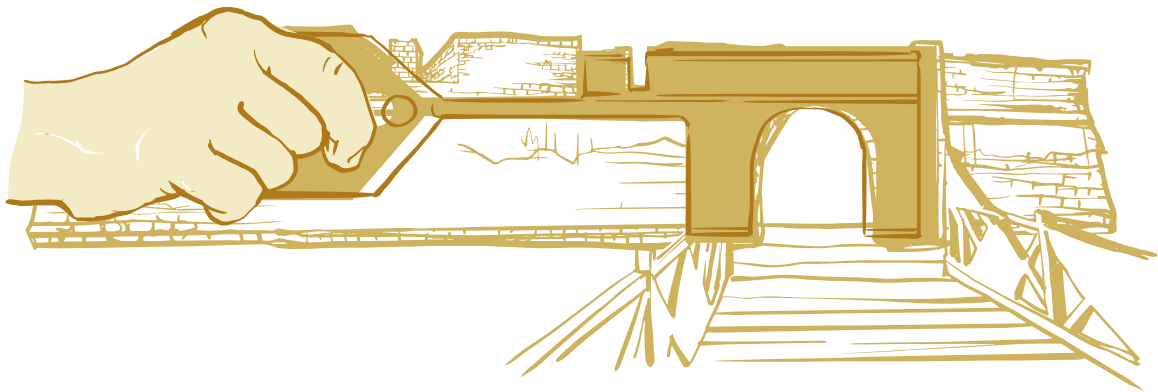


***Masterclass Series:***  
**INNOVATING MODELS FOR  
SUSTAINABLE HERITAGE MANAGEMENT**



***MASTERCLASS 2 DESIGNING PUBLIC-PRIVATE PARTNERSHIPS***

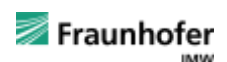
**FORT CORNWALLIS  
GEORGE TOWN WORLD HERITAGE SITE, PENANG, MALAYSIA**

CLASS HANDBOOK

NOV – DEC 2022



Research Partner:



# CONTENTS

I.	Overview	03
II.	Objectives	04
III.	Facilitators	05
IV.	Class Format	07
V.	Schedule and Learning Materials	09
VI.	Reading and Reference Materials	16
VII.	Fort Cornwallis Project Partners	22
VIII.	Organizers	23

# I. Overview

What success in heritage management? State-of-the-art conservation of a historic property? Reviving a long-lost traditional practice? Increasing the number of visitors to the site? Restoring local ecology and landscape? Improving local well-being? Even before the global pandemic, there has been a push for the heritage sector to expand its boundaries and rethink its priorities.

Sustainable heritage management is no longer just about conserving heritage values, but also about creating new value through innovative business and governance models.

The Sustainable Heritage Management Masterclass Series deep dives into innovative models in the region and unveils the various competences that ensure the vitality of these heritage sites. Guided by expert facilitators, participants learn from standard-setting cases in heritage management, including UNESCO Heritage Award-winning projects and World Heritage properties. Participants will interact with project teams and solve challenges by applying newly-acquired knowledge and skills.

The Masterclass series covers knowledge and skills in the UNESCO Competence Framework for Cultural Heritage Management. It is developed in cooperation with Fraunhofer IMW and Think City Institute with support from the Ng Teng Fong Charitable Foundation.

## ***Masterclass 2 on Designing Public-Private Partnerships***

### ***Fort Cornwallis***

#### ***George Town World Heritage Site, Penang, Malaysia***

This new edition of the Masterclass series will explore the public-private partnership (PPP) driving the conservation and management of Fort Cornwallis in the World Heritage property of George Town, Penang, Malaysia. By discovering the stories behind the partnership, learn how to design a partnership scheme among various stakeholders for the sustainable management of a heritage property.

## II. Course Objective

### **Course Objective**


Ensuring effective management of heritage properties through collaborative public-private partnership models that encourage active interactions between all actors for sustainable development.

### **Learning Outcomes**


By the end of this course, participants should be able to:

- Develop strategic public-private partnership proposals for managing a heritage property.
- Acquire new competences in line with UNESCO's Competence Framework (skills and knowledge), relevant to cultural heritage management, with a focus on the managerial competences (such as organizational governance/heritage planning/strategic management, human capital management, financial management, communication/collaboration/coordination).
- Apply analytic thinking and problem-solving tools in a heritage management context.

