The industrial and "Hausmannian" city (1852-1905)



On March 24, 1852, just before he was proclaimed emperor, Louis-Napoleon Bonaparte signed the annexation of the communities of Vaise, La Croix-Rousse and La Guillotière to Lyon, which allowed the city to extend to the north and east. Industry developed on a surface area that had become three times larger and added other productions, such as the chemical, mechanical or metal-lurgical sectors, to textile. Under the supervision of Prefect Claude-Marius Vaisse and following the model of the major development work undertaken in Paris by Baron Haussmann, the urban landscape was profoundly modified during the Second Empire, at the cost of destroying very many old

buildings. At this time, Tête d'Or Park was created by the Bühler brothers, and a new defensive system was designed by General Raymond Adolphe Séré de Rivières. The final years of the nineteenth century were characterized by remarkable innovations, including the development by Count Hilaire de Chardonnet of artificial silk (1884), the invention of cinematography by the Lumière brothers (1895), and the creation throughout the urban area of many automobile companies, such as Rochet-Schneider (1889) or Berliet (1894).



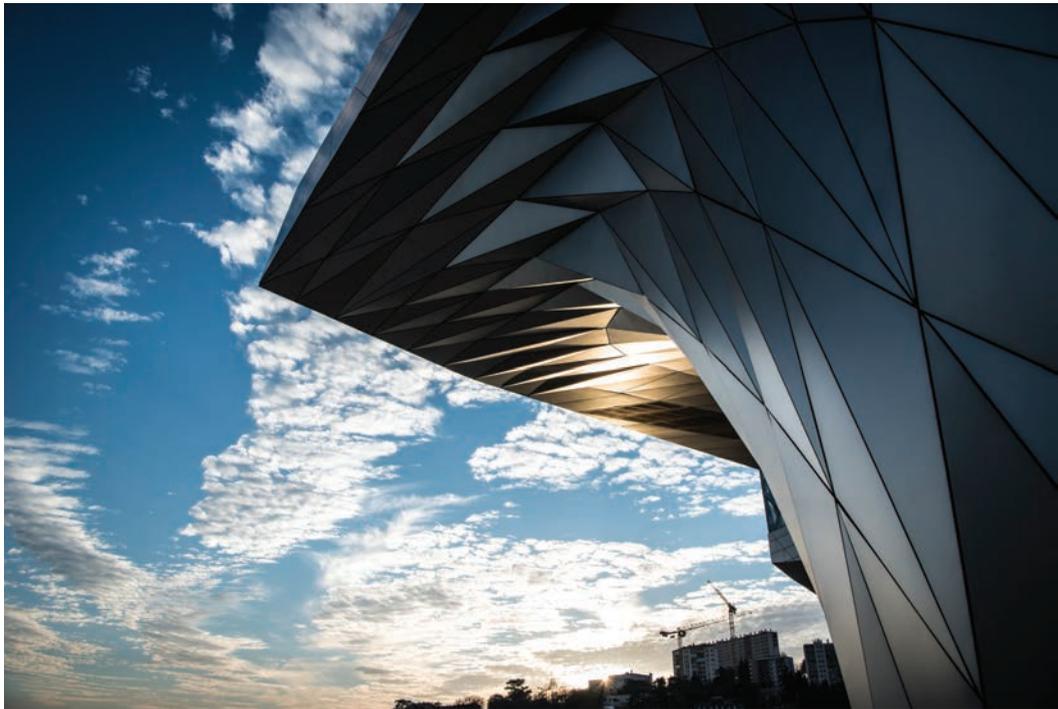
1.2.8. The planned city (1905-1957)

Corresponding to the long mandate of Mayor Édouard Herriot, these years saw the development of industry. In 1914, as historian Hervé Joly wrote: "*except for the steel industry, cement works and paper mills, more or less all of the major industrial branches are found in the Lyon urban area.*" Traditional industries – such as textiles, chemicals and mechanical products, which were tied to expertise in silk – and new activities like electricity, agribusiness and pharmaceuticals – ensured steady growth for the city. With help from architect Tony Garnier, the mayor accompanied this growth with a plan for extending and enhancing the city that gave rise to major projects, including the *La Mouche* slaughterhouse, the *Cité des États-Unis* and the *Grange-Blanche* hospital. However, growth came to a standstill with the crisis of the thirties and World War II, and Lyon had to wait for the end of the war and reconstruction to find the path to development once again.

1.2.9. The consolidated city (1957-1998)

At the death in 1957 of the man who had been the city's leader for more than a half-century, Lyon was far behind in terms of urban facilities. At the end of the *Trente Glorieuses* years from 1945 to 1975, the automobile had triumphed, and the building of the highway and multimodal exchange at Perrache caused profound changes in the urban landscape. In the sixties, the creation of the Part-Dieu district signaled a new displacement of the city center toward the east, in particular because the Urban Community created in 1969 was implanted there. This was an indication that city development was now on the scale of the urban agglomeration. During these same years, the combined efforts of the "Renaissance du Vieux-Lyon" association and Cultural Affairs Minister André Malraux were required to confront the project of Mayor Louis Pradel. On May 12, 1964, the Old City of Lyon became the first "safeguarded sector" in France, escaping partial destruction and beginning a long restoration process. During the eighties and nineties, people became aware of the need to pay attention to highlighting the urban cultural heritage and landscape, as well as to the quality of buildings and public areas.





1.2.10. The metropolitan city (since 1998)

In the context of listing the historic site as a World Heritage and the rise of the notion of "sustainable development", urban issues increasingly concerned the agglomeration as a whole. They have even reached the level of the "Metropolitan Pole" created in 2012, which includes the urban agglomerations of Lyon, Saint-Etienne, Vienne and Porte de l'Isère (around Bourgoin-Jallieu). On January 1, 2015, *Lyon Métropole* was created. This new territorial entity, which combines the administrative scope of Greater Lyon with that of the Department, reinforces this metropolitan approach. Although ambitious projects like the Hôtel-Dieu restoration are being undertaken in the heart of the city, the historic site is no longer the only center of the agglomeration; there are currently many other sites – Confluence, Part-Dieu, Gerland, Carré de Soie (Vaulx-en-Velin), Porte des Alpes (Bron) Rives de Saône (Val de Saône), etc. – that contribute to building the future of a multi-center agglomeration. Their goal is to highlight the exceptional urban, architectural and landscape diversity of the Greater Lyon area, "so favorably located at the confluence of Saône and Rhône, almost against the Alps" and "uniting both peoples and rivers" (Jules Michelet).



Historic site and buffer zone: the boundaries recognized by UNESCO

The UNESCO decision takes into account the four hundred and twenty-seven hectares of the historic site that represent around ten percent of the city surface area and one percent of the metropolitan territory. A three-hundred-twenty-three-hectare "buffer zone" was also defined to enable planning for the preservation and highlighting of this heritage beyond the strict limits of the site.

