

MANAGEMENT PLAN

HISTORIC CENTRE OF PORTO WORLD HERITAGE

EXECUTIVE SUMMARY



PORTO VIVO
Sociedade de Reabilitação Urbana



PORTO
Câmara Municipal



Organização
das Nações Unidas
para a Educação,
Ciência e Cultura



Centro Histórico do Porto
Inscrito na Lista do Património Mundial em 1996

Co-financiamento



CREDITS

TITLE

MANAGEMENT PLAN

HISTORIC CENTRE OF PORTO WORLD HERITAGE

EXECUTIVE SUMMARY

ISBN: 978-989-96862-1-2

LEGAL DEPOSIT Nº 3779/2010

EDITOR

CITY COUNCIL OF PORTO

PORTO VIVO, SRU (URBAN REHABILITATION COMPANY)

COORDINATION

PORTO VIVO, SRU (URBAN REHABILITATION COMPANY)

Rui Ramos Loza

Margarida Guimarães

CITY COUNCIL OF PORTO

António Moura

TECHNICAL TEAM

PORTO VIVO, SRU (URBAN REHABILITATION COMPANY)

Ana Leite Pereira

Giulia La Face

Beatriz Lopes

CITY COUNCIL OF PORTO

Alzira Torres

António Leitão da Silva

Luís Manuel Pais Rodrigues

Fernando Pau Preto

Orquídea do Céu Ferreira Félix

Georgina Ferreira

Catarina Novo

Luís Mamede

Teresa Teles

Ana Silva

Maria de Lourdes Lopes

Manuel de Encarnação Correia

CONSULTANTS

INPUBLIC (Coordination and Strategy)

OPIUM, LDA (Diagnostic Study)

Carlos Martins

Joana Fernandes

Ana Bragança

Ana Oliveira

Liliana Pinto

Margarida Azevedo

GRAPHIC DESIGN

Paulo Magalhães

PRINTING AND FINISHING

Media Products

PHOTO CREDITS

João Ferrand

Alexandre Soares

DATE

June 2010

CO-FINANCING



All the data presented in this document refer to the year 2008.

INDEX

<i>Message from Oporto City Council President</i>	1
Introduction	2
Methodological Process	5
Principles.	5
Plan Development Methodology	6
The Subject	8
Organization	10
Protection Mechanisms	14
Opportunities and Challenges	18
Strategic Framework	26
Strategic Objectives	30
Action Plan.	31
Area I. Protection, Preservation, Restoration and Improvement	31
Area II. Involvement of the Population	34
Area III. Tourism	36
Area IV. Creative Industries	38
Area V. River Douro	40
Monitoring	50
Key Indicators.	53
Management and Implementation	54

HISTORIC CENTRE OF PORTO

Everybody's Heritage

The classification of the Historic Centre of Porto as World Heritage requires from the city's municipal leaders a special responsibility regarding the management of that site, as well as the development and projection of its potential.

That's why political leaders, who bear, in the first instance, the obligation of defending the public interest, the national development and people's well-being, can not loose sight from the legacy that past generations have left us, nor even minimize its role on the legacy that the current generations will forward to the coming ones. Only in this way the story of a people will trace its route, pointing here and there what, by action or omission, one may print on each trail of his/her passage.

Since the first term at the helm of the municipality, we imposed, as a first priority, to rehabilitate Porto's downtown. Truly gigantic task, if we consider that the city had its major public spaces in a chaos of unfinished works and frightening craters of other projects initiated and immediately frozen, one of which, particularly outrageous, the example of the Ceuta tunnel, among others.

The Historic Centre, as part of downtown and of the Old Porto (Porto Antigo), was deeply affected by a neglected image that the chaotic situation transmitted to residents and visitors. In parallel, and with no less importance, adding to the disorder of the public space came the difficulty for the traffic circulation and cars mobility. It was necessary, therefore, to take measures which would open track into a new direction.

The definition of a project and related tools, allowing global solutions for the public space rehabilitation and for the deprived real estate heritage, have led to the creation of "Porto Vivo, SRU", the society that embody this mission. The Management Plan for the Historic Centre of Porto, presented here, should be viewed in this context. It aims, in addition to the satisfaction of all regulatory requirements, to incorporate an integrated global vision of this territorial space and its buffer zone.

Being at stake the preservation of a legacy that is a crucial part of our common history, it is our duty, as decision-makers and managers of public affairs, to assume with commitment these challenges and to face the obstacles with determination, will and unquestionable dedication.

Porto, June 2010

Rui Rio
Mayor of Porto

INTRODUCTION TO THE MANAGEMENT PLAN

The need for a Management Plan

Cultural and natural heritage is part of the priceless and irreplaceable things that belong not only to each individual country but to the whole of humanity itself. The loss of any of these things, either through degradation or disappearance, constitutes an impoverishment of the heritage that belongs to all peoples of the world.

As some parts of the abovementioned heritage possess “outstanding universal value”, they are deserving of special protection against the growing dangers that threaten them.

Well-aware of this need, on November 16th, 1972, the Member-States of UNESCO (The United Nations Educational, Scientific and Cultural Organization) adopted the *World Heritage Convention on the Protection of the World's Cultural Natural Heritage*, which aimed to ensure the appropriate identification, protection, conservation and appreciation of World Heritage.

In 1979 the first inscriptions for properties were made for the World Heritage List.

On December 5th 1996, in the city of *Mérida*, UNESCO decided to include the Historic Centre of Porto on the list of World Heritage, making it part of the itinerary of the great cultural assets of Humanity, thus focusing the attention of national and international authorities, such as IPPAR (now called IGESPAR) on a national level, and ICOMOS

(International Council on Monuments and Sites) on an international level.

Once the fundamental role of an active management of the Sites classified as World Heritage was recognized, UNESCO engaged in revising its programme and the *International Guide for the Implementation of the World Heritage Convention* in 2002, which recommends a Management Plan that ensures guided intervention for all the bodies and agents involved in this area.

Each registered property must have an suitable **Management Plan**, which must specify how the property is to be preserved, in order to effectively protect it for the benefit of present and future generations.



Image 1 - Praça dos Leões © João Ferrand

Also recognizing the importance of the Management Plan, IGESPAR argues:

"Within the specific realm of the historical centres, (...), it is necessary to consolidate the monitoring at close-quarters, in order to perform an inventory and an analysis of the existing architecture and heritage, as well as promoting the most appropriate preventative recovery measures and investment in planning that focus on the recovery and conservation of the respective group of properties. (...) It is considered important to continue the inventory and plans that safeguard and attribute due value to the properties which, more specifically, already includes the planning and organization mechanisms of the national, regional, sub-regional and local territory."

In this way, the drawing up of a Management Plan for the Historic Centre of Porto World Heritage not only represents an imperative for the sustainable protection of the respective heritage, but also a forum for shared reflection on the important contribution of this resource to the appreciation of the local, metropolitan, regional, national and international dynamic.

In fact, the process of degradation and devitalisation the site has suffered has been inhibiting the exploration of its potential to improve cultural, urban, social and economic dynamics that the Historic Centre encloses.

The contribution of the Management Plan

The process of preparation, discussion and dissemination inherent in the drawing up of this document aims to be a contribution for the



Image 2 - Praça da Batalha © João Ferrand

achievement of that objective, also seeking to broaden the awareness about the role of heritage as a structural element of area development.

The historical centers are living urban realities and not the mere juxtaposition of various factors or simple products of tourism. The functional rehabilitation of the historic centers must try to find solutions via a balance of historical, urban and functional values of the past, current needs and the demands of the future. It is therefore crucial to adopt new attitudes as far as urban policies are concerned and, more specifically, the growing importance that these have in terms of urban planning, marketing of sites and the promotion of tourism.

We are convinced that the Historic Centre of Porto needs to change and it is the centre itself that has the power to do so.

It is imperative to rehabilitate and revitalize the centre of the city, establishing it as a place capable of regeneration, embryonic of a transformation

that both the city and the region crave and expect, because it represents an important resource whose potential is a guarantee of that same change.

In fact, cultural heritage is (or should be) increasingly recognized as a factor regarding:

- Tourist value and attraction, both nationally and internationally;
- Qualification of the population;
- Social cohesion and inclusion, of solidarity and social rehabilitation;
- Competitiveness and innovation;
- Economic growth.

This Management Plan aims to meet this challenge.

It attempts to provide the classified property with a new planning, management and communication tool which facilitates better preservation and appreciation, consequently safeguarding it and its long-term vitality.

The recipients of the Management Plan

The Management Plan aims to satisfy various types of recipients:

- **Residents, visitors, workers and investors** in the Historic Centre of Porto;
- **Porto City Council**, local entity responsible for the preservation of the majority of the



Image 3 - Praça Infante Dom Henrique © Alexandre Soares

Site, as well as the one most interested in its preservation and improvement;

- The **Portuguese State**, signatory of this convention, also responsible for the Management of the classified Property;
- **UNESCO**, final recipient of the Management Plan, which includes the concepts and the doctrine developed by its the World Heritage Convention (2002).

In short, the implementation of this Management Plan aims to contribute to an improvement of preservation and appreciation of the Historic Centre of Porto World Heritage, in order to ensure its conservation and use, in terms of its specific identity, via the involvement and the active and voluntary mobilization of all those involved.

METHODOLOGICAL PROCESS

PRINCIPLES

The implementation of a project of this nature in an area as large and complex as the Historic Centre of Porto, requires the application of a **rigorous, yet flexible** methodology that promotes work based on thorough and **specific knowledge about the field**, coordinated with the **doctrinarian understanding of international charters and conventions**, and the **experiences of management of other historic centers, both on a national and international level**.

Because the matter at hand constitutes a permanent **commitment between the living city and the classified** property, and since in this field there are no two phenomena alike, the purpose of this Management Plan is to be **innovative in**



Image 4 - Wine Shop © Alexandre Soares

terms of resolving specific problems and strategic decision-making processes.

In its broader sense, the Management Plan involves a whole process of planning that includes the drawing up of a strategy document for the entire classified area, the definition of a **management model** and a **monitoring and assessment** system for the changes undertaken which is carried out in conjunction with other entities whose mission means possibly achieving the same goals.

It is understood that a plan with this ambition cannot have the rigidity of a traditional preservation plan or detailed plan. Above all, there should be a **programme of solutions** which allow the mobilization of the Site's potential value without it being imposed.

The original intention was to create a strategic management document for the whole of the classified area, making use of an **interdisciplinary** approach. This approach should provide the classified property with a planning tool that facilitates the best development possible in terms of preservation and appreciation of the Historic Centre, and consequently its long-term preservation and vitality.

The Management Plan is a **partnership** document, which should offer guidance to all agents involved in the Site classified as World Heritage, thus promoting a coordinated and integrated management of this area.

Plan Development Methodology

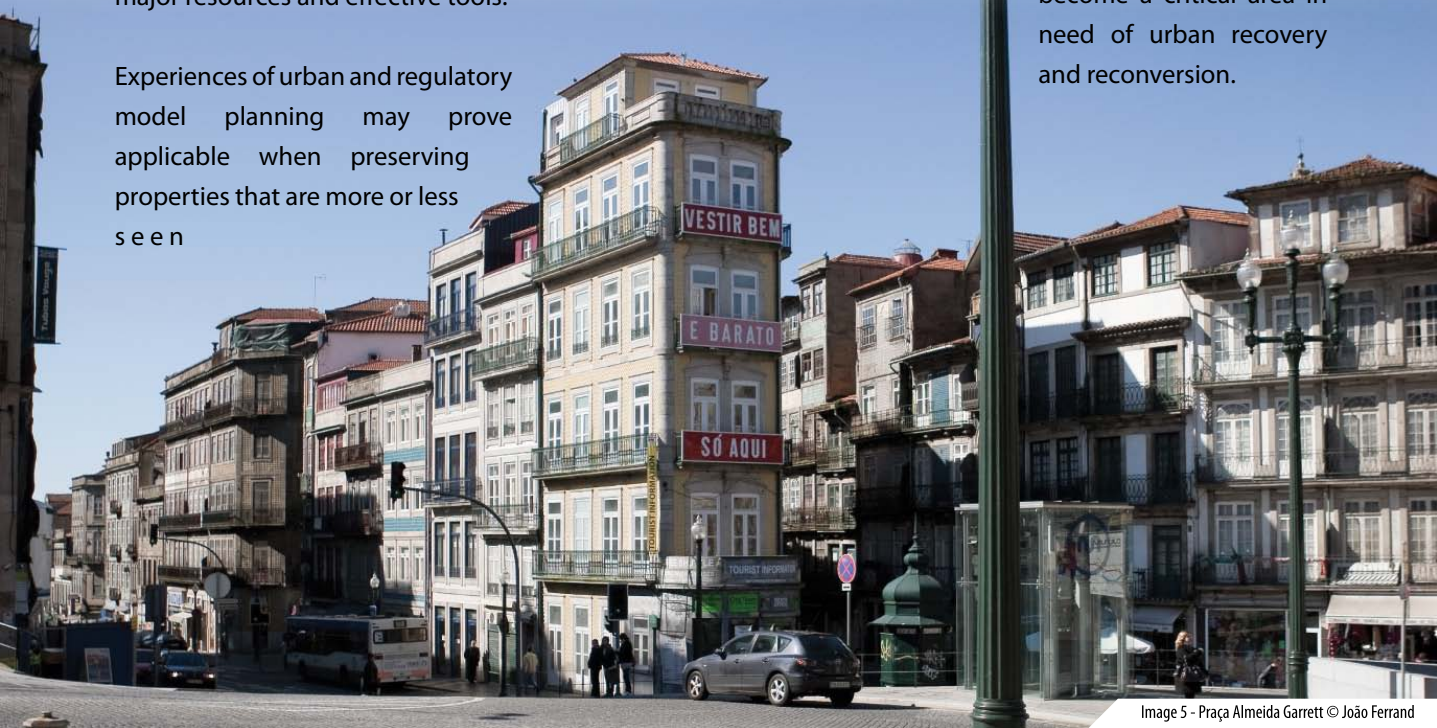
The rehabilitation of run-down Historical Centres has been subject of national policies and municipal initiatives. These have often been carried out with the incentive of international charters and conventions, driven by a certain movement which has broadened the very concept of heritage from the isolated “monument”, as considered in the ‘40s and ‘50s, to much more global concepts, such as the “living, inhabited site”, as is the case.