### III. Facilitators

 A portrait of Donovan Rypkema, a middle-aged man with grey hair and a beard, wearing a blue suit jacket, white shirt, and patterned tie. He is positioned in front of a bookshelf.	<p><b>Donovan Rypkema</b> President Heritage Strategies International E-mail: <a href="mailto:drypkema@hs-intl.com">drypkema@hs-intl.com</a></p>
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Donovan Rypkema is the president of Heritage Strategies International and principal of PlaceEconomics. Working at the nexus of heritage conservation and economic development, Rypkema has undertaken assignments in more than 50 countries and 49 US states. He is a member of the Board of Directors of Global Urban Development, a member of the ICOMOS International Scientific Committee on the Economics of Conservation, and currently serves on the Real Estate Market Advisory Committee of the UN Economic Commission for Europe and the Advisory Board of Doh Eain, a Yangon-based NGO. Rypkema holds a master's degree in Historic Preservation from Columbia University. He teaches a graduate course in preservation economics at the University of Pennsylvania. In 2012 Rypkema received the Crowninshield Award from the National Trust, the highest preservation honour and awarded for lifetime contribution to historic preservation in the United States.

 A portrait of Desmond Hui, a middle-aged man with short grey hair, wearing glasses, a white collared shirt, and a dark blue blazer. He is looking directly at the camera with a neutral expression.	<p><b>Desmond Hui</b> Professor and Head Department of Art and Design Hang Seng University of Hong Kong E-mail: <a href="mailto:desmondhui@hsu.edu.hk">desmondhui@hsu.edu.hk</a></p>
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Desmond Hui is Professor and Head of Department of Art and Design at The Hang Seng University of Hong Kong. He obtained his Bachelor of Architecture from Cornell University; then Master and Doctor of Philosophy in History of Art and Architecture from the University of Cambridge. A registered architect in both Hong Kong and Canada, he has held Visiting, Honorary and Adjunct Professorship in Mainland China and Hong Kong. Formerly he was Associate Dean of Arts and Professor at the Chinese University of Hong Kong. He taught architecture previously at the University of Hong Kong and was Director of the Centre for Cultural Policy Research at HKU. He has served in the UNESCO expert facility of the 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions and is now regional expert for the UNESCO Culture/2030 Indicators Initiative.

## IV. Class Format

The SHM Masterclass Series is a combination of a self-paced online learning and interactive tutorial sessions. It involves plenary discussions, group work and mentoring. At the end of the class, you will receive feedback on your work from the fellow classmate teams, facilitators, and the organizers.

The class format is divided into the following:

- Self-learning
- Live interactive sessions
- Group work

The self-learning component comprises a case study, lecture videos, curated readings and worksheets that are accessible via Think City Institute website. Participants must engage with these materials and complete the tasks required at their own time and pace before attending the interactive tutorial sessions.

The live interactive sessions are real-time online sessions that will take place on the specified dates and times (please refer to the detailed course schedule in the following section). Plenary discussions, group presentations and Q&A sessions will take place during these live sessions. Attending the live interactive sessions is a requirement to completing the course successfully. Participants are expected to engage actively in conversations with fellow classmates and facilitators during these sessions.

Group work is an essential part of the Sustainable Heritage Management *Masterclass*. Participants will be assigned to a group of 5-6 participants to work on a group assignment together. Instructions and worksheets including assignment templates will be available via Think City Institute website. All groups are to collaborate on completing the assignment on their own time and pace during the “Self-learning & Group work” period.

Office Hours will be organized for sharing progress and Q&A.

Groups will present their work during live interactive sessions. Facilitators, organizers, fellow classmates and invited commentators will provide feedback. Participants will also be asked to apply their newly acquired skills and knowledge to their own site, project, or work. There will be a chance for selected participants to present their individual work at the last live interactive session.

Participants that have completed this course successfully, subject to full attendance of the course sessions and submission of the required assignments, will receive a certificate of completion.



## V. Schedule and Learning Materials

### [PART 1]

#### Class learning materials shared online

Wed, 2 Nov 2022

Access the link below using your login ID.