From Boulevard de la Croix-Rousse on the north to Rue des Remparts-d'Ainay on the south, from the defensive line on the west to the Rhône river on the east, the limits of the historic site recognized by UNESCO correspond to the hyper-center of Lyon; in other words, to the city land within its former ramparts, more or less as it existed until the nineteenth century. The historic site includes Fourvière Hill (the Montauban / Pierre-Scize, Fourvière, Saint-Just and Saint-Irénée neighborhoods), Vieux-Lyon (Saint-Paul, Saint-Jean and Saint-Georges), the northern part of the Presqu'île (Terreaux, Cordeliers, Jacobins, Bellecour and Ainay) and the slopes of Croix-Rousse, including the old fortification line that is materialized today on the plateau by Boulevard de la Croix-Rousse and the areas created on former strongholds (Place de la Croix-Rousse, Place des Tapis and Place Tabareau, etc.). The "buffer zone" that surrounds this area crosses the river and includes the left bank of the Rhône from the start of Avenue du Maréchal-Foch on the north to Avenue Marcelin-Berthelot on the south.



1.3 A heritage for humanity, a territory of urbanity

As mentioned, the historic site corresponds to the hyper-center of the Lyon agglomeration. However, it has avoided being turned into a museum and now features all the urban functions related to a large city. It is home to:

- Religious structures, including some of the most eminent Catholic buildings, starting with Saint-Jean Cathedral, the former abbey of Saint-Martin d'Ainay, Saint-Nizier, Saint-Paul and Saint-Georges churches and the former Saint-Bruno charterhouse, as well as Fourvière Basilica, the (Protestant) Temple du Change and the Great Synagogue on Quai Tilsitt, all preserved as historic monuments;

- Political and administrative buildings, such as city hall, the courthouse, the *Grenier d'Abondance* (headquarters of the Regional Department of Cultural Affairs), the Chamber of Commerce and Industry and, in the buffer area, the Departmental Prefecture;

- Cultural venues, like the Gallo-Roman Museum and the antique sites at Fourvière and on the slopes of Croix-Rousse (*Trois-Gaules* amphitheater); the Museum of Fine Arts, the Gadagne Museums, the Opera, the Théâtre des Célestins and many educational establishments: National School of Theater Arts and Techniques (ENSATT), National School of Fine Arts, National Conservatory of Music and Dance (CNSMD), Regional Conservatory, etc.

- Educational establishments: in addition to schools and colleges, there are Lycée Ampère (former College de la Trinité) and Lycée Saint-Just; the Sainte-Marie Lyon establishment with contemporary architecture designed by Georges Adlioni; the Institution des Chartreux and École La Martinière.

The historic site nonetheless remains a place of residence – over fifty thousand Lyon residents live here, representing about twelve percent of the total city population – and a place to work – it provides approximately fifty thousand jobs, or fifteen percent of the city total and seven percent of employment in Lyon Métropole. Above all, it is a very economically active area. In addition to the fact that many companies have their headquarters here, there are also many businesses and service activities, especially in Presqu'île. A 2011 study placed it at the top of business centers in the region. While many banks, department stores and retail outlets are located between the Rhône and Saône, Vieux-Lyon is home to a large number of restaurants and tourist-oriented businesses; in contrast, the slopes of Croix-Rousse are witnessing the development of activities tied to the creative industries. This density makes the historic site an especially vibrant area, where the paths of all city activities cross. Thus, one hundred bus and metro entrances and exits are recorded daily at the Bellecour center, and the Terreaux center counts sixty thousand.

For all these reasons, the historic site is both a neighborhood for living and a district for all kinds of activities. Every day, tens of thousands of people come to the area, including local residents, people who work there, those who attend the institutions, schools and businesses found there, and visitors. Thus, this "heritage for *humanity*" is an integral part of a "territory for *urbanity*". These imbricated functions and the need to make the urban area evolve according to changes in lifestyles or modes of transport make the management of this type of territory especially complex. The challenge presented by the 1998 decision thus consists in preserving a remarkable "historic urban landscape" inherited from the past, while adapting it to the contemporary context. This is the key idea that provides a basis for both the originality of listing the historic site and the position adopted by the City of Lyon to implement a management plan that meets the requirements of these goals, as well as the UNESCO recommendations.

The historic site is both a place to live and a center of activity

1.4 A varied heritage inside a dynamic city

Because it concerns not one particular monument, nor even a series of monuments, but the hyper-center of a European city in full development, the 1998 UNESCO listing takes into account an especially rich weave of heritage objects. As we have seen, the historic site contains many remarkable, and even prestigious, buildings, but it also features very interesting construction styles that shape the identity of the various districts, such as Renaissance in Vieux-Lyon, classical and "Haussmannian" on the Presqu'île and "canut" on the slopes of Croix-Rousse. To a lesser extent, we also find many high-quality architectural details or aediculae: doors, impostes, stairways, ironwork, woodwork, wells, fountains, statues, etc. Many public areas – such as squares (Bellecour or des Terreaux, as well as Célestins, Sathonay and des Tapis) – also contribute to conferring on the various districts of the historic site what urban historian Gustavo Giovannoni called *ambientismo*, the specific "spirit of the setting" that so thoroughly captivates visitors and delights residents. Quite a few of these heritage elements remain accessible, either because they are part of the public area or because their status as private property nonetheless gives visitors access to them under certain conditions, thanks to measures such as the "courtyards and traboules" agreements. Built on several hills, Lyon also offers many viewpoints over both the Old City and the metropolitan area. From the Fourvière esplanade or the top of Grand-Côte (on the slopes), as well as from the banks of the Saône or Rhône and the numerous bridges and walkways across the rivers, it is possible to take in the urban landscape, the waterways and, in the distance, the surrounding mountains. This provides an understanding of the urban layout and enables "reading" how the area has evolved over the centuries. The variety of the Lyon heritage is also present at the historic site through many types of local expertise, including mosaics, fabrics, ornaments, stained-glass windows, printed works, culinary products, gardens and, of course, Guignol puppets. These items are part of what UNESCO calls the "Intangible Cultural Heritage". They all contributed to the stratification of natural and cultural values that bear witness to the long human occupation of a remarkable site.

In spite of the great interest represented by these heritage elements, it would be a mistake to consider heritage in Lyon as restricted to the historic site only. In the context of continuing urban spread, with the city becoming denser and with rebuilding on existing sites, the historic site is directly connected to the rest of the urban weave.

...this specific "spirit of the setting" that so thoroughly captivates visitors and delights residents

an entire city. Because of this, heritage issues in Lyon must take into account the quality of heritage at all levels, rather than being limited to the management and promotion of the hyper-center. Thus, in addition to the buffer zone, they must include the metropolitan level, and even the Metropolitan Pole level (Lyon, Saint-Étienne, Vienne, Porte de l'Isère). It is perhaps useful to note that this project territory corresponds for the most part to the Lyon silk industry's area of influence. In other words, heritage considerations must go beyond the limits of the historic site in order to combine the preservation of the oldest sectors with future metropolitan development and fully integrate the Old City within contemporary Lyon.

The value of the property recognized by UNESCO is not only architectural, urban or related to the landscape; it is also symbolic and historical, representing the shared culture of



The Declaration of Outstanding Universal Value

Established in 2012 in tandem with the various partners and transmitted to UNESCO by France, the "Declaration of Outstanding Universal Value" includes the criteria initially chosen to characterize the Lyon heritage and lists the specificity of the historic site. It gives three major characteristics: the *confluence* of two rivers, the *coherence of the urban model* and an *urban lifestyle* that represents both "living in the city" and urban practices, along with the urban features of the different areas.

Summary

The long history of Lyon, which was a proto-urban agglomeration from Celtic times (even before it was made into the Gallic capital by the Romans in the first century B.C.), and which continued to play a major role in European political, cultural and economic development from that moment on, is illustrated in an extremely vivid way through the urban layout and many historic buildings from all epochs.