However, and despite the efforts made by city councils, there is still a huge delay in the rehabilitation of the run-down centres of large, historic cities such as Porto, where the size and complexity of the urban phenomenon requires major resources and effective tools.

Experiences of urban and regulatory model planning may prove applicable when preserving properties that are more or less seen

as museum pieces or monuments, but still within a living historical centre. It is important to try using planning tools which are more appropriate to the management of change dynamics that occur to a greater or lesser degree.

Besides being an imperative for preserving national and world urban heritage, the urban rehabilitation of the Historic Centre of Porto constitutes an important contribution towards the appreciation of metropolitan dynamics, since the process of degradation and devitalisation of the Site has become a critical area in need of urban recovery and reconversion.



The Management Plan will therefore have to respond to concerns essentially related to the sustainability of the urban heritage Site, more than to the strict preservation of the buildings.

With the inversion of the spiral of decadence and the efforts to attract new populations and activities, this revitalization will offer an urban value of high potential, which has been “frozen”, inactive, and pernicious for the overall metabolism of the city and region.

The experience of planning in Porto, as well as the model of management which is to be used, will certainly be the focus of attention and exchange of other Sites that suffer from the same types of constraints.

This planning model is not and cannot be based on a similar or previous, or imported one since every site has its own subjective and objective circumstances, although previous experience and the experience of others has not been overlooked. There was a concern to use, above all, both imagination and research in this Management Plan in order to create a contemporary tool in line with the most recent universal thought and with the concrete current circumstances.

This Plan and its implementation go beyond the merely technical. It is rather an act of citizenship, able to unite the administration and those directly interested in a single, coherent and sustainable strategy, one which has the power to move local, national and international agents towards an investment in material and cultural development, on an unprecedented scale.

Such ambition has posed the enormous challenge of, in a short space of time, summing up an analysis and proposal that will be able to resist to the erosion caused by the permanent changes that occur in Porto.

The creation of a Management Plan of a Historic Centre the size of Porto's, with the level of protection of World Heritage, National Monument and of Property of Public Interest has no precedents at national level, and there are still few examples in other countries, bearing in mind the relevant cultural and institutional differences.

For these reasons, its creation has assumed a somewhat experimental, even innovative character, dealing with the challenges that arise when the interests of both heritage occurs within the same area.

This is a Plan which is fundamental in helping solve and prevent conflicts, mainly among the programmes that proprietors, promoters and architects are interested in and the capacity of each building to adapt to those programmes.

Clearly, it will not be viable to use new programmes for all buildings (or groups of buildings) that are located in a World Heritage Site. It will be the responsibility of the Management Plan to develop a change framework which allows the capacities and the



Image 6 - Catedral do Porto © Alexandre Soares

potential of each building and each group to be fully exploited, without denigrating their value in terms of heritage. It is therefore imperative to have detailed knowledge of the buildings, as well as a finely-tuned capacity to assess the programmes presented by the agents of change. The acquisition (and building) of that competence will constitute an important step in the implementation of the Management Plan.

The Subject

The Historic Centre of Porto World Heritage is totally located within the Critical Area of Recovery and Urban Reconversion (ACRRU) of Porto City Centre.

After several delimitation processes which originated in the '80s and '90s of the 20th century, the Government approved the area corresponding to the five civil parishes of the Historic Centre, as well as those immediately adjacent to them, as Porto's ACRRU.

The entire territory covered by the Management Plan of the Historic Centre of Porto is therefore recognized by the Portuguese government as being part of an area of considerable urbanistic and socio-economic importance, which imply the need for exceptional measures and procedures.

Based on that governmental classification, Porto City Council made use of Law 104/2004, November 27th, in order to set up the Society of Urban Rehabilitation, Porto Vivo.

The management team responsible for drawing up and implementing the Plan, as well as its monitoring, should ensure their work coincides with the strategy already defined by Porto Vivo for the rehabilitation of Porto City Centre and the process currently underway that aims for the objective of Urban Area Management to coincide with that of the World Heritage Area.

Since the whole of D. Luis I Bridge and the Monastery of *Serra do Pilar* are included in the property registered on UNESCO's list, Vila Nova de Gaia City Council is also a directly interested part in this process.

In terms of the World Heritage territory located in that city, the process of urban management and the

preservation of property will be the responsibility of the respective entities and city Council services. Technical coordination between the two sides when defining strategy is regarded as desirable.

This Plan is part of the approved planning currently being already in action, as well as in the applicable regulations, namely in the PDM (Municipal Master Plan) of Porto, in *Porto Vivo SRU's* Master Plan for Porto City Centre and in Porto SIM (System Multi-criteria).

Since this Management Plan represents a tool for the preservation and improvement of the Historic Centre of Porto, it should not be founded upon regulatory devices to be added to the existing ones, but rather constitute a coherent set of criteria for the promotion and analysis of the changes made to the Site, its buildings and its activities.

This means that the Management of the Urban Area (GAU) in the Historic Centre of Porto will necessarily need to be provided with the means and powers to able to ensure its preservation.

As part of the desired dynamic, a range of good solutions proposed at the time that the Plan is drawn up may be supplanted (fully or partially) by different proposals stemming from creative agents who were not previously present, involved or mobilized.

We should therefore regard this Plan as a guide for good practices in rehabilitation and possible

improvement, which is capable of evolving and improving upon annual action plans action.

If we think about the evolution of the Historic Centre of Porto and about the process of changes, additions and replacements it has undergone over the centuries, we will be able to acknowledge the importance of those changes in the construction of the whole we see today.

The current Porto-SIM (Porto City Multi-criteria Information System) within Porto's Master Plan (PDM) is created and organized so as to respond objectively on a "case by case" analysis of the conditions for the changes to the buildings, thus constituting a fundamental tool for the management of urban operations within the classified perimeter.

Based on that tool, the Management Plan is free from the regulatory character which has often proved perverse and counterproductive, being more proactive, leading to action which can only be done via the competition and effort of a multitude of private entities and initiatives.

Service coordination represents one of the crucial challenges of the process of management of an area of protected heritage, like in the case of the Historic Centre of Porto, and for that reason, when the Management Plan is drawn up it considers the presence, concerns and the agendas of the different sectors.

For special areas, such as the critical areas and the properties of special heritage value, the management of the territorial base implies an organization which coordinates several decision centers in that area.

Thus, the Management Plan process includes a cross between the different initiatives of the different players, in order to achieve a proposal which reflects a combination of the diversity of the existing views, without losing the strategic sense of the Plan.

Considering all the public municipal and non-municipal services, as well as the range of private entities which operate in the Historic Centre of Porto, we have a very broad range of partners who need to be coordinated and mobilized towards a common strategy of development and preservation of the heritage that this territory constitutes.

Besides the cooperation and inter-institutional coordination between the Management of the Historic Centre of Porto World Heritage and IGESPAR, it is imperative to ensure the analysis and approval of the Plan by the entity responsible for the property inscribed on the List of World Heritage. The reason underlying this fact is that, due to its inscription on the List of UNESCO, the Historic Centre of Porto is Classified as National Monument (art. 15 of Law of Cultural Heritage nº 107/2001 of September 8), and also because it is located within a delimited area in Porto, which is

considered Property of Public Interest.

Although the management of the properties on the List of World Heritage is, according to UNESCO, the responsibility of the signatory states of the World Heritage Convention and despite the role the city Council has been actively playing in the process of application and management of the Historic Centre of Porto, IGESPAR will have the final say in the approval of the Management Plan.

ORGANIZATION

This Management Plan is divided into three volumes.

The **first volume** contains the analysis and characterization of the different contexts to be studied within this territory, making use of the most updated sources. At the end there is a reflection about the main opportunities and challenges regarding this Site. In order to provide a better insight into the affected area, different blueprints containing the characterization of the Historic Centre of Porto that accompany and illustrate the Plan have been drawn up.

The **second volume** comprises the entire proposed strategy, responding to the opportunities and challenges found during the analysis of volume I, and it is divided as follows:

- The action plan, organized from the different vectors and objectives defined as strategic intervention, describing the set of projects proposed for the preservation and appreciation of the Site;

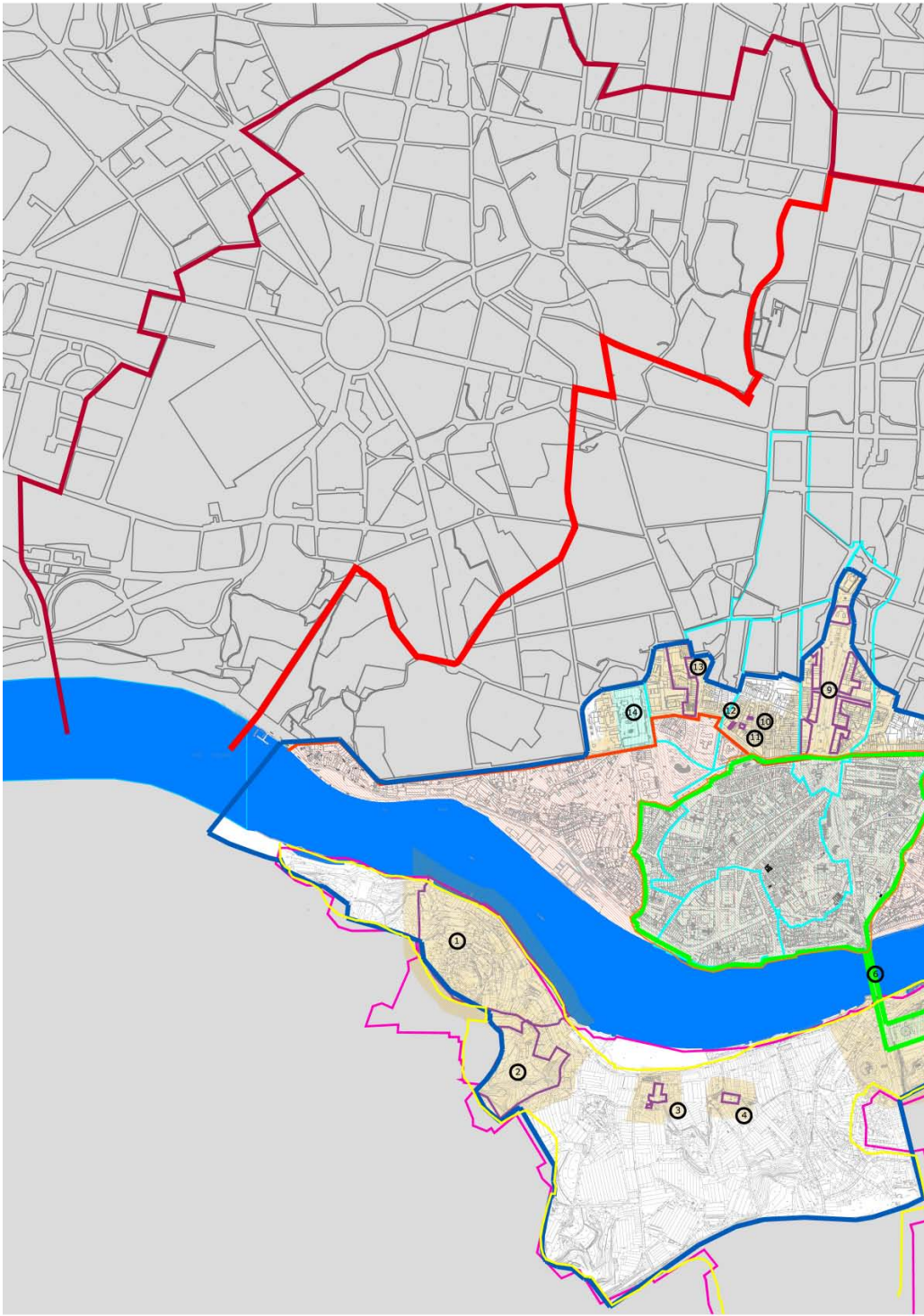
- The monitoring process of the Historic Centre of Porto and respective indicators; and
- The management model, which ensures the appreciation, protection and preservation of this area, with social, cultural, tourist and economic objectives.