<https://thinkcityinstitute.org>

Get ready to indulge in depth with the core resources of the course. This section starts with a primer on how to re-orient heritage practice to respond to current sustainability needs by Dr Montira Unakul of UNESCO Bangkok, leading to a series of introductory lessons by Prof Donovan Rypkema on Public-Private Partnerships and Heritage.

- **Class Videos**

- Re-orienting Heritage Practice by UNESCO
- Applying the Competence Framework by UNESCO
- Introduction to Values-based Heritage Management by UNESCO
- Public-Private Partnerships (PPPs) and Heritage by Donovan Rypkema
  - o The Basics
  - o Issues of Heritage PPPs
  - o Structures and Risks of PPPs

- **Reading and reference materials**

Please see page 16 of the class handbook for required reading and reference materials for the course.

### Class Orientation

Mon, 7 Nov 2022 (7:00 - 8:30 PM, GMT+8)

Access Zoom link:

<https://us06web.zoom.us/j/81827421779?pwd=cmlwOVR2ZlpuZzRiR1VXZ0J2aklvUT09>

Meeting ID: 818 2742 1779

Passcode: 696943

### Preparation for the session

Watch class videos and required readings on:

- Re-orienting Heritage Practice by UNESCO
- Applying the Competence Framework by UNESCO
- Introduction to Values-based Heritage Management by UNESCO

### Agenda

- Introduction to the course by UNESCO (10 min)
- Participants' and facilitators' introduction (90 min)
  - Facilitators' introduction (5 min)
  - Participants' introduction (3 min per person)
    - o What is your site and its current management model?
    - o How may PPP approaches benefit your site?

- Group photo (5 min)

### **After session**

Organizers will share the group division after the orientation session. Each group is to meet online and come up with a group name by the next live session.

### **LIVE Session 1: Introduction to Public-Private Partnerships Thu, 10 Nov 2022 (6:00 – 8:30 PM, GMT+8)**

Access Zoom link:

<https://us06web.zoom.us/j/81827421779?pwd=cmlwOVR2ZlpuZzRiR1VXZ0J2aklvUT09>

Meeting ID: 818 2742 1779

Passcode: 696943

### **Preparation for the session**

Watch class videos and required readings on:

- Public-Private Partnerships (PPPs) and Heritage by Donovan Rypkema
  - The Basics
  - Issues of Heritage PPPs
  - Structures and Risks of PPPs

Read Heritage PPP Opportunity Scenario

### **Agenda**

- Introduction to Public-Private Partnerships by Donovan Rypkema (15 min)
- Watch video “Types of Tools for PPPs: Incentives and Protections” (10 min)
- Selected Tools for PPPs: Incentives and Protections by Donovan Rypkema (15 min)
- Q&A (10 min)
- Break (10 min)
- Group Activity: Role playing exercise (60 min):
  - Donovan introduces a case (5 min)
  - Each group is given a role as an actor in PPP model (public sector, private sector etc.).
  - Groups work in breakout rooms to articulate their needs (30 min)
  - Donovan facilitates a joint PPP solution in a negotiated roleplay exercise (30 min)
- Wrap up by the facilitators (15 min)

### **[PART 2]**

#### **Class learning materials shared online Fri, 11 Nov 2022**

Access the link below using your login ID.

<https://thinkcityinstitute.org>

The Fort Cornwallis Case Study is a core learning material specifically developed for this Masterclass. The Case Study provides a comprehensive overview of the conservation and operation of the Fort while the

accompanying videos visualize its contexts and deliver the voices of the actors involved in the project.

- **The Case Study**

The case will walk you through the narrative of the Fort Cornwallis, its historical and cultural setting, the conservation and operational management models, stakeholders involved, and challenges faced.

Through group work, participants are to respond to the dilemma in the Case Study by coming up with new PPP proposals based on integrated partnerships.

- **Class Videos**

- Welcome to George Town
- Establishment of the Public-Private Partnership (PPP) Model
- Getting to Know Fort Cornwallis
- Conserving Fort Cornwallis
- Operating Fort Cornwallis
- Public-Private Partnerships (PPPs) and Heritage by Donovan Rypkema
  - Types of Tools for PPPs: Incentives and Protections

- **Reading and reference materials**

Please see page 16 of the class handbook for required reading and reference materials for the course.