Criteria

Criterion (ii) – "Lyon bears exceptional testimony to the continuity of urban settlement over more than two millennia on a site of great commercial and strategic significance, where cultural traditions from many parts of Europe have come together to create a coherent and vigorous continuing community".

Criterion (iv) – "By virtue of the special way in which it has developed spatially, Lyon illustrates in an exceptional way the progress and evolution of architectural design and town planning over many centuries".

Integrity

On this exceptional urban layout, which was confined within a medieval enclosure that lasted until the early nineteenth century, most of the remaining buildings correspond to a broad period in the city's development. The current architectural heritage of Lyon represents all periods, from the Middle Ages to today, with significant Gallo-Roman elements. Breaks with this coherency are due mainly to openings and redevelopments that have been made since the nineteenth century, as well as to building modifications (primarily in height) stemming from the continued and dynamic human occupation of this leading urban center.

Authenticity

The Lyon site is highly authentic because of the permanence of three main characteristics that define the city's unique urban development:

- The *confluence*: Starting from a very special geographical and geomorphological site (the confluence of a river and its tributary and three hills), the city became established at the intersection of a number of routes, making it a true crossroads of influences from northern and southern Europe;
- The *coherency of the urban model*: Through urban construction that lasted over two thousand years, Lyon developed a unique cityscape. Instead of rebuilding on the same foundations, the city moved gradually toward the east, thereby preserving urban layouts from different epochs next to each other. In addition, the urban lifestyle and architecture were developed and enriched over the centuries, evolving without a break;
- *Urbanity*: Along with this exceptional type of urban development, the city has always been characterized by a major human presence that is still notable today. The city has been imprinted typologically and architecturally by its activities (business, craftwork, industry, education, religion, etc.) and the expression of power (civil, religious, medical, merchant, bourgeois, canut, industrial, etc.).

Protection and management

The means for managing architecture and urban development include the very effective regulatory tools of French patrimonial law (preventive archeology, historic monuments and their surrounding area, safeguarded sectors [Vieux-Lyon], area for the protection of the architectural, urban and landscape heritage [slopes of Croix-Rousse]), environmental law (listed site) and Local Urban Planning stipulations. Other purely operational tools have been added (State-City heritage agreements, architectural and urban quality charter, restoration charter, lighting plan, plan for restoring *traboule* alleyways, public domain charter for Vieux-Lyon, etc.), along with tools for coordination (heritage workshops, etc.).

The management plan which is currently being drawn up relies on a significant number of standards,

tools and specialized actors with recognized know-how and skill.

The City of Lyon (urban planning,

culture, international relations) coordinates action programs that concern the full scope of heritage and uses a cross-disciplinary approach led by the Heritage Site Mission in close collaboration with the services of the Greater Lyon Urban Community (regulatory and operational urban planning, events, tourism, etc.), the Region (Cultural Heritage Inventory) and the State (Regional Department of Cultural Affairs).

***The "historic urban landscape approach":
a key advantage for human, social and
economic development***

The buffer zone around the historic site encourages taking into consideration the cultural and patrimonial approach to the contemporary city around the historic site.

The preservation and highlighting of the historic site of Lyon listed by UNESCO as a world heritage is part of the urban project; because of this, the project takes a global approach focusing on the "historic urban landscape". This approach is considered to be an essential asset for human, social and economic development.

[Lyon 2012]



Site, actors, tools and strategies

Public authorities, experts, civil society, citizens: a multitude of actors are mobilized to ensure the proper management of the historic site of Lyon. Their "toolbox" contains a large number of instruments and means – national or local – that cover the full scope of heritage and urban planning and includes inventories, studies, protection, restoration, promotion and ways to raise awareness. In addition to smooth coordination, confronting the complexity of the task requires a clear idea of the strategies to implement in the coming decades.

It is not easy to untangle the thousand-and-one actors and tools that have an impact on managing the historic site of Lyon. Without pretending to be exhaustive, we can attempt to list them by distinguishing those related to the implementation of various public policies from those based on private initiatives. We can also point out the different domains they pertain to: heritage protection, urban planning, culture, tourism, education, city policy or international relations.

2.1 An abundance of actors and tools

The efforts to know, protect, restore and promote the historic site of Lyon did not, of course, begin with the UNESCO decision. However, being listed as a World Heritage site has most assuredly led the various actors to a greater realization of their patrimonial responsibilities. It has also led to the implementation of new tools designed to improve the management of this heritage. Finally, it has highlighted the imperious need to create a network of actors so that they may all share a common culture and optimize their efforts through better coordination.

2.1.1. Heritage protection and urban planning

As part of its historical heritage, the State in France provides the majority of patrimonial expertise. Scientific and technical supervision is ensured essentially by the decentralized services of the Ministry of Culture and Communication (Regional Department of Cultural Affairs) and, in particular, by the Regional Archeological Service, the Regional Department for the Conservation of Historical Monuments and the Territorial Service for Architecture and Heritage. There are various existing heritage laws, but a law that will probably be voted on in 2016 could modify certain of their provisions. Currently, the historic site of Lyon includes:

- over two hundred buildings that are either classified or listed as "historical monuments";
- a "safeguarded sector" including the three neighborhoods of Old Lyon (Saint-Paul, Saint-Jean and Saint-Georges).
- an "area for the protection of the architectural, urban and landscape heritage" (slopes of Croix-Rousse);
- a "classified site" (Place Bellecour);
- a "listed site" (the historic city center).

In addition, over fifty percent of the city of Lyon's surface area is subject to legislation on the surroundings of historical monuments and one thousand six hundred hectares are found in the zone of presumed archeological interest.

Lyon Métropole's "Local Urban Planning and Habitat Plan" has also defined regulated areas over the metropolitan territory. The goal is to preserve built areas as "perimeters of heritage interest" (approximately four hundred fifty hectares) or "built elements to be preserved" (a bit more than one thousand six hundred hectares). Another goal is to conserve natural areas found in the urban territory as "planted areas to be highlighted" (one hundred forty-five hectares) or "classified wooded areas" (three hundred hectares).

In virtue of the law dated August 13, 2004, the Region is responsible for the cultural heritage inventory. However, although studies carried out by the regional service are a precious addition to knowledge of the heritage, they do not have legal consequences in terms of protecting or restoring the inventoried elements.

In addition to the provisions stemming from national legislation or the regulations implemented by local communities, there are other operational tools, such as the "Programmed Operations for Improving Habitat" or the "Interventional Funds for Services, Trades and Commerce", that provide incentives or assistance in the renovation of many dwellings or commercial premises. For the restoration of existing buildings, and independently of legal tools, the city makes every effort to stimulate projects through subsidies to owners and specialized agreements (like the "courtyards and traboules" agreements) that allow restoration and enhancement while providing restricted accessibility of the public to this exceptional architectural heritage. Another example are the "heritage diagnostics and upkeep plans for old buildings", which are designed to encourage private owners to establish guidelines for major maintenance work, enhancement and energy improvement in these buildings.

The City of Lyon has also implemented "Heritage Workshops," an original approach that brings together each month, in each arrondissement inside the UNESCO perimeter, the relevant actors: public agents, professionals and association representatives. The idea is to discuss current projects or cross-disciplinary subjects. Agreement is also necessary between the various actors in charge of the archeological heritage. These include the State, which through the Archeological Regional Service ensures the implementation of national legislation and provides scientific and technical supervision, and the City of Lyon and Lyon Métropole, owners of the main sites. They manage, respectively, the Archeological Service of the City of Lyon and the Gallo-Roman Museum at Fourvière.