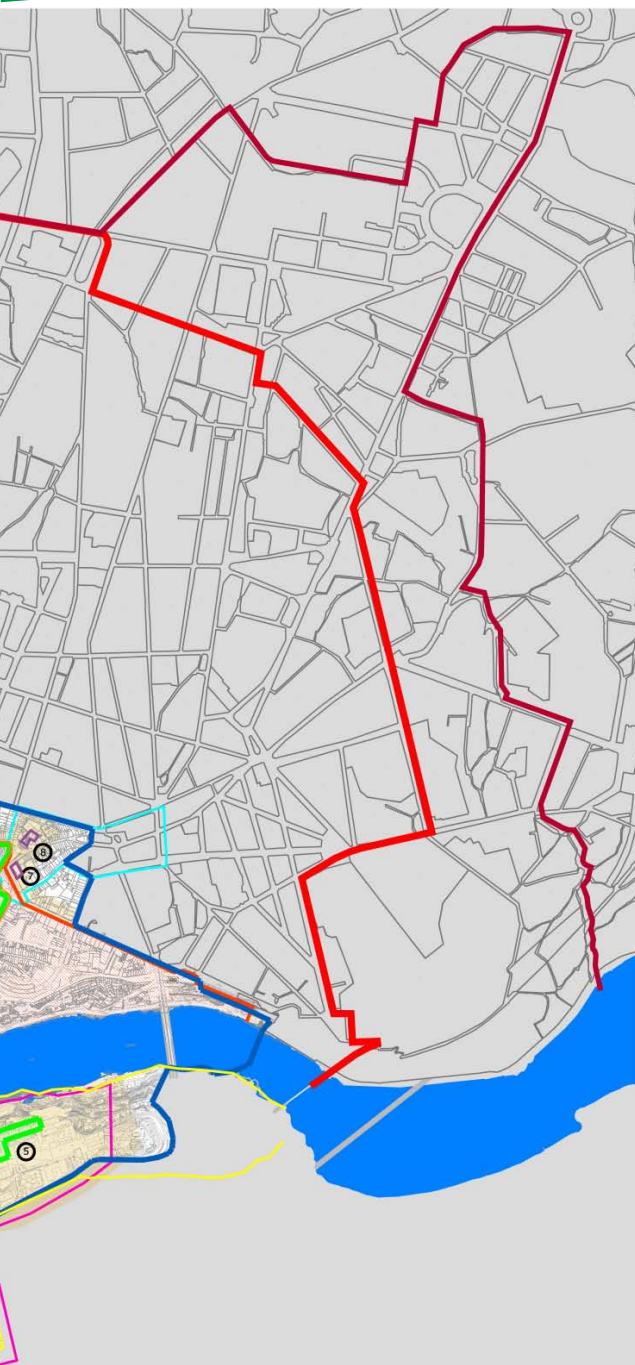
The **third volume** presents all the annexes to

the Management Plan, including the building characterization records within this area. The records include important information on the state of conservation, occupation, types of services, as well as a historical and artistic description of each of the buildings in the Historic Centre of Porto World Heritage, as well as other annexes to the Management Plan.



Image 7 - Palácio da Bolsa © Alexandre Soares





- ① "Gaia" Castel area (IIP) Law nº 29 / 90 , 17th June
- ② "Campo Belo" Palace , including Chapel and the whole around set, namely the gardens (IIP) - law nº 129 / 77 , 29th September
- ③ " Corpus Christi" Ancient Convent, "Bom Pastor" Institute (IVC) law nº 09 of August of 1995
- ④ "Santa Mariinha" Parochial church - (IIP) law nº 45 / 93, of 30th November
- ⑤ "Monsteiro da Serra do Pilar" Church and Cloister(MN) and Room of the Chapter, Refectory, Kitchen, Tower and Chapel (ip) - ZEP of 16th June 1910; law 16th June 1949 and nº 25_034 o11th February 1935.
- ⑥ "Dom Luis I" bridge (IIP) law nº 28 / 82 of 26th February
- ⑦ "Batalha" Cinema (Classification in progress) law of 27th January of 2005, of the IPPAR President
- ⑧ Santo Ildefonso church (IIP) - law 129/77, DR 226, of 29-09-1977
- ⑨ Set of the "Liberdade" Square, "Alfador" Avenue and "General Humberto Delgado" Square (Classification in progress) - ZEP of 01.10.2008 of the IGESPAR, I.P.; Proposal in 18.02.2008 of the DRCN and "Fenianos Portuenses" Club (IVC 19)
- ⑩ Building in "Rua de Cândido dos Reis", 75-79 (IIP) - law 735/74, DG 279, of 21-12-1974 ZEP DG (Series II), n.º 6, of 08-01-1954
- ⑪ Building in "Rua da Galeria de Paris", 28 (IIP) - law 735/74, DG 279, of 21-12-1974
- ⑫ "Lello & Irmão" Bookstore (Classification in progress) - law of Minister of Culture of 14th February 2000
- ⑬ "Venerável Ordem Terceira de N.ª Sr.ª do Carmo" Church and Sacristy. (Classification in progress) - law 30th November 1994
- ⑭ "Santo António" hospital (MN) law 16-06-1910, DG 136, of 23-06-1910

1996 - LIMIT OF HISTORIC CENTER OF OPORTO-
WORLD HERITAGE
art.º 15, n.º 7, of the Law n.º 107/2001, of 8/11

OTHER NACIONAL MONUMENTS

1996 - BUFFER ZONE

OTHER "IIP - IVC - IIM" MONUMENTS

ESPECIAL PROTECTION ZONE (ZEP)

1997 - IIP 51 - BUILDING WITH PUBLIC INTEREST
CENTER OF OPORTO
LAW (6797, DR 301, de 31-12-1997; Portaria 975/2006,
de 19 de Maio, DR - II Série, Nº 113, de 12 de Junho)

1997 - "ACRRU" ZONE LIMIT - CITY OF GAIA
LAW (DECRETO REGULAMENTAR Nº 54 / 1997 DE 19 DE DEZEMBRO)

2000 - 3TH "ACRRU" ZONE LIMIT
LAW (DECRETO REGULAMENTAR Nº 11 / 2000 DE 24 DE AGOSTO)

2004 - ZONE OF PRIORITY INTERVENTION

2005 - AREAS OF PRIORITY INTERVENTION

2008 - AREAS OF PRIORITY INTERVENTION

LIMIT OF HISTORIC CENTER OF GAIA CITY

LIMITS ACTUALLY IN FORCE

OUTUBRO 2008



PROTECTION MECHANISMS

There are different ways of valuing, protecting and preserving heritage as important as the Historic Centre of Porto. However, there are other undeniable ways of defending it: using protection mechanisms.

Porto city is part of a State, which is, itself, part of a broader community, both at European and international level. It is therefore subjected to varied legal forms, be they local, national, communitarian or international.

Consequently, a community such as that of the Historic Centre of Porto is ruled by specific norms which allow the entire population to enjoy a heritage which is simultaneously local and cultural heritage of humanity. Those norms are of differing dimensions and therefore one tries to include all the protection means in a regular fashion and separated by amplitude.

The most important norms, and of greatest influence in the management, protection and appreciation of the Historic Centre of Porto World Heritage, are presented here. First are the norms of International Law, then those of National Law, and finally Local Law.

International Legislation

- a. **World Heritage Convention on the Protection of World Cultural and Natural Heritage**, Paris, November 16th 1972 (with the approval for joining via Decree no49/79 of June 6th). It aimed to establish a protection system for the cultural and natural heritage of outstanding value, on a global scale. Each State signing this convention pledged to ensure the conservation of the properties located in their territory and to protect their cultural and natural heritage.

NATIONAL LEGISLATION

- b. **Policies and System for the Protection and Appreciation of Cultural Heritage** (Law no. 107/2001, September 8th).

LOCAL LEGISLATION

- c. **Regulation of Porto Municipal Master Plan** (Council of Ministers' resolution no 19/2006 of January 26th). Establishes the rules regarding occupation, use and transformation of Porto territory, publishing a Charter of Premises. It annexes a list of buildings of heritage interest and of classified arboreal species, as well as action programs.
- d. **Regulatory Code of Porto City Council** (Edition of Porto City Council, published in "*Diário da República*" no 56, Series II of 2008-03-19 and annex to Municipal Bulletin no 3720 of August 3rd).
- e. **Regulation of Vila Nova de Gaia City Council Master Plan** (under revision).

LOCAL PLANS

- f. **Master Plan – Urban and Social Rehabilitation of Porto City Centre** developed by Porto Vivo SRU, with the main purpose of promoting interventions which ensure sustainability in its different domains, which respect the identity of the sites where change is intended, investing in creativity, knowledge and innovation, so as to solve today's problems, thus ensuring its contemporary character in the future.

- g. **Master Plan – Study of Strategic Framework of the Area of Critical Recovery and Urban Reconversion (ACRRU).**