## **LIVE Session 2**

**Thu, 17 Nov 2022 (6:00 – 8:30 PM, GMT+8)**

Access Zoom link:

<https://us06web.zoom.us/j/81827421779?pwd=cmlwOVR2ZlpuZzRiR1VXZ0J2aklvUT09>

Meeting ID: 818 2742 1779

Passcode: 696943

### **Preparation for the Session**

Watch class videos and required readings on:

- The Case Study of Fort Cornwallis
- Public-Private Partnerships (PPPs) and Heritage by Donovan Rypkema
  - Types of Tools for PPPs: Incentives and Protections

### **Agenda**

#### **Pre-session screening (50 min) (Voluntary for participants)**

- Watch “Getting to Know Fort Cornwallis” – Video (20 min)
- Watch “Operating Fort Cornwallis” – Video (20 min)
- Q&A (10 min)

#### **Break (10 min)**

### **LIVE Session 2: Introduction to Case Study**

- Warm up exercise: A quick poll on “What is the Fort’s biggest challenge?” (10 min)
- Short discussion facilitated by Desmond Hui (10 min)
  - What is the dilemma?
  - Followed by Q&A
- Group assignment explained by Donovan Rypkema (7 min)
- Group assignment evaluation criteria explained by Desmond Hui (5 min)
- Q&A (3 min)
- Group activity: Apply the evaluation criteria to identify the strengths and weaknesses of the current PPP model at Fort Cornwallis (30 min)
  - Three groups present (10 min)
  - Feedback from the facilitators (10 min)

### **After Session**

Work with your group members to complete the assignment. Groups are required to work on their own pace and time to prepare for the presentations on 1 Dec 2022. Upload your Group Work PPT by 29 Nov 2022.

### **Self-learning & Groupwork 18 Nov – 30 Nov 2022**

- **Group Work: Apply the PPP tools introduced to respond to the dilemma and come up with a PPP proposal for Fort Cornwallis**

Group work is an essential part of the Sustainable Heritage Management *Masterclass*. Participants will be assigned to a group of 5 participants to work on a group assignment together. Download Group Work Template from TCI website to complete and assignment and present. Each group will be given 7 minutes to present their group work during the LIVE Session 3 on 1 Dec 2022.

Upload your Group Work PPT by 29 Nov 2022. [HERE](#)

- **Individual Work**

Apply the PPP tools introduced to your own site/project/work to prepare a PPP proposal, which could address a specific issue or the overall management of your site/project/work.

Limited slots will be available for participants to present their Individual Work and receive feedback during the LIVE Session 5 on 13 Dec 2022.

If you wish to present, please send us your Individual Work by 11 Dec and secure your slot. If overwhelming request to present, facilitators may select most appropriate proposals for presentations.

- **Class Videos**

- About the Case Study by Donovan Rypkema
- Revitalising Historic Buildings through Partnership Scheme in Hong Kong SAR, China by Desmond Hui

- **Reading and reference materials**

Please see page 16 of the class handbook for required reading and reference materials for the course.

### **Office Hours**

Office Hours will be open for class participants to join in, share progress, ask questions, and receive feedback.

**Mon, 21 Nov 2022 (8:00 – 9:00 PM, GMT+8)**

Special Topic: PPP Tools  
Facilitator: Donovan Rypkema

**Tue, 22 Nov 2022 (6:00 – 7:00 PM, GMT+8)**

Special Topic: PPP Cases from Hong Kong and the Evaluation Criteria  
Facilitator: Desmond Hui

**Mon, 28 Nov 2022 (11:00 AM – 12:00 PM, GMT+8)**

General Q&A and Feedback on Group Work  
Facilitator: Desmond Hui

**Mon, 28 Nov 2022 (8:00 – 9:00 PM, GMT+8)**

General Q&A and Feedback on Group Work  
Facilitator: Donovan Rypkema

Check schedule and sign up [HERE](#).