Even before the UNESCO decision, and in order to join their efforts, the State and the City had committed to a contractual policy that gave rise to signing agreements that were exclusively dedicated to the study, restoration and promotion of the Lyon heritage (see insert, pp. 50-51). The evolution of the contents of these agreements illustrates the changes in heritage policy in Lyon. Although in the eighties and nineties, it was primarily focused on the built heritage and archeology, for the past fifteen years greater attention has been paid to the urban territory and projects, and even to intangible heritage. The major programs undertaken bear witness to this, from the reconversion of the Hôtel-Dieu (within the framework of a "public-private partnership"), through the reclassification of the Confluence and Part-Dieu districts, to the development of the Rhône and Saône riverbanks and the renovation of Duchère, the "third hill". Although some of these programs were located outside the historic site, they improve the surrounding environment and highlight the diversity of the area's heritage. The same goal inspired the development of green areas, the creation of bike paths and the implementation of "30 Zones" designed to reduce the presence of cars in the city. There was also the "Light Plan" that was meant to highlight the city and its monuments and other areas at night and present the urban landscape in a coherent setting. Thus, by combining heritage preservation, urban planning operations and careful attention to the environment, the historic site and, more generally, the entire city have become an area on a human scale, where residents can find a quality of living on a par with the heritage of preceding centuries.

2.1.2. Culture and tourism

Although the law has not given them the responsibility of protecting or restoring heritage, other bodies nonetheless carry out important actions to promote the historic site and make it known to the greatest number.

Some of these bodies are public, such as the Gadagne Museums (see insert, pp. 50-51), whose mission is precisely to "*provide a setting for the urban story that will allow understanding the city's development*". Other museums also contribute to presenting the urban territory, including the Gallo-Roman Museum, the Printing

Today, very careful attention is paid to the area and urban projects, and even to intangible heritage

Museum of Lyon, the Historical Museum of Fabrics, the Museum of Decorative Arts and the Tony-Garnier

Urban Museum. Although they are not specifically dedicated to the Lyon area, the Museum of Fine Arts (opened in 1803) and the Confluences Museum (opened in December 2014, but an heir of the Guimet Museum created in the early years of the Third Republic) nonetheless show city history from other angles – artistic, scientific and technical. Along with these museums, other institutions also help the public to learn more about the city and its history: Municipal Archives, Municipal Library, Archeological Service of the City of Lyon, etc.

The action of these public bodies is supported by many private actors. Without the associations or heritage foundations, what would remain of the industrial history of Lyon concerning silk, automobiles or cinema? Among the most emblematic of these are *Renaissance du Vieux-Lyon*, whose action in the sixties enabled making the neighborhoods of Saint-Paul, Saint-Jean and Saint-Georges the first "safeguarded sector" created after the "Malraux Law" was passed, or the Berliet Foundation, which is behind an exceptional collection of archives and vehicles that bear witness to automotive history in Lyon and French truck production. Beyond contributing to the designation and safeguard of important heritage elements, these bodies play an important role in keeping many places alive and in making the greatest number aware of "shared property".

In particular, public institutions, associations and foundations are committed to educational actions that are designed for youngsters in a school-related or after-school context. Heritage is a good tool to use for educational purposes because it offers even the youngest a perceptible approach to community heritage, the possibility of concrete, on-site observation and the building of spatial and temporal references, while it introduces them to questioning that allows cross-mobilizing acquired knowledge. A good example of this is the "Heritage and Me" program. It has been implemented since 2005 in partnership with State services (National Education and Culture) by the Historic Site Mission, which mobilizes the Department of Education, the Gadagne Museums, the Municipal Archives and several associations with the aim of developing an educational program for certain primary schools that will cover several years. This program is based on the children's discovery of nearby heritage.

In addition to youngsters, cultural institutions and heritage associations have also developed an offer for local residents. This is the case of actions carried out through the Cultural Cooperation Mission, which, as part of the city's Department of Cultural Affairs and in collaboration with Lyon Métropole, works toward making the greatest number aware of their heritage, in particular in difficult areas that are the object of urban reclassification that aims to reduce inequality among the various urban areas.

The people of Lyon and urban agglomeration residents are not, of course, the only visitors welcomed to the historic site. With five-and-a-half million visitors, Lyon is currently the second most popular tourist destination in France. The past fifteen years have seen a dual development: in business tourism – two-thirds of visitors fall into this category – and short-term urban tourism. This evolution has obliged public and private players in the areas of tourism and culture to design a high-quality heritage offer and invent new ways to discover it. Among tourist-oriented structures, the most important is, of course, the Greater Lyon Office of Tourism and Conventions. Until 2010, its

Make the greatest number aware of "shared property"

scope was limited to the city center, but it now covers all of Lyon Métropole. This entity has the responsibility of promoting

"Destination Lyon" under the "Only Lyon" brand, both in France and in other countries, and of coordinating the offers for French or foreign tourists visiting the city. To do this, it works in close collaboration with sector professionals, including hotel and restaurant owners, sight-seeing buses and river navigation companies. Ever since the UNESCO decision was made, the heritage aspect of the city has become more evident in messages for tourists, along with the promotion of a certain way of enjoying life that characterizes Lyon and is tied to gastronomy and the patrimonial wealth of the historic site.

To reach their goals, both public and private actors in culture and tourism have a broad range of tools at their disposal. Some of these tools have demonstrated their usefulness for many years, whereas others are made available when needed. But they all enable residents and tourists alike to adopt the historic site and the patrimonial wealth found there and make it their own. Along with individual or group guided tours (some thirty of these propose discovering the historic site, sometimes in unusual ways), there are all sorts of educational or fun workshops and even mini-cruises or excursions. In addition, specific tools have been created, such as the "urban strolls". These are organized jointly by the Historic Site Mission and the Gadagne Museums and allow mostly local groups to discover the city's everyday heritage. Participants are encouraged to discuss their different visions of the various neighborhoods.

However, events are currently one of the best ways to ensure outreach development for the city's heritage. Organized each year throughout France on the third weekend in September at the invitation of the Ministry of Culture and Communication, European Heritage Days represent a special encounter between residents and their heritage. This event has been coordinated since 2005 for Greater Lyon and since 2010 for the four agglomerations of **Combine culture, artistic creation, a festive aspect and the repossession of heritage** Lyon Métropole (Lyon, Saint-Étienne, Vienne, Porte de l'Isère). With over two-hundred-fifty-thousand visits to more than four hundred sites, these European Heritage Days facilitate a cultural appreciation of the urban landscape and the building of a shared story on the level of the greater agglomeration. This is also a key moment for presenting the various heritage actors, including public bodies, cultural institutions, associations, artisans and companies, to a broad audience.

The public can also enjoy other events that highlight the historic site, if only temporarily. This is the case, for example, of the Festival of Lights that each year around December 8th invites visitors to see monuments or fragments of the city in a

new way. Counting millions of people over four days, this event attracts crowds of French and foreign tourists, but also provides an occasion for local residents to witness the ephemeral transformation of their everyday surroundings. Although their audience numbers are less exceptional, other events, such as *Les Nuits de Fourvière*, *Les Nuits Sonores* (an electronic music festival), *Rendez-vous in the Gardens* or the "Silk Label" cycle share an approach with the Festival of Lights that combines culture, artistic creation, a festive aspect and the repossession of heritage.