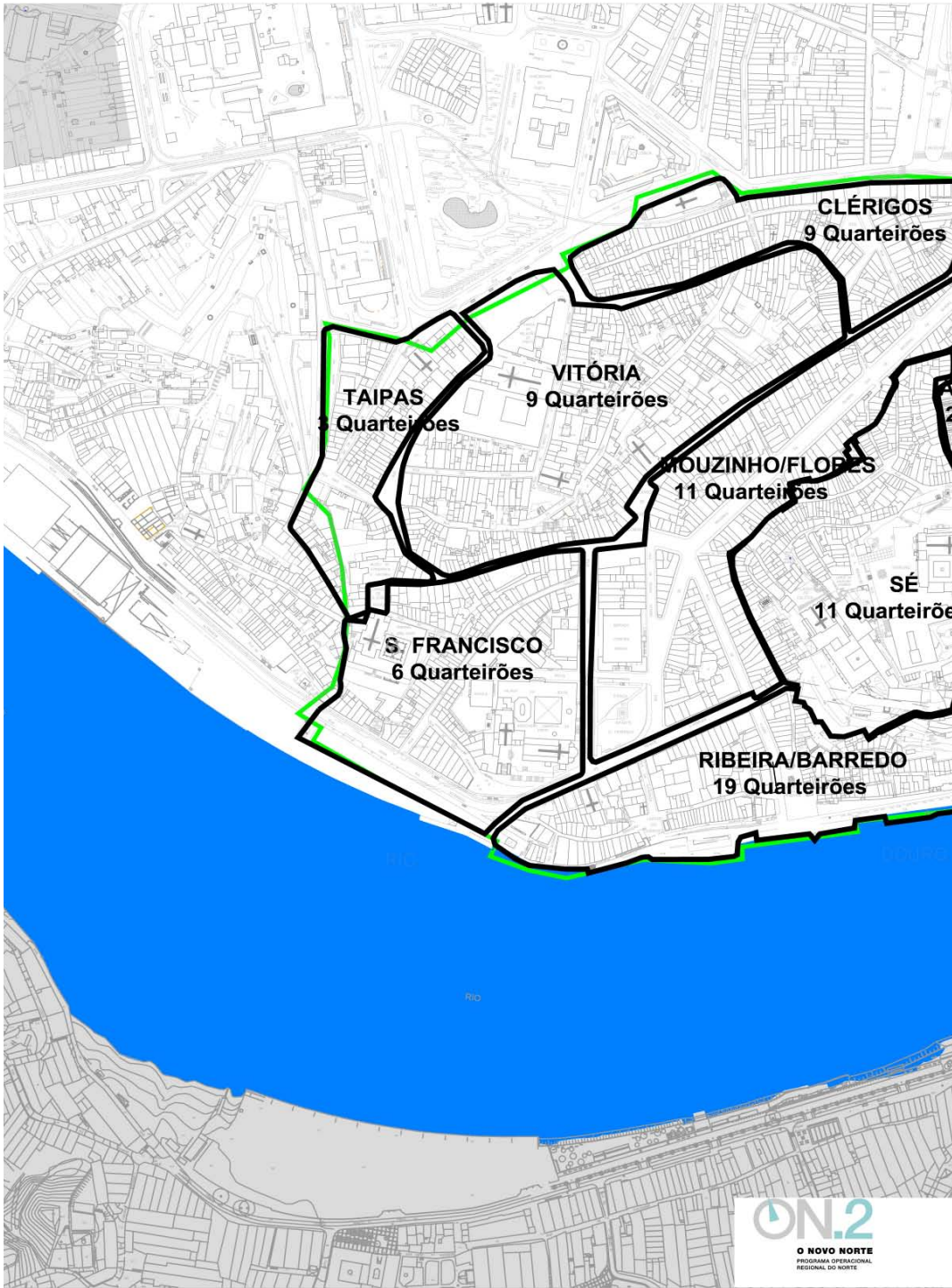






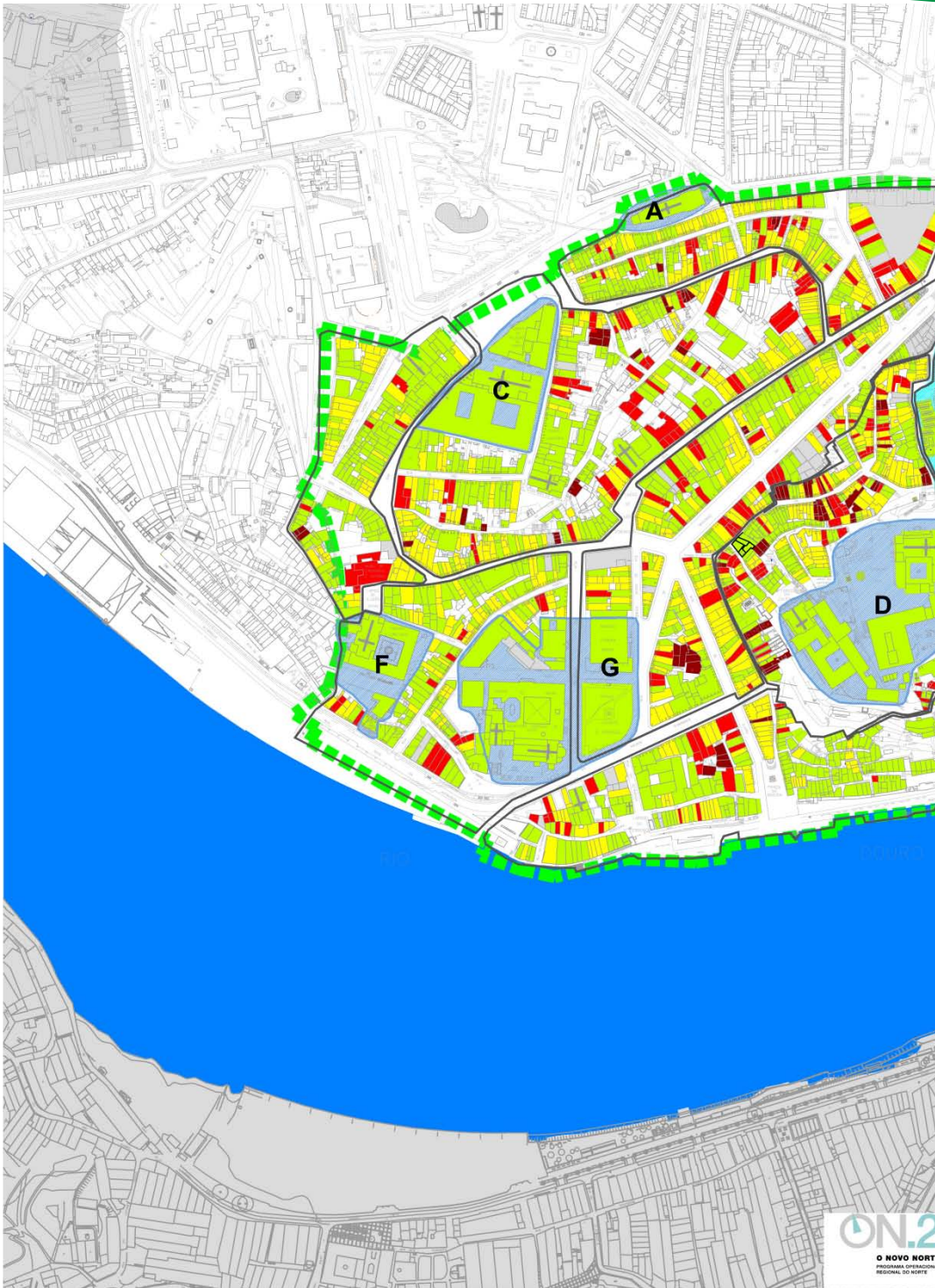
Image 9 - Jardim da Cordoaria © João Ferrand

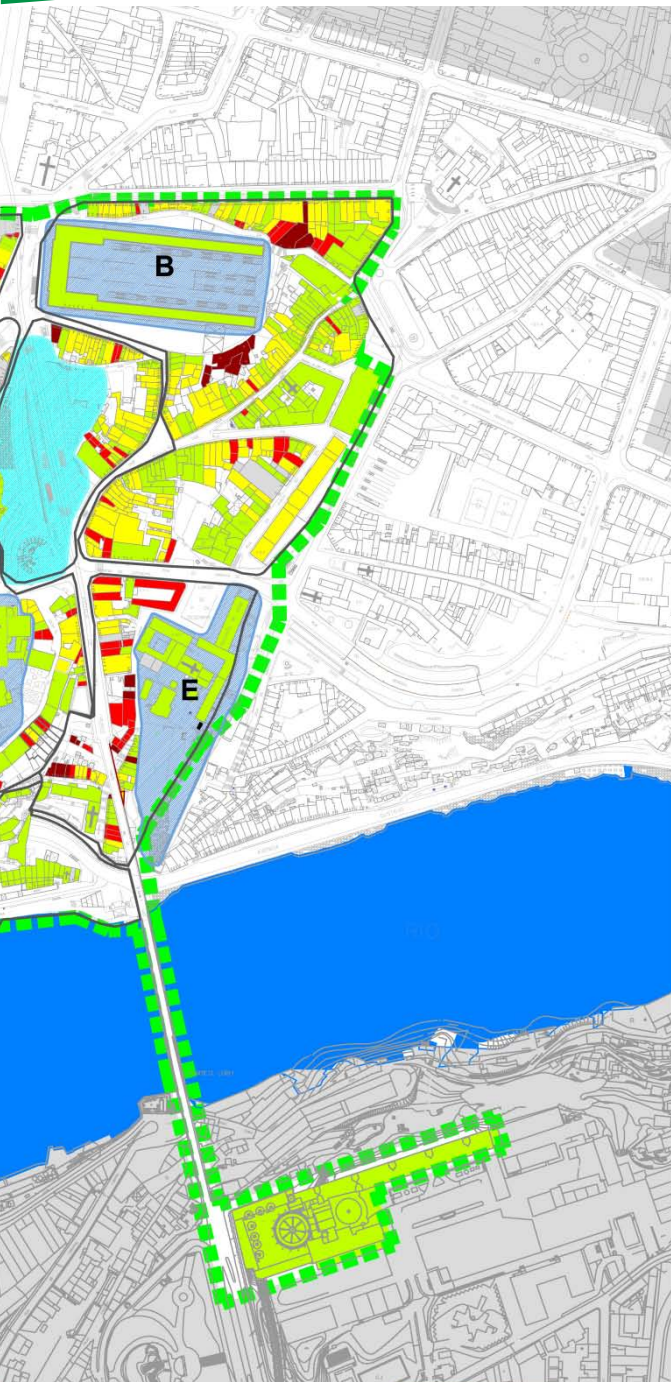
OPPORTUNITIES AND CHALLENGES

Based on an analysis and reflection on the different contexts of the Historic Centre of Porto World Heritage, five key challenges and five key opportunities have been identified. In short, we can identify the following aspects as central elements that are characteristic of the Historic Centre of Porto World Heritage, making it possible to reach the challenges and opportunities presented:

- Degradation of buildings, although benefiting from an existing strategy of rehabilitation and maintenance;
- Acute population loss and ageing of the resident population;
- High rate of unemployment and low levels of training and qualification of the resident population, although there is a growing demand for premises and the establishment of new cultural and creative businesses can be observed;
- Complex legal and institutional system, with multiple actors and entities with authority;
- Obsolete company structure, with difficulty in attracting and maintaining clients, except in the sectors of tourism, restaurant and bar, clothes and accessories shops and increasing set up of creative businesses;
- Area assessed by visitors and shop owners as being “dirty” and unsafe;
- Growing phenomenon of tourism, as a result of the strong increase of the number of tourists and visitors.

The five great challenges and the five great opportunities presented contextualize the intended process of regeneration to transform this area into a “Human Place of Excellence”.





ESCALE 0 10 40

STATE OF OCCUPATION

JUNE 2008



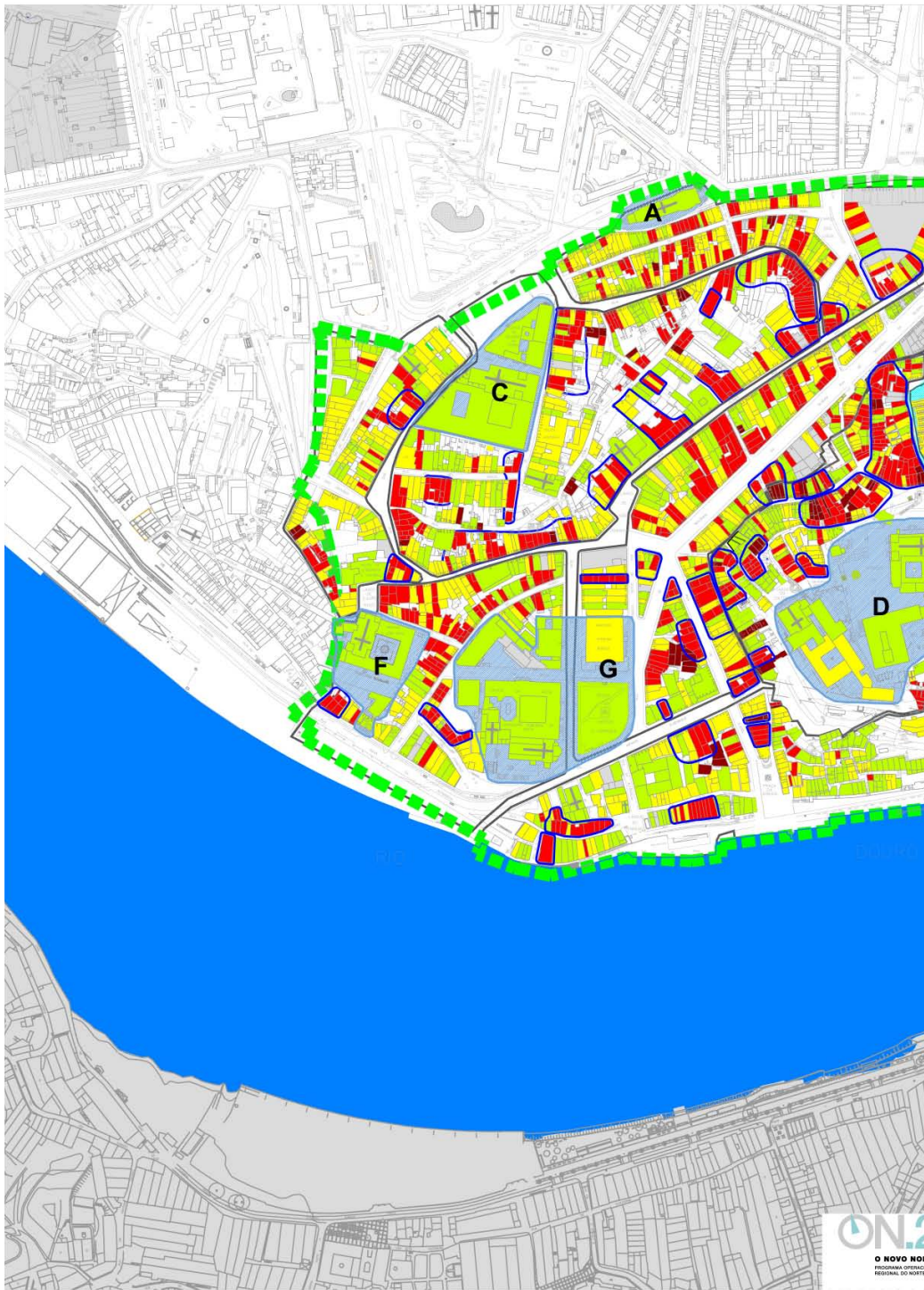
Challenges:

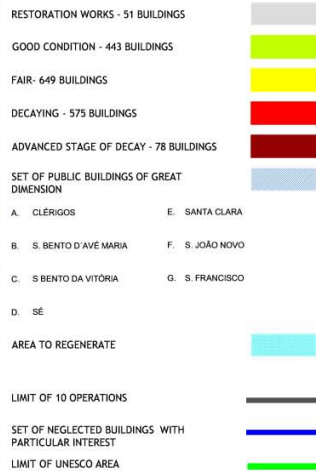
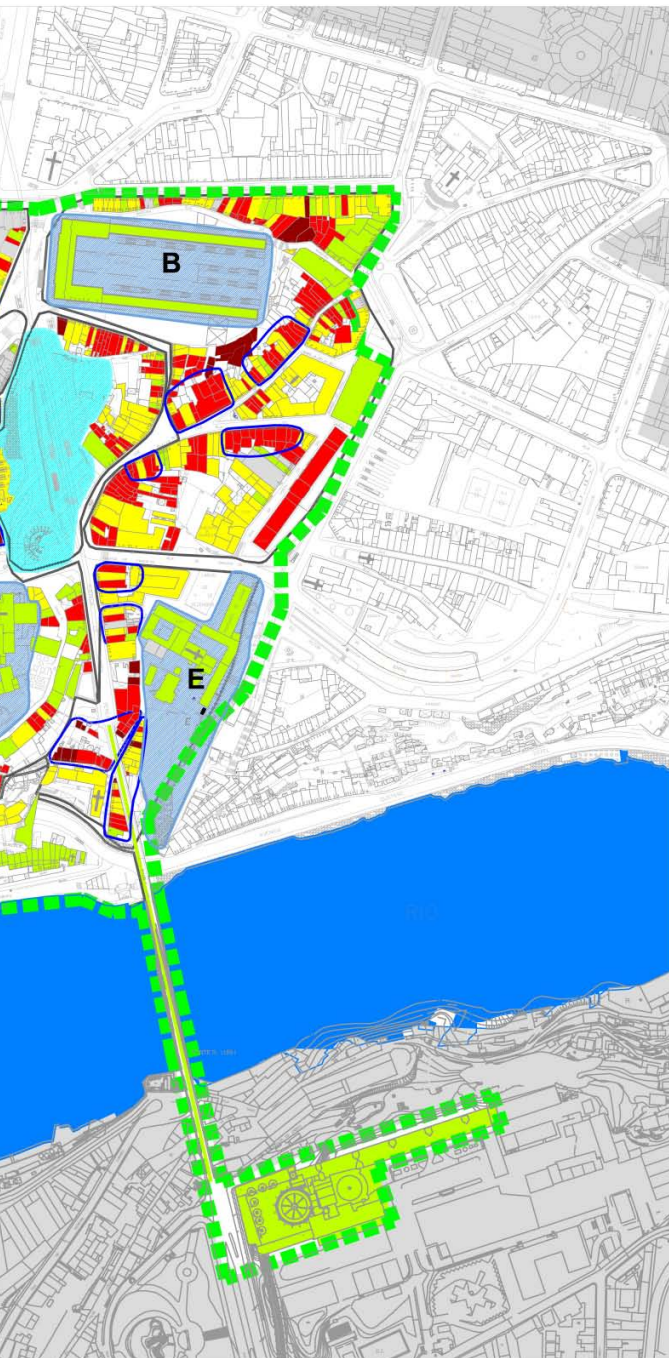
- Impoverishment of the historic and artistic heritage due to lack of maintenance and appreciation;
- Acute loss and ageing of population, high unemployment rate and low levels of training and qualification of the resident population;
- Area considered “dirty” and unsafe, showing lack of organization and qualification of the existing tourism provision;
- Creative businesses still very isolated, hidden away and lacking strong expression, lack of confidence and entrepreneurship;
- Degradation of buildings and little appreciation of the connection to the river Douro.

Opportunities:

- Historic and artistic heritage of universal value, with its preservation and protection on main political, economic and socio-cultural agendas of the city/ region;
- Strong cultural identity;
- Growing phenomenon of tourism, as a result of the strong increase of the number of tourists and visitors, with the Historic Centre of Porto mentioned in the National Strategic Plan for Tourism (“PENT”) as a differentiating resource, foundation of the regional tourism offer;
- Creative businesses, creative organizations and processes being set up in the Historic Centre of Porto, with the physical regeneration of the cultural heritage geared towards cultural and creative functions;
- Unique relationship of the entire area classified as World Heritage with the River Douro.







ESCALE 1:10 40

STATE OF CONSERVATION

JUNE 2008



STRATEGIC FRAMEWORK

"EVERY HISTORIC AREA AND ITS SURROUNDINGS SHOULD BE CONSIDERED IN THEIR TOTALITY AS A COHERENT WHOLE WHOSE BALANCE AND SPECIFIC NATURE DEPEND ON THE FUSION OF THE PARTS OF WHICH IT IS COMPOSED AND WHICH INCLUDE HUMAN ACTIVITIES AS MUCH AS THE BUILDINGS, THE SPATIAL ORGANISATION AND THE SURROUNDINGS. ALL VALID ELEMENTS, INCLUDING HUMAN ACTIVITIES, HOWEVER MODEST, THUS HAVE A SIGNIFICANCE IN RELATION TO THE WHOLE WHICH MUST NOT BE DISREGARDED".

Recommendation concerning the safeguarding and contemporary role of historic areas

General Principles, II, 2

UNESCO, Nairobi, 1976

VISION

PORTO WORLD HERITAGE - HUMAN SPACE OF EXCELLENCE



Image 11 © João Ferrand

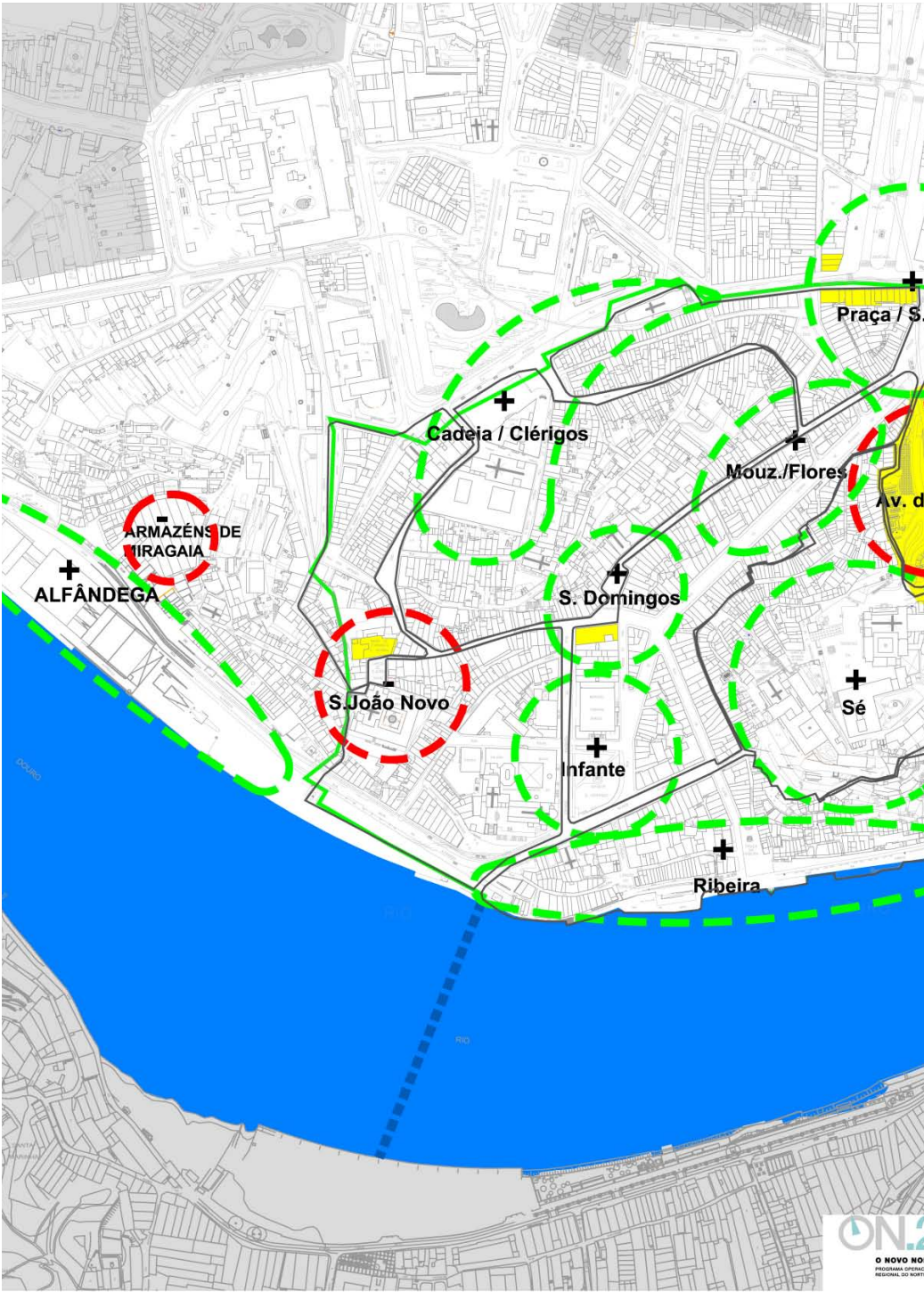
MISSION

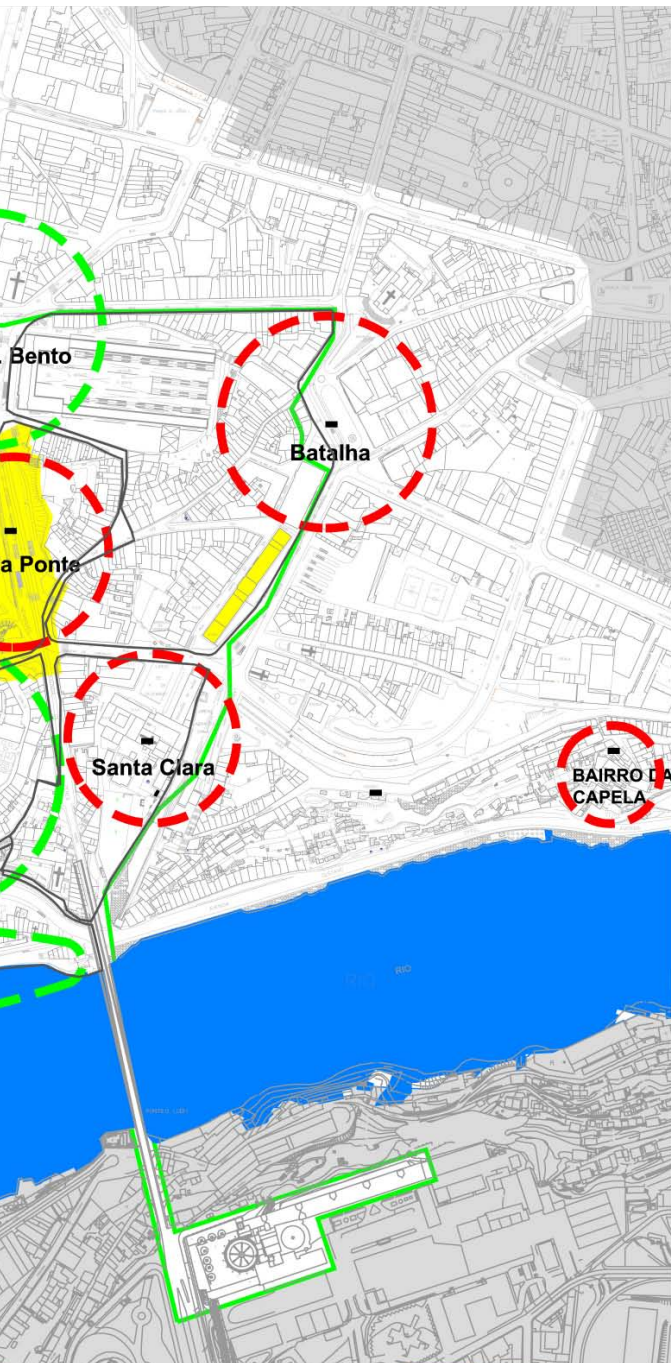
**PROTECT, PRESERVE, IMPROVE AND
PROMOTE THE HISTORIC CENTRE OF
PORTO WORLD HERITAGE, PHYSICAL
EXPRESSION OF THE UNIVERSAL
NATURE OF HUMAN CREATIVITY,
HEART AND SOUL OF THE CITY,
FOUNTAIN OF LIFE AND INSPIRATION
OF CURRENT AND FUTURE
GENERATIONS**

STRATEGIC OBJECTIVES



Image 12 © João Ferrand





MORE DYNAMIC



LESS DYNAMIC



DYNAMIC CREATORS



OPERATIONS LIMIT



UNESCO CLASSIFIED AREA LIMIT



CHARACTERIZATION OF DYNAMIC CURRENT

escala



outubro 2008



Because we are dealing with a permanent compromise between a Living City and Classified Property, and because there are no two phenomena alike in this field, this Management Plan is intended to be both innovative in supporting strategic decision-taking and effective in the resolution of specific problems.