### **LIVE Session 3**

**Thu, 1 Dec 2022 (6:00 – 8:30 PM, GMT+8)**

Access Zoom link:

<https://us06web.zoom.us/j/81827421779?pwd=cmlwOVR2ZlpuZzRiR1VXZOJ2aklvUT09>

Meeting ID: 818 2742 1779

Passcode: 696943

### **Preparation for the Session**

Prepare the group presentation. Submit your group's PPT by 29 Nov 2022. Watch class videos and required readings on:

- Constructing the Case Study Response by Donovan Rypkema
- Revitalising Historic Buildings through Partnership Scheme in Hong Kong SAR, China by Desmond Hui
- Other cases of PPP models

### **Agenda**

- Presentation of group work (90 min)
  - Group presentations followed by feedback from peers, commentators, and facilitators (7 min presentations, 5 min feedback)
- Panel Discussion on Comparative PPP Models in Heritage Management moderated by Donovan Rypkema (30 min)
  - Ross Corbett, International Tourism Development Specialist in Indo-Pacific Region

- Cameron A. Ratish, Architect & Urban Redevelopment Consultant
- Desmond Hui, Professor and Head Department of Art and Design  
Hang Seng University of Hong Kong
- Peer critique exercise by groups (30 min)
  - How would you improve your business proposal based on the feedback? Join forces with another group to share ideas and provide inputs for each other

#### **After session**

- Groups revise work based on feedback for final presentation
- Individuals try applying the PPP tools to their own site.

### **[PART 3]**

#### **LIVE Session 4**

**Thu, 8 Dec 2022 (6:00 – 8:00 PM, GMT+8)**

Access Zoom link:

<https://us06web.zoom.us/j/81827421779?pwd=cmlwOVR2ZlpuZzRiR1VXZ0J2aklvUT09>

Meeting ID: 818 2742 1779

Passcode: 696943

#### **Preparation for the Session**

Submit your group's final presentation material by 7 Dec 2022.

#### **Agenda**

- Presentation of revised group work (80 min)
  - 3 Groups presentations followed by joint feedback
  - 3 Groups presentations followed by joint feedback  
(5 min presentation each, 10 min feedback)
  - Invited commentators (*TBC*):
    - Penang Chief Minister Inc (CMI)
    - George Town Conservation and Development Corporation (GT CDC)
    - Penang Heritage Commissioner
- Break (10 min)
- Announcement of the selected proposal, and how it responds to the current situation at the site (10 min)
- Plenary discussion and wrap up (15 min)

#### **After session**

- Individuals try applying the PPP tools to their own site. There are limited slots available for participants who wish to present their Individual Work and receive feedback. Submit your work by 11 Dec and secure a slot for presentation.

**Class learning materials shared online**  
**Fri, 9 Dec 2022**

Access the link below using your login ID.

<https://thinkcityinstitute.org>

- **Class Videos**
  - Beyond the Fort

**LIVE Session 5**  
**Tue, 13 Dec 2022 (6:00 - 7:30 PM, GMT+8)**

Access Zoom link:

<https://us06web.zoom.us/j/81827421779?pwd=cmlwOVR2ZlpuZzRiR1VXZOJ2aklvUT09>

**Preparation for the Session**

If you wish to present, please send us your Individual Work by 11 Dec and secure your slot for presentation.

**Agenda**

- Presentation of Individual PPP Proposals (Limited number of slots) (7 min presentations)
- Finale event
  - Reflections by the participants and facilitators
  - Virtual conferral of course completion certificates

## VI. READING AND REFERENCE MATERIALS

### **Theme: Reorienting Heritage Practice, Competence-based capacity building for sustainable heritage management**

#### Required

UNESCO Competence Framework for Cultural Heritage Management  
<https://bangkok.unesco.org/content/competence-framework-cultural-heritage-management-user-guide-essential-skills-and-knowledge>.

Hosagrahar, Jyoti. "Cultural Heritage and the 2030 Agenda for Sustainable Development." In *Asia conserved*, vol. III: lessons learned from the UNESCO Asia-Pacific Heritage Awards for Culture Heritage Conservation, 2010-2014, edited by William Chapman, 4-11. Bangkok; Nanjing: UNESCO; Southeast University Press, 2019.  
<https://unesdoc.unesco.org/ark:/48223/pf0000374412>.