1998: the heritage year

December 8, 1998: Three days after UNESCO listed the historic site of Lyon as a World Heritage area, an event organized at the Gadagne Museum saw both the launch of a renovation project for the building and the signature of the first "heritage agreement" signed by the State and the City.

On three different scales – the renovation of a municipal cultural facility, an agreement signed in a national context and international recognition – three events underlined the major role of heritage in city development:



– The renovation and restructuring of the Gadagne Museums, which was effective in 2009, gave Lyon a resource for studies, conservation and outreach development that would allow increased knowledge of the city and the implementation of a policy to make the greatest number aware of the territory's history. Located in the heart of the historic site inside buildings dating primarily from the Renaissance, the Gadagne Museums (named for the Italian bankers who occupied the buildings from 1538 to 1580) are home to the Museum of the History of Lyon, created in 1921, and the Puppets of the World Museum founded in 1950.

– The signing of the first five-year agreement (1998-2002) inaugurated a concerted strategy by the State and the City to unite their efforts for heritage purposes. This first text would be followed by a second (2003-2007), and then a third (2012-2016). These agreements played a major role in the implementation of a heritage inventory. Since the transfer of this responsibility to the Rhône-Alpes Region in 2004, a specific agreement concerning the restoration of great monuments (Hôtel de Ville and the Saint-Bruno-des-Chartreux, Saint-Paul, Saint-Irénée, Saint-Nizier, Saint-Martin-d'Ainay and Saint-Bonaventure churches) has taken its place. There were also actions to raise public awareness. Over the years, the two partners have agreed to take more fully into account other heritage categories in addition to monument restoration. These include furnishings from archeological diggings, heritage tied to the silk industry and the history of different neighborhoods.

– The listing of the historic site of Lyon as a World Heritage area with an "outstanding universal value": According to UNESCO, the city "*bears exceptional testimony to the continuity of urban settlement over more than two millennia on a site of great commercial and strategic significance, where cultural traditions from many parts of Europe have come together to create a coherent and vigorous continuing community*". For the experts from the international organization, "*by virtue of the special way in which it has developed spatially, Lyon illustrates in an exceptional way the progress and evolution of architectural design and town planning over many centuries*".

2.2 Strategies and goals for the future: coordinating preservation, awareness and solidarity

Although they enable giving a better idea of the complexity of the various issues, the multiplicity of actors and the variety of tools mentioned in the preceding pages can present a two-fold risk: uncontrolled dispersion of efforts and a lack of coherent action. For the future, the challenge thus consists in acting together coherently in a stronger way, rather than in doing more, since many projects are already underway for the long term. With this in mind, it is consequently essential to better define the responsibilities of the various actors, to reinforce coordination between diverse operations undertaken and to share the approach even more fully with the greatest number. In other words, the idea is to ensure that management of the historic site is properly steered politically and technically and to implement a system that is more fully identified and clear. In sum, we must organize property governance more effectively in order to meet the challenges of the early twenty-first century, which will have considerable impact on the future.

2.2.1 Guaranteeing preservation of the property

According to sociologist André Micoud, "Safeguarding means, etymologically, 'keeping safe, keeping alive'". In the case of a historic site covering nearly five hundred hectares inside a particularly dynamic urban agglomeration with a population of over a million and a half, the challenge is a major one. In order to meet the needs of preserving a heritage and adapting to contemporary ways of living, heritage management must be an integral part of the urban project. This should be done by developing a common culture among the network of actors, reinforcing coordination (in particular within Heritage Workshops) and, consequently, paying more attention to the circulation of information and capitalizing on data.

The safeguard of a historic site relies, of course, on conservation programs, whether it is a matter of objects from diggings or entire buildings, of great monuments or more modest structures. In this respect, the challenge is even greater because of the large number of constructions arriving at the end of a lifecycle and requiring a new restoration in the coming years and decade. Since the three agreements drawn up

between the State and the City have been shown to be effective, it will undoubtedly be pertinent to continue in this direction, at least for the most emblematic monuments and the major projects. But an issue has already arisen, for example as concerns new work on certain buildings in the Old City. Following a restoration carried out in the years after the creation of the safeguarded sector (1964), they now require additional interventions. Efforts in this sense should thus be made not only by starting

Safeguarding means, etymologically, "keeping safe, keeping alive"

major projects, but by increased attention to daily upkeep, by possibly reconverting

certain buildings and by taking into account "new heritage". There are many examples of this, from Halle Tony-Garnier to the Grenier d'Abondance, from Substances to Fort Saint-Jean. Finding new uses for old buildings when their heritage value is taken into account is often the best way to guarantee their preservation. In the context of the country's current budget situation, it is essential to associate the private sector to this preservation policy. Finally, we must not forget that the restoration of ancient monuments also represents a preferred way to preserve and transmit know-how, a key element of the intangible heritage.

The preservation of a historic site also requires finding the proper balance between the quality of living offered to residents and the development of tourism. In the context of an international explosion in tourism – worldwide, the number of tourists has increased fifteen-fold in fifty years – there is a real risk that certain parts of the historic site undergo a "Disneyfication" that would be fatal to maintaining the "spirit of the setting". To avoid a result like this, we must extend collaboration among the various actors, starting with cultural bodies and tourism operators. In this respect, the Gadagne Museums and the Office of Tourism drive the extension of collaboration in a way that promotes the creation of new tourism products for new tourist expectations and distributes the flow of visitors broadly over the entire city and the urban area, and not just over the historic site. This strategy requires associating both tourism professionals and cultural actors (managers and cultural mediators from institutions, as well as representatives of associations or cultural structures) to the design of offers on the metropolitan level.

2.2.2 Developing awareness

Even though many city and urban area residents are aware of the "outstanding universal value" of the historic site since 1998, and even though many French and foreign tourists are attracted to the banks of the Saône and Rhône because of the UNESCO listing, not everyone is familiar with the precise perimeter of the listed site. In the mind of many visitors, and even of some Lyon residents, the historic site is too often limited to only one street in only one neighborhood of Vieux-Lyon: Rue Saint-Jean! Therefore, making the greatest number aware of the outstanding universal value of the historic site is one of the key objectives for the coming decades.

To do this, we must amplify existing measures, whether they are actions to raise awareness carried out by institutions and cultural associations, or whether they are products proposed by tourism operators. Particular attention should be paid to actions directed at a young audience – through, for instance, development of the "Heritage and Me" program – and to those who live in the historic site or in other districts or communities in the agglomeration. In addition to existing events, starting with European Heritage Days, the development of cultural outreach projects built jointly by the specialized cultural entities and neighborhood associations will facilitate heightening awareness for the greatest number. Training actions organized for various professional networks, such as hotel and restaurant owners and taxi drivers, as well as real estate firms or builders, should also help to spread knowledge about the contents, values and territorial context of the historic site. Although a great number of public and associative cultural structures are mobilized on this issue, overall coordination is under the responsibility of the Gadagne Museums, since it is the museum of city history.

2.2.3 Reinforcing international solidarity

Ever since the listing of its historic site, the City of Lyon has been very active in national and international networks that bring together the territories listed by UNESCO. They must be able to share not only experience and know-how, but also thinking on and even issues arising from the management of an urban site recognized as a "World Heritage". This strong involvement is motivated as much by the wish to

confront observations and practices as it is by the will of an important European city to convey a form of solidarity with respect to other territories.