Proposing an integrated vision of the Historic Centre, its potentialities and challenges, the Management Plan focuses its proposals on the following **STRATEGIC OBJECTIVES**:

OBJ. 1	PRESERVING, CONSERVING AND RESTORING THE BUILDING HERITAGE AND REDEVELOPING THE PUBLIC SPACE OF THE HISTORIC CENTRE OF PORTO WORLD HERITAGE.
OBJ. 2	MOBILISING CURRENT AND FUTURE USERS (RESIDENTS, WORKERS, VISITORS, STUDENTS AND INVESTORS) OF THE HISTORIC CENTRE OF PORTO, IN THE DEFENCE AND PROMOTION OF ITS HERITAGE VALUE, PROVIDING INCENTIVE FOR THEM TO PARTICIPATE IN ITS PROTECTION, PRESERVATION AND PROMOTION.
OBJ. 3	CONTRIBUTING TO THE EXCELLENCE OF TOURISM EXPERIENCE IN THE HISTORIC CENTRE OF PORTO.
OBJ. 4	STIMULATING THE CREATION OF A CREATIVE CLUSTER INSPIRED BY THE EXCELLENCE OF THE SURROUNDING CULTURAL HERITAGE.
OBJ. 5.	CONSOLIDATING THE ROLE OF THE RIVER DOURO AS AN ESSENTIAL ELEMENT OF INTERPRETATION, LIVING AND COMMUNICATION BETWEEN THE TWO BANKS OF PORTO WORLD HERITAGE.

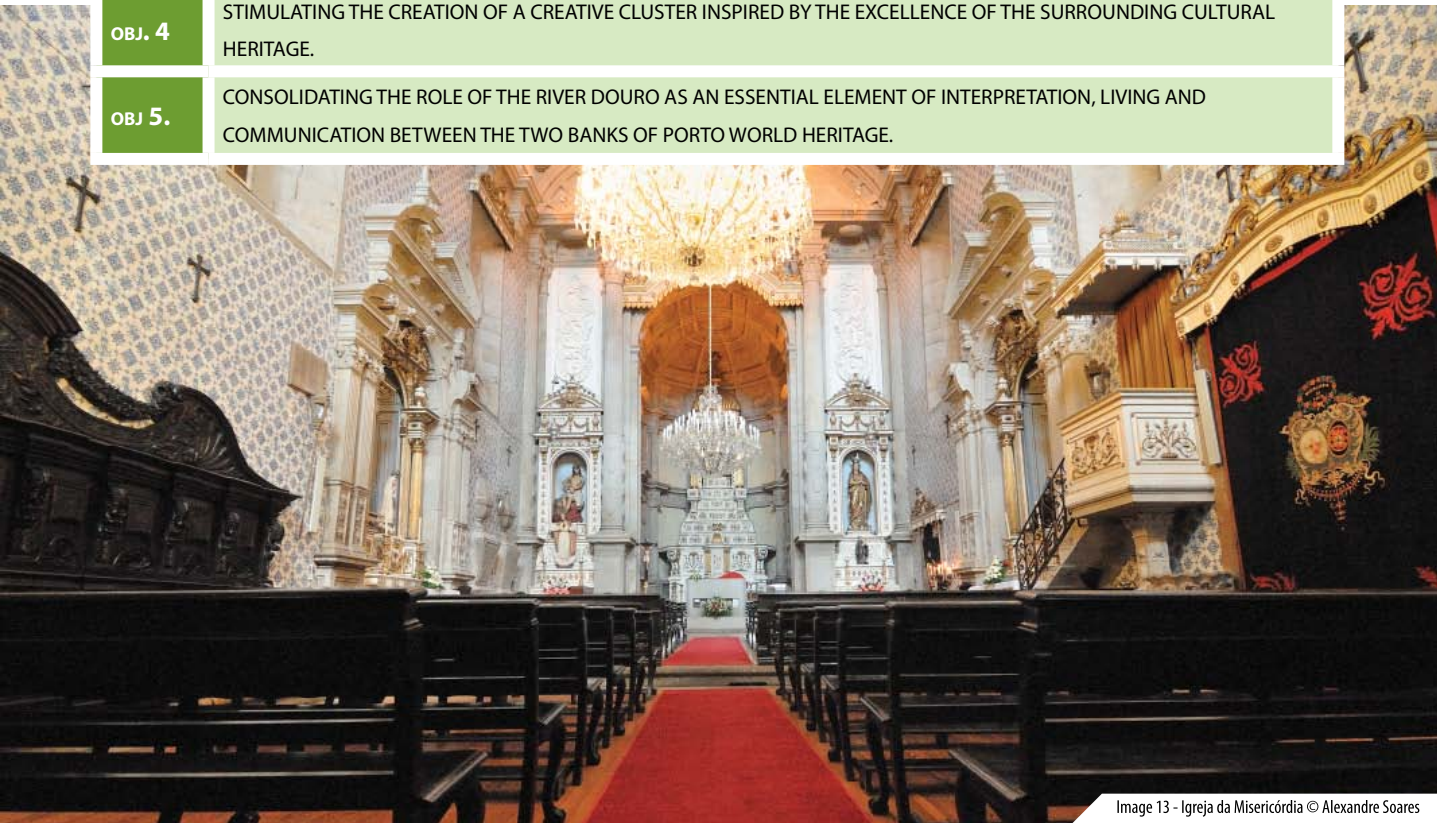


Image 13 - Igreja da Misericórdia © Alexandre Soares

ACTION PLAN

The Action plan aims to fulfil the five previously mentioned objectives and is divided into five areas, two transversal and three thematic:

Transversal Areas

Area I. Protection, Preservation, Restoration and Improvement

Why?

Throughout time historic ensembles have become unique testimonies replete with wealth and diversity of cultural, religious and social creations of Humanity. Therefore, safeguarding and integrating them into contemporary society constitutes a fundamental element for the planning and reorganisation of urban territory.

According to the Convention Concerning the Protection of the World Cultural and Natural Heritage of UNESCO¹, all



States must identify, protect, preserve, value and transmit to the future generations their cultural and natural heritage. They should also make an effort to ensure effective protection, conservation and appreciation, through the adoption of general policies, the establishing of responsible services, the development of studies and scientific research, the provision of training and legal, scientific, technical, administrative and financial measures necessary to achieve those objectives.

The classification of the Historic Centre of Porto World Heritage should work as a legitimisation, as a protection mechanism but also as a promotion vehicle, attributing a new dimension to heritage values. These should be imbedded with a new type of discourse, aimed at winning their place at an international level, mediated by an international actor (UNESCO) and promoted by the several media, rather than investing in a direct identity consolidation at an internal level.

In the Recommendation² about safeguarding of the historic ensembles and their function in contemporary life, the historic zones are considered as an essential part of what we can call Heritage of Humanity;

"Considering that the historic areas are part of the daily environment of human beings everywhere, that they represent the living presence of the past which

formed them, that they provide the variety in life's background needed to match the diversity of society, and that by so doing they gain in value and acquire



an additional human dimension."

-
- 1 General Conference of the United Nations Educational, Scientific and Cultural Organisation, Paris, October 17th to November 21st 1972
 - 2 Recommendation concerning the safeguarding and contemporary role of historic areas, Nairobi, October 26th to November 30th 1976

Thus this Management Plan assumes this area as structural and transversal, present in every action, paying special attention to the relationship



Image 15 - Morro da Sé © Alexandre Soares

between the social and the building ensemble, recognising the role of the Historic Centre as a support to the social structure, that is, as integrating part of the present and future dynamics and not merely as a memory of the city.

How?

The conservation and preservation of cultural heritage is an ongoing process and it should follow the guidelines defined at the conventions, namely the recommendations and resolutions developed and proposed by the Intergovernmental Committee for the Protection of the World Cultural Natural Heritage (UNESCO), whose crucial aim is to ensure the most effective protection and conservation, as well as an equally effective active appreciation of the Historic Centre of Porto World Heritage.

Considering the extension and complexity of the Historic Centre of Porto as an urban area of great heritage value within a Critical Area of Recovery and Urban Reconversion (ACRRU) and, simultaneously, classified as a National Monument, it is not possible to envisage its urban rehabilitation without a clear definition of priorities and respect for its specific issues, considering that the respective territory is very diverse, both in its origins and urban processes and in its state of conservation.

Since 1982, when Porto City Council took on the responsibility for the works of the Commissariat for Urban Renovation of the Ribeira/ Barredo Area (CRUARB), the Historic Centre of Porto has been subject to urban rehabilitation. This are now in the hands of Porto Vivo, SRU, whose role is to manage the process, develop the strategy of intervention

and serve as mediator between proprietors and tenants, and, if necessary, assume the responsibility of rehabilitation, making use of the legal means at its disposal.

Currently, the following continues to be a concern: 32% of the building ensemble is in a state of deterioration and 4% is in an advanced state of decay. If we add the 649 buildings in a fair state of conservation to this number, we conclude that there are 1302 buildings which need rehabilitation and conservation.

Faced with this scenario, and within this area, we intended to proceed with a process of unique and distinctive urban intervention, rehabilitation and conservation of this ensemble.

This objective consists of consolidating and giving continuity to a major operation of urban planning and intervention which is already in progress, while aiming to promote the conservation and restoration of 83 neighbourhoods, rehabilitating 1302 buildings, simultaneously promoting actions which can allow a greater, better stimuli to private investment and fiscal incentives, positively discriminating in favour of those who intend to invest in the Historic Centre of Porto, thus ensuring:

- A new functionality to the cultural heritage of the Historic Centre, integrating

its protection into the systems of urban planning at local, metropolitan and regional levels;

- The creation of services of protection, conservation and appreciation of Cultural Heritage, with specialised technical teams and the use of the appropriate means available;
- Taking legal, scientific, technical, administrative and financial measures which are suitable for the identification, protection, conservation, appreciation and restoration of the mentioned heritage.

Area II. Involvement of the Population

Why?

It is recognised that the Historic Centre of Porto has not been exploiting its full potential, nor the intimate and affectionate relationship that should exist between it and its users and inhabitants.

It is imperative that the inhabitants of the Historic Centre of Porto, but also those of the rest of the city and region are involved and, above all, actively participate in the entire process of development and implementation of the Management Plan.

Despite the main objective being the protection, preservation and improvement of the heritage of the Historic Centre of Porto, this Plan ultimately

intends to contribute to improving the life conditions of the local community.

Its implementation therefore constitutes an exceptional opportunity for dialogue,



Image 16 - Ribeira © João Ferrand

communication and participation.

Its development and subsequent implementation go beyond mere technical aspects, and it takes on the significance of a participated act and citizenship, which is capable of uniting the administration and those directly involved in a single, coherent, sustainable strategy, and one which succeeds in mobilising local, national and international agents in an unprecedented investment in development.

How?

To achieve this we propose the creation and implementation of a robust Communication and Involvement Plan as a foundation project.

The intention is that this Plan goes beyond the mere communication to the exterior and rather focuses on local population as a target group.

We propose a study of the attributes and characteristics which are more representative of Porto, as well as an evaluation and a selection of more adequate languages and means of communication, so as to adopt a broad communicational strategy.

This communication plan should fulfil its pedagogical function and include mechanisms adapted to the different public profiles, paying special attention to the schools.

The best guardians of the heritage value of this Site are its citizens. The more they are informed, made aware and involved, the better they will defend and protect it.



Image 17 - Praça da Ribeira © Alexandre Soares

Theme Areas

Area III. Tourism

Why?

If well planned, and managed in a sustainable manner, the tourism industry can generate important benefits in the living conditions of the population, in so far as it will bring about more employment and better income, simultaneously contributing to the growth of supplier sectors.

Tourism is also a catalyst for entrepreneurial initiative, stimulating the appearance of new infrastructures and services and consolidating cultural programming, which can also be used by the residents.

It also produces positive changes in the image of the city and consequently in the city's potential to attract investment.

Tourism should therefore be a priority sector for the Historic Centre of Porto and it should make an important contribution, via an increase in external income, combating unemployment, as well as the positive consolidation of the image and appreciation of this property.

Because it is World Heritage, the Historic Centre of Porto is in a position to attract added attention and curiosity, which allows the city to garner possible new interest in terms of tourism and culture.

We are witnessing a growth in tourism throughout the entire city of Porto. However, the Historic Centre of Porto in itself is not yet sufficiently appreciated and exploited.



It is, therefore, important to look after its image, giving it greater visibility and importance to the city, through enhancing its resources and extending an effective and professional welcome.

How?

Analysing tourist provision in the classified area, and after verifying the demand characteristics for Porto, we consider it vital to consolidate development strategies and improvement of tourist services in the Historic Centre.