Wilkinson, Sara; *The Context for Building Resilience through Sustainable Change of Use Adaptation*; in Sara J. Wilkinson and Hilde Remøy (Editors); *Building Urban Resilience through Change of Use*; Wiley BlackWell, 2018: free pdf available at <https://www.wiley.com/en-au/Building+Urban+Resilience+through+Change+of+Use-p-978119231424>  
 An easy read version of the above available here:  
<https://theconversation.com/heritage-building-preservation-vs-sustainability-conflict-isnt-inevitable-83973>.

"Hazrat Nizamuddin Basti: A Cultural Revival." YouTube Video, 8:57. Posted by "Nizamuddin Urban Renewal Initiative," June 8, 2018.  
[https://www.youtube.com/watch?v=F8373bb\\_vfs](https://www.youtube.com/watch?v=F8373bb_vfs).

"Introduction to Lai Chi Wo" Webpage. Posted by Policy for Sustainability Lab, Centre for Civil Society and Governance, The University of Hong Kong.  
<https://ccsg.hku.hk/ruralsd/en/pages/about/introduction-to-lai-chi-wo/>

#### Additional

Ashworth, G.J.; *Heritage and Economic Development: Selling the Unsellable; heritage & society*, Vol. 7 No. 1, May, 2014, 3-17. Download here:  
<https://drive.google.com/file/d/1KLzfonKaxMMYXYivSRNPaxXr4Ias1mhu/view?usp=sharing>

Klamer, Arjo and Zuidhof, Peter-Wim; *The Values of Cultural Heritage: Merging Economic and Cultural Appraisals*; in *Economics and Heritage Conservation: A Meeting Organized by the Getty Conservation Institute*, December 1998.



<https://drive.google.com/file/d/18uoVpzTrmIoUd5GaVVdQLVzNCXvifjW/view?usp=sharing>

Rypkema, Donovan; Heritage Conservation and Property Values; in Guido Licciardi and Rana Amirtahmassebi (editors) *The Economics of Uniqueness: Investing in Historicity City Cores and Cultural Heritage Assets for Sustainable Development*; World Bank, 2012.  
<https://drive.google.com/file/d/1Auaa6u94uhmtkc7uVrIFaXZF4IJNoJui/view?usp=sharing>

Chapagain, Neel Kamal; Contextual approach to the question of authenticity in heritage conservation and tourism; *Journal of Heritage Management*, 2(1).  
<https://drive.google.com/file/d/1orSevNfpG-paHM7Hkwkr8gca9EqNrehz/view?usp=sharing>

### **Special theme: Core competences for cultural heritage management**

*Note from UNESCO: Below materials have been selected from the **Sustainable Heritage Management Foundation Course**. Learn more about the course here:*  
<https://thinkcityinstitute.org/sustainable-heritage-management-course/>

Module 1: Sustainable Development (SUS)

- [C1 How can heritage management contribute to sustainable development?](#)
- [C2 How to create shared values and shared benefits?](#)

Module 2: Heritage Policies, Principles, Processes and Ethics (HER)

- [A1 Introduction to module](#)
- [B2 Tourism and heritage](#)

Module 3: Applying Laws and Regulations (ALR)

- [B1 Toolbox for reinforcing heritage laws and regulations under the sustainable development goals](#)

Module 4: Community, Rights and Knowledge (CRK)

- [A3 Why work with communities? Working with the '5th C' in practice](#)
- [B1 Introduction: Engaging with diverse communities and stakeholders](#)

Module 5: Heritage Education and Interpretation (HED)

- [A1b Overview of Heritage Education and Interpretation](#)
- [A5b Principles for Heritage Interpretation](#)
- [C1 Designing 'Experiences' for the Visitors: Linking Heritage and Business](#)

## **Theme: Values-based heritage management**

### Required

World Heritage Centre. 2021. Operational Guidelines for the Implementation of the World Heritage Convention. <https://whc.unesco.org/en/guidelines/>

Croker, Alan. 2017. Sydney Opera House Conservation Management Plan <https://www.sydneyoperahouse.com/our-story/conservation-management/conservation-management-plan.html>

Avrami, Erica, Randall Mason, Susan Macdonald & David Myers, eds. (2019) *Values in heritage management: emerging approaches and research directions*, Los Angeles, California: The Getty Conservation Institute, 14-58.  
<https://www.getty.edu/publications/virtuallibrary/pdf/9781606066195.pdf>