This is why the City of Lyon contributes on a nationwide scale to the French Association of Towns and Lands of Art and History and to cities and towns with sectors that are safeguarded and protected, as well as to the Association of World Heritage Properties in France. Internationally, the city is also very active in the Organization of World Heritage Cities, which was created in 1993 and now includes around two-hundred-and-fifty cities that have a site listed by UNESCO. In 2015, the mayor of Lyon was elected president of this organization. Appropriately enough, the organization's goals coincide with the city's analyses and desires:

"– Contribute to the implementation of the Convention concerning protection of the world's cultural and natural heritage and the International Charter for the safeguard of historic cities;

– Encourage, on a regional and international level, cooperation and the exchange of information and knowledge among all the world's historic cities in close collaboration with other organizations aiming toward similar goals, while putting the accent on actions that will support the efforts of cities located in developing countries;

– In collaboration with specialized bodies, tie research by specialists and experts more effectively to the needs of local managers;

– Make local residents aware of heritage values and their protection."

In particular, the City of Lyon has committed to directing a collection of case studies made from 2008 to 2012 in collaboration with the UNESCO World Heritage Center, the Council of Europe, the Getty Conservation Institute (Los Angeles) and the International Committee on Historic Cities and Towns, emanating from the International Council on Monuments and Sites. This collection aims to provide ideas for solving the following question: *How can heritage be preserved and promoted in an exemplary way, while allowing a city to develop in accordance with the needs of its residents, visitors and future generations?*

Finally, in support of international solidarity, the City of Lyon took an active part in the success of the first meeting of European World Heritage Associations in October 2015 in Strasbourg. In addition, the city organized a "Cities and Heritage" meeting in 2013 for the fifteenth anniversary of the listing of its historic site on the theme of: Changing Cities and Heritage Management: New Players and New Practices? Finally, with respect to decentralized cooperation, Lyon has provided expertise to several partner cities, from Riga (Latvia) to Ho Chi Minh City (Vietnam), and has notably contributed to thinking on how to safeguard the Casbah of Algiers and to the creation in Porto-Novo (Benin) of a "Heritage and Tourism House" that was inaugurated in 2007.

2.2.4 Cultivating coherency

A variety of domains, heterogeneity among actors, diversity of skills required, differences in time scales... One of the major strategies for safeguarding a historic site is based on providing coherency among the many interventions required. To do this, an overall approach must be put in place, and the energy of a network of actors who are fully aware of the requirements of a world heritage listing must be united.

With respect to public groups, the above-mentioned multiplicity of protective tools that have been implemented could, in the near future, gain greater coherency through the revision of regulatory tools listed in the context of the law on "freedom of creation, architecture and heritage" that has been discussed in the French Parliament since the fall of 2015. In addition to grouping "safeguarded sectors", "areas for the protection of the architectural, urban and landscape heritage" and "zones for promoting architecture and heritage," the text being examined by legislators provides for including, in the words of the Minister of Culture and Communication: "*under national law, the properties listed as world heritage, their buffer zones and their management plans, in particular as concerns the provisions related to urban planning documents.*"

However, beyond regulatory aspects, the safeguarding of a site requires continuing to produce knowledge while ensuring maximum clarity and greater accessibility in a perspective of research and action. Here, one of the greatest challenges consists in better sharing of information from technical services and from data produced by universities and research workers, in particular those of the UMR 5600 ("Environment City Society") and UMR 5205 ("Image Processing and Information Systems") laboratories, as well as the laboratory of excellence focusing on "Intelligence of

An overall approach must be put in place and energies must be united

Urban Worlds" ; the need to collect the knowledge of residents is also essential. In parallel, it might be a good idea to increase coordination between knowledge gained from the work of archeologists and projects created by urban planners in a way that ensures better synchronization between management of the archeological heritage, which is the most precious resource since it cannot be renewed, and urban development strategies. Similarly, a search for coherency should lead to better synchronization between restoration policy and urban planning, in a way that more fully takes into consideration the contribution of restored buildings to the overall cityscape and the urban atmosphere. Finally, as we have seen, greater coherency should also be sought in the context of the overall urban project between the tourism policy and actions carried out to safeguard the historic site.



The management plan: a vision, governance and six directions

Managing property listed as a World Heritage is complex because it involves various actors whose goals may be varied and even divergent. This is all the more true when – as is the case in Lyon, Prague or Saint-Petersburg – this property is part of a rapidly developing urban area. This is why it is necessary to clarify the vision of the future of this property, to implement the appropriate tools for governance and determine the strategic directions to follow.

As we have seen, because of the very nature of the historic site of Lyon, protecting it involves strategies that are as many as they are varied and a multiplicity of actors, who have a broad choice of tools at their disposal. Consequently, managing the site requires rigor and method in order to create the conditions for proper coordination of all participants and fine-tune the control of all issues that may arise in the short, mid or long term. This means nothing less than guaranteeing the place of the historic site inside a changing city, while maintaining the "spirit of the setting".

3.1 A vision: reconciling historic city and city as project

Listing of the historic site in 1998 as a World Heritage was due largely to the fact that it bears witness to a remarkable urban continuity that covers more than two millennia. Even more than in many other cities around the world, there is a delicate issue related to the tension between the "historic city" and "city as project". In the coming decades, metropolitan development must take into account the fact that the city is a fabric of stories and settings that are ceaselessly rewoven. Or, as historian Jean Chesneaux said: "*Although the urban project pulls the city toward tomorrow [...], it will hold together only if it can include the living urban memory in its future.*"

As the Mayor of Lyon stated in May 2013 at the opening of the Cities and Heritage meeting, "*taking this world-recognized heritage into account thus means thinking about the way we can enrich it today, without losing the thread of a story that began*

Without losing the thread of a story that began before us and will continue after us

before us and will continue after us." Under these conditions, each one can measure the scope of the challenge, which is to develop the city on the scale of the metropolitan

center with an urban continuity that is analogous to the one experienced by the city since its founding in Antiquity, while establishing a balance between heritage and modernity. Obviously, this challenge means that all participants must share the same vision and adopt an appropriate way to govern.

3.2 Governance: associating and coordinating participants

So that all participants share the same approach, agree on the directions to follow and coordinate their daily actions, a specific governance has been designed that complies with commitments of the *Charter for the Management of French World Heritage Properties* and with directives from the Ministry of Culture and Communication (Department of Heritage) dated April 12, 2012.

Based on political steering, scientific expertise and social adoption, these measures include several skill sets that we can classify under three main headings: steering, know-how and evaluation.

3.2.1 Steering

Implemented by a prefectural decree dated June 14, 2013, the *Local Property Commission* is composed of three groups: the first concerns State services, the second includes elected representatives from the city and Lyon Métropole, and the third is made up of qualified individuals. Since the State guarantees the protection and protection of World Heritage sites, the Prefect heads this body. As the preferred entity

for discussion and coordination between various participants, the Commission has the role of supervising proper conservation of the property, examining any project that might affect its "outstanding universal value" and coordinating work related to writing or updating the management plan. Logically enough, the Commission is also in charge of making reports and sending them periodically to the central services of the State.

Including experts from various specialized services within State, City, Metropolitan and Regional administrations, the *Technical Committee* is responsible for preparing work for the local Commission and continuously supervising public action.