One of the pillar projects in this area is the creation of a “Welcome Centre”, which can guide and encourage tourists and visitors to discover an authentic and stimulating experience of this ensemble. In order to do so, the different themes and characteristics of this Site will have to be interpreted through the proposal and organisation of itineraries that explore its unique geography, providing new encounters between the past, the present and the future.

An effective implementation of this project will contribute for the improvement of the quality of life of those who live and work in the Historic Centre, as well as for the promotion of territorial cohesion and identity, while inducing resource of many activities related to it, thus contributing for the sustainable development in environmental, economic and social terms.

The vision regarding tourism in the Historic Centre should be an ambitious one, but still achievable: Porto World Heritage should be one of the destinations of higher growth, through development based on the improvement, competitiveness and excellence of provision, transforming the sector into one of the drivers of economic growth and social and environmental development.

It should be highlighted that the Historic Centre of Porto World Heritage is mentioned in the National Strategic Tourism Plan as a differentiating resource, representing a pillar of regional tourism.

Porto city possesses resources and structures which are capable of developing the “city-break” segment, one of the ten products worth investing in, according to that plan. The metro, the organisation of major events and the growth of low-cost airlines are necessary conditions for the development and stability of this segment. Porto becoming a city break destination will allow the development and establishment of other products/ tourism services for emerging segments such as: family tourism, cultural/ historical tourism, events tourism, gastronomy and wine tourism, senior citizen tourism and the so-called MICE tourism (Motivation, Incentive, Conventions and Exhibitions).

Area IV. Creative Industries

Why?

Creativity is already known as an economic and social driver, vital for the generation of wealth and employment, the sustainable development of the cities, technological change, entrepreneurial innovation and improving the competitiveness of the cities and of individual countries.



Image 19 © João Ferrand



Image 20 © João Ferrand

The economy of this Historic Centre has always been closely connected with commerce, which is still present in almost every street. However, we can currently observe a process of consolidation of a new creativity-based economy. By recognising the number of creative industries (about 100 spaces) which nowadays exist in the Historic Centre, based on the analysis carried out, we can see that there is a natural tendency of this Site for culture-related activities, as well as a growing tendency for creative activities in recent years (53% after the year 2000).

This new situation is even more significant in the case of creative entities such as studios, as well as commerce aimed at a young and urban public.

How?

The Management Plan should stimulate this spontaneous growth currently being observed, promoting the creation of a cluster in this area, simultaneously offering a means to develop self-confidence of individuals and of communities.

With the development of this project we should identify and attract initiatives which maximise the values and potential of the Historic Centre as a natural habitat for these activities, stimulating the generation of a creative cluster, this being the pillar project in this area.

The proposal for an action plan for this sector will contribute to transforming and turning the Historic Centre of Porto into a more attractive place. It will be energetic and avant-garde, boasting cultural and entrepreneurial values which can support individuals and help to build communities based on flexible business models and which can help other sectors to develop new ways of communication and new ways of accessing markets and new production methods.

This strategic area should increase and take advantage of the growing interest of the economic class in research and the use of creativity as something that generates innovation and entrepreneurship.

Area V. River Douro

Why?

The connection of the city, namely the Historic Centre of Porto to the River Douro, has boosted the growth of this Site, through the important commercial benefits of being close to the River and the Ocean, but also through the way it dictated the growth of this urban centre. A great deal of the building ensemble of the Historic Centre is characterised by its cascade format, with its houses piled up upon each other, in order to have a better view of their river.

One can spend a lifetime trying to discover viewpoints to get new perspectives of the “cascade city”, as it is often called, with highlighted complementary beauties which plunge into the river and which compose this classified bank. One must take advantage of this never-ending discovery of new enchantments that a Site such as the Historic Centre of Porto, with its liaison with the water, can offer, boosting new discoveries, new re-profiting, new resources and new attractions for the valorisation and consequent protection and safeguard of this Property.

How?

This strategic area must recover this vital link of the city with the river Douro, stimulating and proposing measures which improve the landscape, its interpretation, and the bond which has always existed between the two banks.

Promoting a link between the two parts, separated by the emblematic river Douro but united by the D. Luís I Bridge, a unifying element of the classification and symbolic of an effective and affective cooperation between the two classified centres.

As a priority and pillar for this area we propose the appreciation and preservation of this special union and composition of the Site, promoting the activities which stimulate and fulfil a true celebration of this special classification, uniting and hosting actions of communication between the two parts.





Below there is a table summarising the entire Action plan previously presented.

STRATEGIC AREAS	SPECIFIC OBJECTIVES	PROGRAMMES	PROJECTS
I – HERITAGE	1. PRESERVING, CONSERVING, RESTORING	A) Heritage Protection and Safeguard	1. Coherence and effectiveness of protection mechanisms
			2. Urban Area Management Unit
			3. Joint Evaluation Committee
		B) Heritage Rehabilitation	4. Ribeira/Barredo (19 Q.)
			5. Sé (11 Q.)
			6. Santa Clara (5 Q.)
			7. São Bento (8 Q.)
			8. Av. Ponte (2 Q.)
			9. Mouzinho/Flores (11 Q.)
			10. Clérigos (9 Q.)
			11. Vitória (9 Q.)
			12. Taipas (3 Q.)
			13. São Francisco (6 Q.)
			14. Improving Unique Heritage
			15. Stimuli to private investment
			16. Fiscal Incentives
	2. MAINTAINING, ENHANCING AND IMPROVING THE PUBLIC SPACE	A) Urban Environment	17. Physical Interventions
			18. Environmental Interventions
			19. Management of Sanitation Infrastructures Networks
		B) Improvement and Management of the Public Thoroughfare	20. Improving Streets and Squares
			21. Management of the Public Thoroughfare
		C) Improving Gardens and Green Spaces	22. Improving Gardens and Public Spaces
	3. IMPROVING MOBILITY, COMFORT AND SAFETY	A) Traffic Flow and Control	23. Mobility Plan
		B) Parking	24. Creation of New Parking
		C) Safety and Comfort	25. Safety Plan
			26. Fire Prevention and Protection
			27. Escalators

II – COMMUNITY	4. RAISING AWARENESS AND EDUCATING FOR THE IMPORTANCE OF THE HCOWH	A) Training	28. Idea and Activity Contests
		B) Awareness Raising, Information and Communication	29. Communication and Involvement Plan
			30. Creation of Participation Forums
	5. SOCIAL DEVELOPMENT	A) Development and Social Cohesion	31. Development and Social Cohesion
III – TOURISM	7. IMPROVING LANDSCAPE AND HERITAGE RESOURCES	A) WHO logo	32. Creation and Publicising of WHO Logo
			33. Recreation of Historic Moments
			34. Creating new Theme Itineraries
			35. Revitalisation of Traditional Festivals
	8. IMPROVING PROMOTION AND RECEPTION	B) Improving Landscape	36. Improving viewpoints (Miradouros)
			37. Route Fernandine Wall to Sta Clara
			38. ICT
			39. <i>Welcome Centre</i>
	9. INCENTIVE TO THE CREATION OF NEW ATTRACTIONS	A) Promotion and Reception	40. “I can help” agents
			41. Improving Restaurant Services
			42. Improving Tourism Circuits
			43. Orientation and Interpretation Signage
		A) Revitalisation of the existing Museological Spaces and creation of new ones	44. Revitalisation of the Existing Museological Spaces and Creation of New Ones
		B) Creation of Tourist Infrastructures and Services	45. Revitalisation of Ferreira Borges Market
			46. Consolidation of Hotel Services

IV – CREATIVE INDUSTRIES	10. ENTREPRENEURIAL DYNAMISM	A) Infrastructure Network and Support Services	47. Creative Regeneration of OCH
	10. KNOWLEDGE, TECHNOLOGY AND COMPETENCES	A) Creative Education	48. Creative Education at Compulsory and Upper-Secondary Levels 49. Palácio Artes Fábrica Talentos
V – RIVER DOURO	11. INFRASTRUCTURES OF IMPROVEMENTS AND MOBILITY	A) Improvements and Mobility	50. Mobility Model Between the Two Banks
			51. Boat Landing at Ribeira
			52. D. Luís Bridge Lower Level
			53. Shuttle River/ Sea Cruise Terminal
			54. Douro Boats
			55. Creation of Itineraries at Water Level
			Total: 55 Projects