Heritage Lottery Fund (nd) 'Conservation management plans: a guide.'  
[http://ip51.icomos.org/~fleblanc/documents/management/doc\\_ConservationManagementPlans-Guide.pdf](http://ip51.icomos.org/~fleblanc/documents/management/doc_ConservationManagementPlans-Guide.pdf)

UNESCO (2016) *The HUL Guidebook*. Bad Ischl, Austria: UNESCO.  
<http://historicurbanlandscape.com/themes/196/userfiles/download/2016/6/7/wirey5prpznidqx.pdf>

### Additional

Cook, Ian and Taylor, Ken. 2013. *A Contemporary Guide to Cultural Mapping. An ASEAN-Australia Perspective*. Jakarta: ASEAN Secretariat.  
<https://www.asean.org/wp-content/uploads/images/2013/resources/publication/Contemporary%20Guide%20to%20Cultural%20Mapping%20Rev%20X.pdf>

## **Theme: Public-Private Partnerships and Heritage**

### Required

Macdonald, Susan, and Caroline Cheong. 2014. *The Role of Public-Private Partnerships and the Third Sector in Conserving Heritage Buildings, Sites, and Historic Urban Areas*. Los Angeles, CA: Getty Conservation Institute.  
[http://hdl.handle.net/10020/gci\\_pubs/public\\_private\\_partnerships](http://hdl.handle.net/10020/gci_pubs/public_private_partnerships)

Rypkema, Donovan, and Caroline Cheong. 2012. *Public-Private Partnerships and Heritage: A Practitioner's Guide*. Heritage Strategies International.  
[https://drive.google.com/drive/folders/1a01s9mfZ2jNcluwSg\\_XK4qQ7GdQicPE1?usp=share\\_link](https://drive.google.com/drive/folders/1a01s9mfZ2jNcluwSg_XK4qQ7GdQicPE1?usp=share_link)

RICHES Project. 2016. *Public-Private Partnerships for Cultural Heritage: Opportunities, Challenges, Future Steps*. RICHES Project.

<https://resources.riches-project.eu/riches-think-paper-07-public-private-partnerships-for-cultural-heritage-opportunities-challenges-future-steps/>

Boniotti, Cristina. 2021. The public-private-people partnership (P4) for cultural heritage management purposes. *Journal of Cultural Heritage Management and Sustainable Development*.

<https://www.emerald.com/insight/content/doi/10.1108/JCHMSD-12-2020-0186/full/html>

UNECE. 2012. A quick introduction to Public-Private Partnership. YouTube video. <https://www.youtube.com/watch?v=KWfqaZrLqhl>

### Additional

Jelinčić, Daniela Angelina; Tišma, Sanja; Makuc, Neva; Turi, Aniko Noemi; Steinbacher, Mitja; Steinbacher, Matjaž. Guidebook for Local Authorities on PPP in Heritage Revitalisation Strategies. RESTAURA Interreg Central Europe. <https://www.interreg-central.eu/Content.Node/O.T2.2.pdf>

G. Fabbri and A. Dapit. 2019. The 5P model: Public Private People Policy Partnerships. International Symposium on Technologies for Smart City. [https://smartcitycluster.org/wp-content/uploads/2022/01/Paper\\_The-5P-model\\_Public-Private-People-Policy-Partnerships.pdf](https://smartcitycluster.org/wp-content/uploads/2022/01/Paper_The-5P-model_Public-Private-People-Policy-Partnerships.pdf)

UNECE. 2008. Guidebook on Promoting Good Governance in Public-Private Partnerships. <https://unece.org/sites/default/files/2022-01/ppp.pdf>

UNESCAP. 2011. A Guidebook on Public-Private Partnerships in Infrastructure. <https://www.unescap.org/resources/guidebook-public-private-partnership-infrastructure>

World Bank. 2014. Public-Private Partnerships Reference Guide Version 2.0. <https://www.worldbank.org/en/topic/publicprivatepartnerships/publications/the-ppp-reference-guide-version-20>

ESCAP. E-Learning Series on Public-Private Partnerships. <https://www.unescap.org/our-work/transport/financing-and-private-sector-participation/public-private-partnership-course>

RealityNXT. 2020. What is public private partnership? Why does India need PPP model? | Must Know Series By RealtyNXT. YouTube video. <https://www.youtube.com/watch?app=desktop&v=056tl4Cl6VI>

## **Theme: About the Fort Cornwallis Study**

### Required

Think City & Penang State Government. 2016. Fort Cornwallis Conservation Management Plan.