Each service carries out a program of actions, following its own procedures but in coherence with the directions of the management plan and decisions made by the local Commission. Certain large-scale projects, such as the "Saône Riverbanks" project, involve several services within the same community or several communities, and even other structures, such as the Tourism Office. Coordination is insured by an *ad hoc* body or by the committee that tracks the overall directions taken by the City and by Lyon Métropole.

Combine political guidance, scientific expertise and social adoption

So that all participants may share in the approach, *Heritage Rendez-vous* meetings are organized on a regular basis and include, in addition to local Commission members, committees concerned with local issues and neighborhood councils, as well as professionals and experts. In addition to fruitful discussion concerning property management and planned or desired developments, these meetings provide an opportunity to bestow the "Heritage Citizens" award.

Finally, *coordinating overall means* is ensured by the Historic Site Mission, as part of the city and metropolitan services, and the "World Heritage" correspondent in the Regional Department of Cultural Affairs, in collaboration with the general directorates and services of their respective institutions. Both are entrusted with the continuous tracking of property management.

3.2.2 Making known

To reach the goals that have been set, the management plan must heighten awareness for both professionals and the population at large. And we well know to what extent the first ones to safeguard heritage are often local citizens, especially when they belong to specialized associations. When they analyzed "*heritage appropriated by associations*," political specialist Guy Saez and sociologist Hervé Glevarec pointed out that "*heritage [...] pays attention to the interplay of time, to traces, and reveals a social dynamic that, in reality, is conscious of the fact that [...] territory and memory must be tirelessly reinvented every day.*" This is why it is so important for good site management to implement a communication strategy that combines information campaigns, educational programs and training actions to raise awareness in the greatest number of the importance of safeguarding the property and facilitating access for everyone to all sorts of technical and administrative data.

Four developmental axes have been defined in the communication plan put together for the historic site of Lyon:

- Affirm the project's vision;
- Clarify actions undertaken;
- Develop outreach tools, including the publication of cultural or tourist guides and monographs and the creation of informative materials for various audiences;
- Bring the heritage agenda to life with regular (*Rendez-vous du Patrimoine*, European Heritage Days, Festival of Lights, *Tout L'Monde Dehors !* festival, *Rendez-vous in the Gardens*, etc.) or occasional (inaugurations, meetings, colloquiums, etc.) events.

3.2.3 Evaluation

In light of the nature of the site, as well as the complexity of the site management plan and the number of actors it mobilizes, along with the large collection of methods implemented, a governance scheme must also include evaluation.

Evaluation can be defined along three preferential axes:

- A *supervisory mission* that would give rise to the creation of an Urban Heritage Observatory in charge of producing, as needed, a "snapshot" of property management and how it evolves. The goal here is to rely on a certain number of previously elaborated indicators to lead participants to "ask themselves the right questions".
- A *self-evaluation* function that would enable providing an annual response to a site assessment required by the local Commission, and, every six years, to questions asked in the context of the *Periodic Report* requested by the UNESCO World Heritage Center. The next report is scheduled for 2018-2019.
- An *external evaluation* that can be made occasionally (but regularly) by calling on experts from various disciplines to establish comparisons, re-establish the pertinence of questions about the site and its management and ensure outreach with respect to the site.

Actions already underway and recognized expertise

Since 1998, and even before this date, the City and its public or private partners have carried out actions aimed to inventory, study, conserve, restore, make known or highlight local heritage. For this reason, the management plan for the historic site is part of a favorable context that can benefit from precious expertise acquired by the actors in Lyon. The fifteen actions listed below corroborate this.

1. *Spread of knowledge and development of audience awareness*

Several programs concerning this topic have already been started:

– The *digitization of collections* in the Municipal Archives, the Gadagne Museums and the Municipal Library allow Internet users to access hundreds of thousands of documents on the city's history and heritage. At term, Numelyo, the digital library launched in 2012 by the Municipal Library, will provide access to some four-hundred-fifty-thousand books from the ancient collection;

– The *urban strolls* proposed on the third Sunday of the month by the Gadagne Museums allow city residents and visitors to discover the history of each of Lyon's nine arrondissements. Led by cultural mediators or partner associations, these strolls offer another way to see the areas visited and reinforce adoption of nearby patrimony;

– Implemented in 2005 and reinforced in 2012 by an agreement associating the City with the Directorate of Departmental Services for National Education and the Regional Department of Cultural Affairs, the "*Heritage and Me*" program aims to encourage children through the study of heritage to acquire knowledge from various disciplines, to develop a feeling of belonging and to learn good citizenship;

– With the purpose of renewing appreciation of the twentieth-century heritage, the "*Utopies réalisées*" program proposes discovering five of the most remarkable creations found in the Greater Lyon area. They include: the Cité des États-Unis

in the 8th arrondissement (Tony Garnier, 1917-1934); the skyscraper district in Villeurbanne (Môrice Leroux, 1924-1934); the Convent of La Tourette at Éveux (Le Corbusier, 1953-1960); the Firminy-Vert project at Firminy (including creations by Le Corbusier, 1954-1965); and the City of Stars at Givors (Jean Renaudie, 1974-1981).

2. *Restoration of classified heritage*

– Before they housed the History of Lyon Museum and the Museum of World Puppets, the three buildings of the *Gadagne Museums* were one of the most representative groups of Renaissance and classical patrician dwellings, with interior alleyways, spiral staircases, transom and mullioned windows, wells, fountains and interior decorations, not to mention charming gardens that hang from the fifth and last floor. Restoration work carried out between 1998 and 2009 has enabled giving new luster to this group, as well as knowing more about its history and the way it developed over the centuries;





– Built between 1835 and 1847 in the neoclassical style by Louis-Pierre Baltard, the historic *Courthouse* – which the people of Lyon refer to as "the Twenty-four Columns" – has undergone a full restoration that has emphasized the very high quality of its design and construction. Currently housing the Court of Appeals and the Circuit Court, it allows the Old City of Lyon to maintain a major urban function.

– Built starting in the thirteenth century on the site of a building from Late Antiquity, the *Saint-Jean-Baptiste Cathedral*, headquarters of the Gallic primacy – whence its "primatial" nickname – has been undergoing a patient restoration for the last thirty years that allows visitors to admire the sculptures on its west façade. They represent a pinnacle of French art in the fourteenth century.

– Built much more recently in the late nineteenth century, the *Fourvière Basilica* is nonetheless one of Lyon's emblematic monuments. Work undertaken from 2007 to 2013 has enabled rehabilitating the chapel, conserving the wooden framework and restoring the bell tower and mosaics, as well as the famous Golden Virgin, who has watched over the city for a century-and-a-half.

3. *Reconversion of ancient buildings*

– Located near Fourvière Basilica and the Gallo-Roman theaters, the former *Hôpital de l'Antiquaille* has also changed its function and now houses one hundred and ten apartments, seventy-four rooms for students, a restaurant, a hotel and a "cultural area of Christianity in Lyon".

– Located in the very center of the agglomeration, the *Hôtel-Dieu* façade, designed by Jacques Germain Soufflot, extends along the right bank of the Rhône for nearly four hundred meters. After eight centuries at the location, the hospital has given way to a multi-functional facility that has been partially open to the public after considerable work begun in 2014. The facility combines a hotel, businesses, offices, apartments, a seminar center and an international gastronomy section.