[https://drive.google.com/file/d/1An4bW1VBaNUc6jWrgml8ju7U3hifrX7v/view?usp=share\\_link](https://drive.google.com/file/d/1An4bW1VBaNUc6jWrgml8ju7U3hifrX7v/view?usp=share_link)

Think City & Aga Khan Trust for Culture. 2014. George Town World Heritage Site Strategic Master Plan.

[https://drive.google.com/file/d/1CTAqXKNGNIqncjTNcW8UE3EA0mq4qhLS/view?usp=share\\_link](https://drive.google.com/file/d/1CTAqXKNGNIqncjTNcW8UE3EA0mq4qhLS/view?usp=share_link)

Geografia. 2015. Fort Cornwallis Visitor Study

<https://drive.google.com/file/d/1VDALyyoE1EiOTLWzJB3kcgdl9ShqUo6a/view?usp=sharing>

### Additional

PLANMalaysia, City Council of Penang Island & George Town World Heritage Incorporated. 2016. George Town World Heritage Site Special Area Plan

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## **Special Theme: Other cases of PPP models**

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## VIII. Fort Cornwallis Project Partners



### **CMI**

Penang Chief Minister Incorporated (CMI) is a state-run company that acts as the State's investment arm. It manages various projects across different fields, including housing development, hospitality & tourism, heritage & archaeology, art & culture, educational programmes, public parks & public space upgrading, sports development and STEM (Science, Technology, English & Math) programmes.



### **GT CDC**

George Town Conservation and Development Corporation Sdn. Bhd. (GT CDC) is a partnership between the Penang State Government's Chief Minister's Incorporated (CMI) and Think City Sdn Bhd with Aga Khan Trust for Culture as the technical advisor. It is a special purpose vehicle set up to improve the public realm following the George Town Special Area Plan. These include the Waterfront Precinct, the Clan Jetties and the Street of Harmony neighbourhoods. Among its key objectives are the regeneration, upgrading and activation of public spaces and selected heritage buildings in the UNESCO World Heritage Site including Fort Cornwallis and Syed Al-Attas Mansion.



### **Think City**

Think City is an impact organisation established in 2009 to create more sustainable and equitable places for the benefit of all. Our knowledge, skills and strategies focus on urban solutions, the environment, social communities and the cultural economy. Think City is a wholly-owned subsidiary of Khazanah Nasional (the sovereign wealth fund of the Government of Malaysia).



AGA KHAN TRUST FOR CULTURE

### **AKTC**

Aga Khan Trust for Culture (AKTC) is an agency of the Aga Khan Development Network (AKDN), an institution created by Aga Khan IV with the mandates to focus on the physical, social, cultural and economic revitalisation of communities in the developing world. It includes the Aga Khan Award for Architecture, the Aga Khan Historic Cities Programme, the Aga Khan Music Initiative, the Aga Khan Museum in Toronto, Canada, the online resource Archnet.org and related programmes.

## VIII. Organisers

### UNESCO

UNESCO is the United Nations Educational, Scientific and Cultural Organization, established to promote peace via education, science and culture. As the only UN agency mandated to promoting culture, UNESCO's programmes recognizes culture as a driver for sustainable development, and contribute to the achievement of the Sustainable Development Goals defined in Agenda 2030, adopted by the UN General Assembly in 2015.

Contact for general matters: Injee Kim ([i.kim@unesco.org](mailto:i.kim@unesco.org))

### Think City Institute

The Think City Institute (TCI) is the culmination of a decade of know-how, experimentation and expertise derived from Think City's projects and knowledge networks in ASEAN and beyond. TCI will offer resources from our Knowledge Repository, and courses, built inhouse and with our international partners, to all levels of professionals looking to elevate proficiencies in city-making and urban development.

Contact for IT, technical matters: Donny Ewe ([donny.ewe@thinkcity.com.my](mailto:donny.ewe@thinkcity.com.my))

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