4. Reclassification of public areas

– Covering nearly six hectares, *Place Bellecour*, one of the largest city squares in France, is a Lyon emblem. From its origins during the Wars of Religion to the partial demolition of the buildings around it during the French Revolution, it has had a turbulent history. During the past few years, a successful reclassification has made this classified site into a place that is particularly appreciated by both Lyon residents and visitors.

– Just a few hundred meters further along, *Place des Jacobins* is found on the site of the former Dominican convent, which was destroyed in the nineteenth century. To the delight of pedestrians, recently finished rehabilitation work has given new importance to the monumental fountain in its center, built in 1885 by architect Gaspard André.

– Between 2005 and 2012, a "30 Zone" was implemented throughout almost all of the historic site area over roughly ninety-seven kilometers of roadways. Also dedicated to non-motorized travel, the second Croix-Rousse tunnel is one of the city's most original passageways. It features an innovative system where the tunnel walls are used as a screen and multimedia equipment projects images with a soundtrack – measures that are obviously very popular with visitors!

5. Development of waterways and riverbanks

– The presence of two waterways and their confluence represents one of Lyon's greatest advantages. However, during a few decades, the city seemed to neglect its rivers by transforming their banks into rather unpleasant parking lots. Finished in 2007, the "*Rhône Riverbanks*" operation resulted in the creation of a twelve-kilometer-long urban park along the left bank that allows the people of Lyon to enjoy the river once again and benefit from superb points of view over the urban landscape and its great monuments.

– With the "*Saône Riverbanks*" operation, which was started a few years ago, no less than fifty linear kilometers along both banks, from the confluence to Val de Saône upstream, invite pedestrians to walk along the river's edge. An ambitious program of public procurement ensures that works created by major contemporary artists will carry on a dialog with the majestic heritage left by two millennia of history along the riverbanks.





Begun even before a plan was elaborated to manage them, these actions not only continue but have been amplified. They also inspired the definition of six strategic directions that will structure territorial development for the years to come.

3.3 Six strategic directions

3.3.1 Direction 1: The urban project and accounting for outstanding universal value

Several drivers have been identified:

- The introduction of a common culture for the various services when calling on the various regulatory means; the goal here is an improved integration of heritage issues in these regulations, so that the urban project and management of property are better coordinated.

- The reinforcement of existing operational means with respect to help with decision-making and heritage and urban management; the goal is to create a shared vision of the interpretation of the historic site that will allow implementing cross-disciplinary processes between the urban project and heritage conservation.

- Improved circulation of data concerning all topics related to the historic site; the goal is to capitalize on resources and to produce new data in view of more easily including the heritage approach in all prospective thinking.

- Encouragement to take more fully into consideration contemporary sustainable development standards in heritage management and, conversely, to integrate the heritage values of the urban weave more fully into environmental policies.

3.3.2 Direction 2: The scientific approach to site authenticity and the production of knowledge

The management plan is designed to reinforce capitalization of knowledge and to multiply exchanges between the various producers of data:

– By facilitating their circulation in different professional environments and networks and in working to give them greater clarity; the goal at term is to pool available resources in a way that makes them easily accessible to both professionals and the public at large.

– By promoting cooperation between site administrators and research workers to make the historic site into a veritable laboratory for the production of knowledge and know-how as applied to urban management.

3.3.3 Direction 3: Preventive conservation and heritage restoration

Management of the property recognized by UNESCO imposes the implementation of a policy of heritage conservation and restoration that is based on a certain number of key ideas:

– The reinforcement of data capitalization, interpretation and distribution, particularly with respect to the archeological heritage, in a way that more effectively alerts the developers of sensitive zones and promotes prospective thinking on the development of the territory by taking these resources into account.

– The continuation of monument restoration efforts that take into account both the need to anticipate projects dedicated to monuments in the most critical sanitary shape and the imperative need to reconvert or promote restored buildings.

– Paying greater attention to less well-identified heritage areas (public areas, secondary works, alleyways, etc.), which contribute to the "spirit of the setting" even though they are not emblematic city monuments. Paying greater attention to this type of heritage is another way to safeguard certain techniques that are part of "building know-how" in Lyon.

3.3.4 Direction 4: Creating awareness of heritage values and the cultural project

Making the greatest number aware of outstanding universal value is at the heart of the management plan, giving rise to the need to:

- Structure the network of potential mediators and increase their visibility; the Gadagne Museums have the responsibility of heading this network.

- Take action to increase awareness and outreach (pathways, informative material, signing, etc.) for all social groups in the different areas of urban life (school, leisure, professional activity, daily life, etc.).

- Implement specific actions directed to particular audiences, such as young people and school pupils, professional networks, the disabled and those in social difficulty.

3.3.5 Direction 5: Tourism and the universal value of heritage

The management plan aims to reinforce coordination between cultural actors and tourism operators, in particular between the Gadagne Museums and the Office of Tourism, in order to:

- Diversify high-quality cultural offers related to outstanding universal value and renew the image of the historic site.

- Broaden exchanges between tourism professionals and heritage experts to encourage shared thinking on the wealth and diversity of the Lyon heritage.

3.3.6 Direction 6: National and international sharing of World Heritage values

Because they have acquired true expertise on the concrete, in-the-field management of a historic site that is living and lived in, the City of Lyon and Lyon Métropole have the responsibility of sharing this experience, both nationally and internationally. The duty to provide support leads participants in the historic site to mobilize themselves to confront, consolidate, exchange and transfer their know-how with other cities on the World Heritage List or susceptible of becoming part of it.



"We have now adopted a territorial approach that places heritage within a system of relations and networks that requires reconciling heritage protection and territorial development. A cultural tool in the early seventies, the World Heritage Convention has gradually become, at the beginning of the twenty-first century, a tool for sustainable development and international cooperation"

**Francesco Bandarin,
Former Director of the World Heritage Center (2001-2011)
Assistant Director General for Culture at UNESCO**

Captions and Credits

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The Management Plan for the Historic World Heritage Site of Lyon was prepared from January 2012 to December 2013 in the context of the *Periodic Report* to UNESCO.

The City of Lyon and Greater Lyon – in collaboration with State and Rhône-Alpes Regional services and after consultation with local actors, neighborhood councils, committees of local interest, associations, professionals and experts – created a working document as a conclusion to this participative approach coordinated by Lyon Heritage Site Mission.

This working document was adopted on November 27, 2013, by the local World Heritage Commission and the city's decision-making assemblies and then submitted to the Ministry of Culture and Communication for transmission to UNESCO in the first quarter of 2014.

The present volume, entitled *Lyon, historic city, project city*, is a summary of this work, which is designed to be adopted by the greatest number. It was directed by Bruno Delas, Director of the Historic Site Mission, under the supervision of Jean-Dominique Durand, Deputy Mayor of Lyon for Heritage, Memory and Veterans' Affairs, and Xavier Fourneyron, Deputy Director of Culture Services – Heritage – and Student Life for the City of Lyon.

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In a city built on two thousand years of history, how is it possible to reconcile the safeguarding of heritage with urban development?

This is the issue facing the City of Lyon in the twenty-first century, and this is what gave rise to the creation of a *Management Plan* for the historic site, which has been listed as a UNESCO World Heritage site since 1998.

The pages of this volume tell the story of the capital of Gaul and discuss the paths taken in view of preserving the heritage of past centuries. They confirm that for our historic cities, heritage is a resource of the future.

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