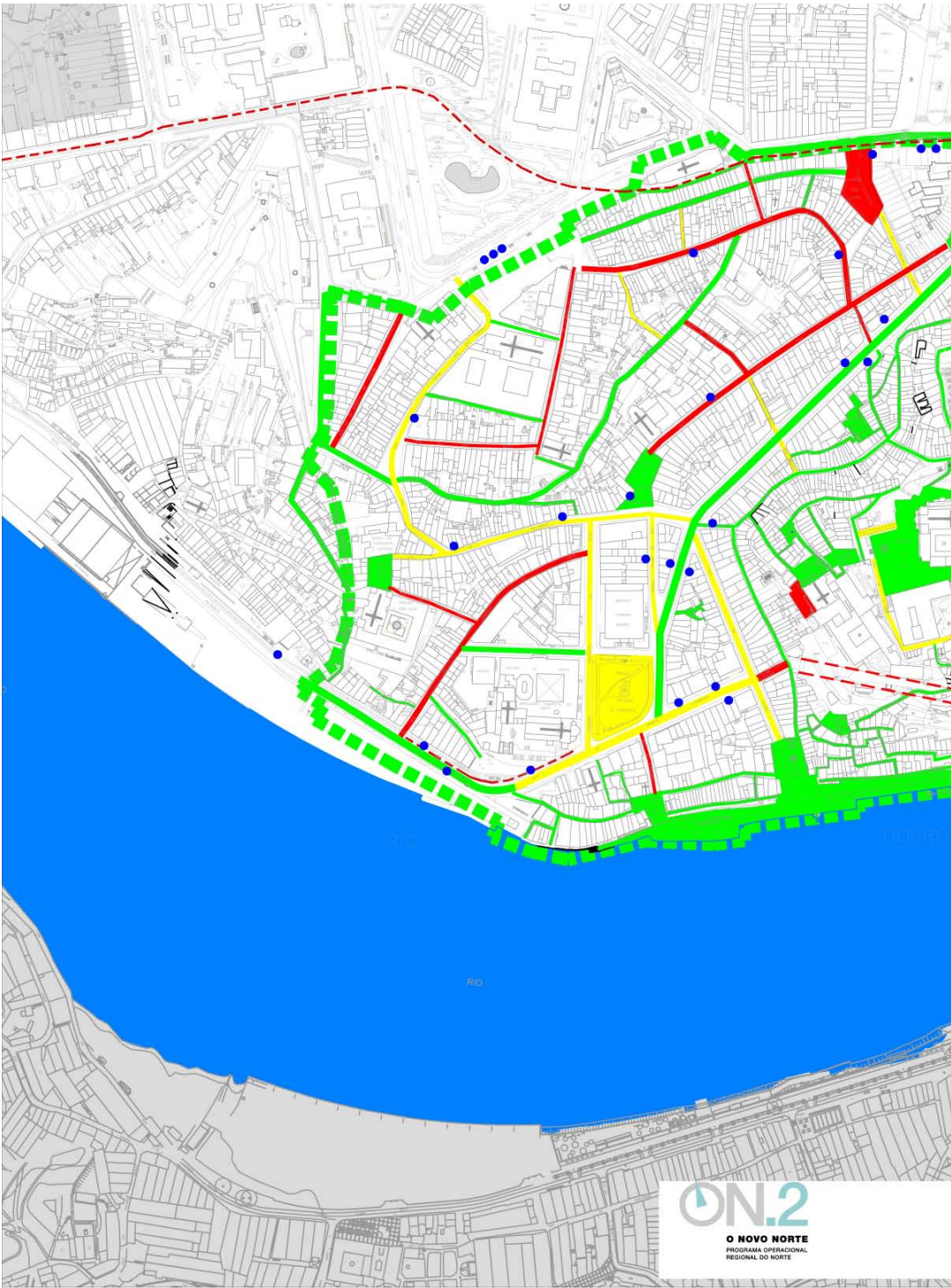


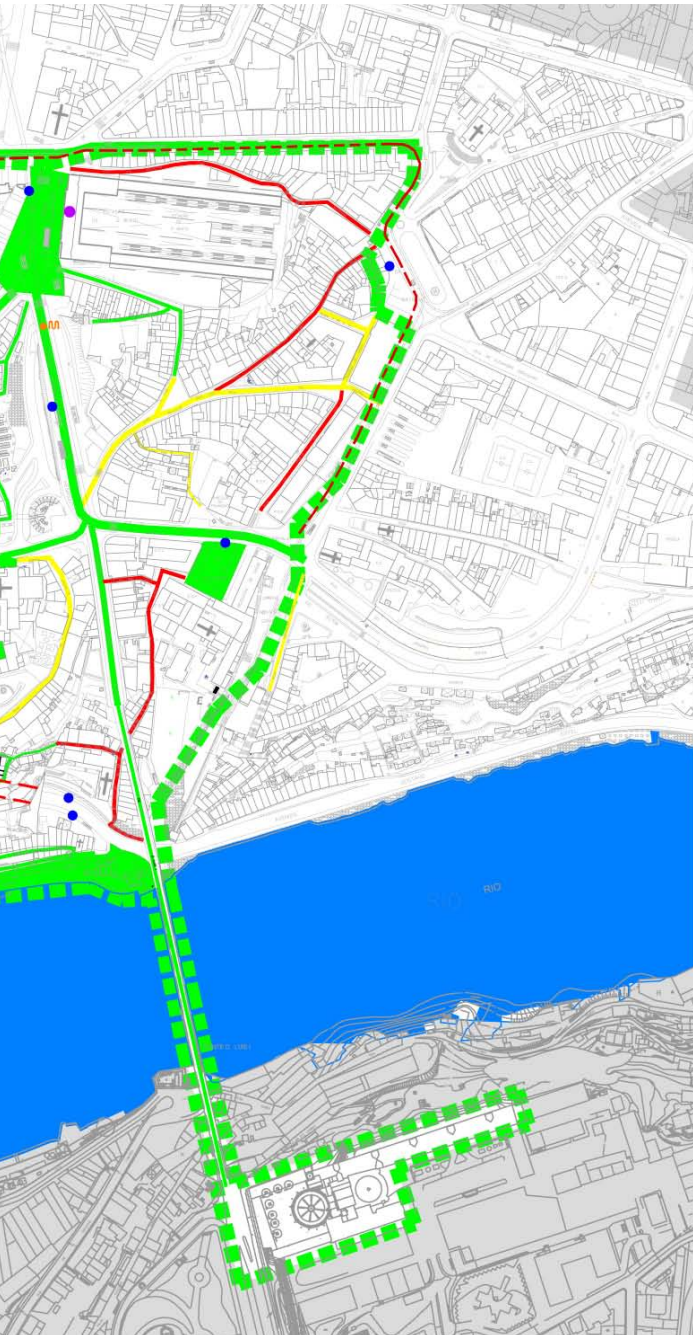


Image 23 - Ponte Dom Luiz I © João Ferrand



Image 24 - Vista sobre o Rio Douro





CONSERVATION STATE OF ROADS

SCALE 0 10 40

OCTOBER 2008







GREEN AREA OF PROTECTION

RESIDUAL GREEN AREA

FRAMING GREEN AREA

SEPARATING GREEN AREA

PRIVATE GREEN AREA

LINEAR GREEN AREA

LIMIT OF 10 OPERATIONS

LIMIT OF UNESCO AREA

PRIMITIVE WALL

FERDINAND WALL



CHARACTERIZATION OF GREEN AREAS

OCTOBER 2008



MONITORING

The management of a World Heritage Site entails the coordination of three different phases: **planning, action** and **revision**.

The starting point consists of understanding the environment where one is working (**context**) and then one has to establish goals associated with the identified strategic areas (**planning**), the human, technical, and financial resources involved (**inputs**), which support the actions, according to operational norms and practices (**processes**). The acts of management produce products and services (**outputs**) in order to fulfil the goals (**results**).

Monitoring is an essential element of management and it is included in the **revision** phase. It should be understood not as an external imposition, but rather as a series of **periodic reports** produced at local level, concerning the management of each of the actions of the Management Plan and the planning of the conservation actions.

The monitoring is not intended to be a mere collection of descriptive data, related to the physical structure. It should be based on a **Monitoring Manual**, an instrument capable of guiding the manner and the means of accompanying and evaluating the state of the Site, based on a more complex three-part logic, which relates the **value** of the classified property, the **environment** in

which it is inserted and the **relationship** between the two.

This implies the use of key-indicators and a calendar. It implies, for example, deciding if it is about a continuous, periodic or *ad hoc* evaluation.

The indicators are therefore an essential part of the process of monitoring and revision, although isolated they are not enough to produce an exact picture of the states of conservation or management of the Site of World Heritage.

The indicators must be selected according to the specific reality of the Historic Centre of Porto and they should help to evaluate the impact of the projects of change and intervention in progress.

The proposal of indicators presented below stems from the actions included in the Management Plan and should be adjusted to the annual programmes of 2009-2014. Furthermore, it will serve as basis for the monitoring process by the team of Management of the Urban Area and external entities.

For the implementation of the abovementioned monitoring, an Integrated System of Geo-referenced Information (SIG) will be created, so as to contribute to and support the management of the Historic Centre of Porto World Heritage in a more transversal and sustained manner.

This project includes the development of one or more applications (websites) for management,

planning, monitoring and support for decision-making and consists of making information available through the Internet, for consultation, editing and updating of geographic and alphanumeric information. All of this will be done online, with the capacity of integration of the existing online services, which will serve the internal needs of the City Council, of SRU and citizens, as far as consultation, printing and exploration of geographical exploration are concerned.

The extension of the services which have already been implemented in GePorto (Intranet) will allow a broader municipal transversal nature, as well as greater convenience and time saving for the organisations, avoiding duplication of information, updating of base information, waiting time in monitoring and evaluation of the World Heritage, and its planning.

In terms of application, these functionalities are based on a *back office* tool (MuniSIG Web), which Porto City Council's SIG already possesses, facilitating greater autonomy for the management, updating and availability of all information.

The whole procedure of planning and management is expected to be efficient, and that involves executive responsibility that is capable of transposing the development of actions into the field.

The availability of the database will make that monitoring easier, allowing direct consultation on the position of projects, activities and other relevant initiatives for the appreciation and preservation of the heritage property in question.

Ways of publicising and making that information available, namely on the websites of IGESPAR AND UNESCO, will be studied.

The monitoring of the Historic Centre of Porto World Heritage will also use the current Porto-SIM, and which is designed and organised so as to respond objectively in the evaluation "case by case" of the constraints associated with changes made to buildings. This is a fundamental tool for the management of the urban operations within the classified perimeter.

Based upon these support tools, the Management Plan can be non-regulatory, taking on a pro-active role of inducing measures that are only implemented with the competition and effort of a group of public entities and private initiatives.



Image 25 - Torre dos Clérigos © Alexandre Soares

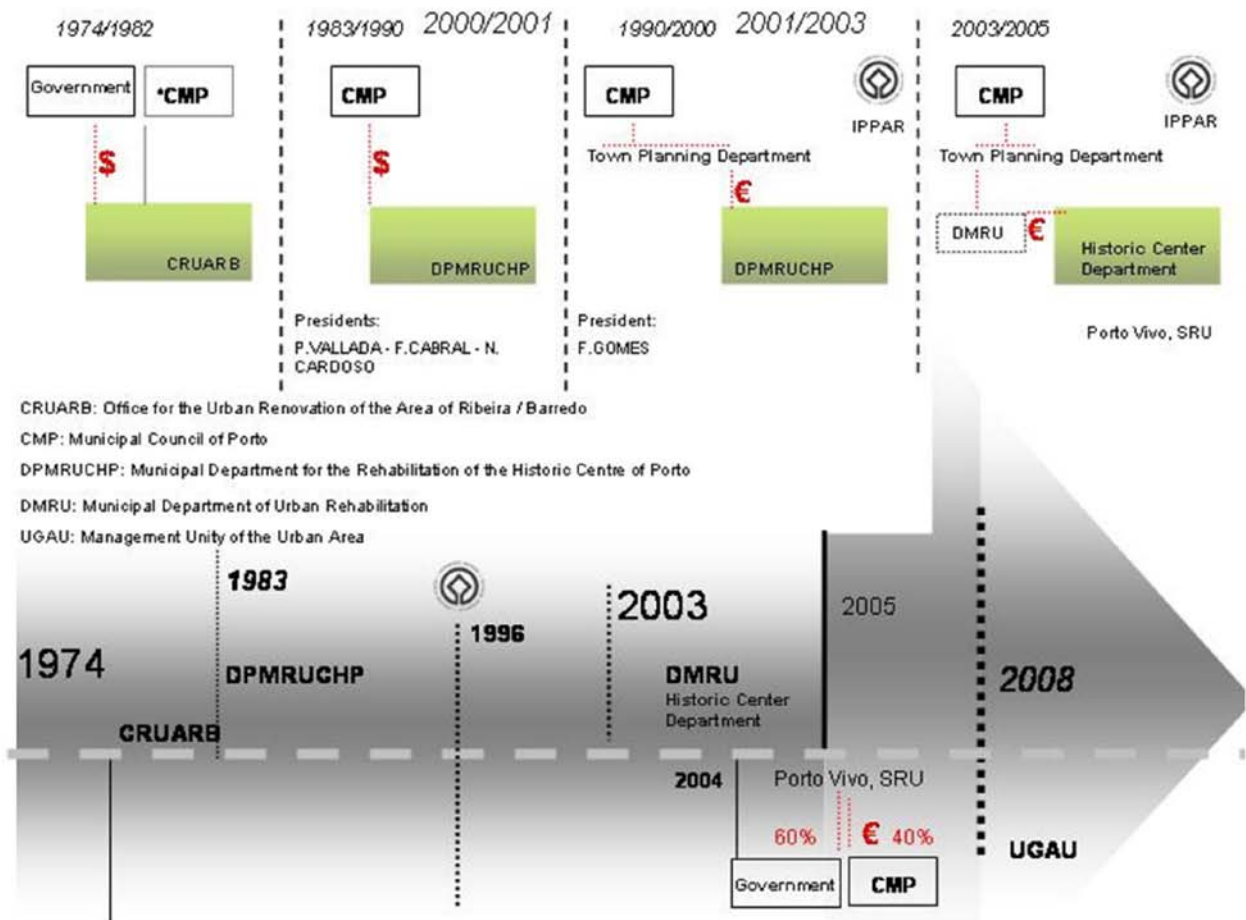
KEY INDICATORS

STRATEGIC AREAS	INDICATORS
AREA I: PROTECTION, PRESERVATION, RESTORATION AND IMPROVEMENT	Number of rehabilitated buildings
	State of conservation of the building ensemble
	Area of parks and gardens
	% of area covered by protection mechanisms
	Number of plans created
	Number of buildings at risk
	Quality of urban cleanliness
	Volume of auto traffic
	Number of trips in public transportation
	Number of parking spaces
AREA II: INVOLVEMENT OF THE POPULATION	Number of residents
	Number of students involved in awareness-raising actions
	Number of residents involved in awareness-raising actions
	Number of actions of promotion carried out
	Number of pieces of news published
	Number of participants in projects of combat against social exclusion
	Number of OWH logos awarded
AREA III: TOURISM	Number of Tourists
	Average permanence rate
	Number of beds
	Degree of satisfaction of tourists
	Average amount spent by tourist
AREA IV: CREATIVE INDUSTRIES	Volume of investment in businesses and creative projects
	Number of established companies
AREA V: RIVER DOURO	Number of new services created

MANAGEMENT AND IMPLEMENTACION

Why?

The urban rehabilitation of the Historic Centre of Porto is a continuous process with 34 years of experience, covering a great number of multi-disciplinary interventions and it involves several areas, such as urbanism, architecture, social development, archaeology and history.



However, the achievements in the physical plan, and even in the social and economic plans, have not been accompanied by a consolidation of management capacity of this sensitive and complex resource, which demands permanent attention, so as to ensure the preservation of its heritage excellence.

It is, therefore, important to reflect upon the systems which should be implemented in order to be able to manage the Historic Centre of Porto while maintaining high standards of space and quality of life for residents and visitors.

Within that reflection, it is the duty of this Plan to propose a Management Model of the area of World Heritage which contributes for the quality and attractiveness of the site and of the city, creating conditions of excellence for the location of new activities, for the consolidation of the residential function and for the expansion of cultural programming, thus promoting and enhancing the brand “Porto World Heritage”.

In short, it should ensure the maintenance and preservation of the outstanding heritage value of the Historic Centre of Porto, which, besides the intensification of the current process of rehabilitation, also means reducing the factors that negatively affect the quality of this area of the city: insufficient urban cleaning, limited mobility, noise pollution, vandalism, social exclusion (highlighting poverty, alcoholism and drug addiction), bad conservation of urban fixtures and pavements, and

the excesses of evening entertainment.

These are not problems which can be solved with the simple consolidation of human, financial or technical resources.

What the situation demands is a new attitude towards the management of the city, that is to say, a new investment in organisational resources.

What for?

This Plan, and the management model associated with it, intends to represent a common reference which is capable of mobilising the active agents, in the sphere of public (central and municipal) administration, in the entrepreneurial sphere and in the sphere of proprietors and residents.

The structure which will support the management model which is suggested here should primarily be able to permanently equate the context of the existing structures, especially the Historic Centre and the local disposition for change, while it simultaneously monitors the physical and socio-economic state of the Historic Centre and the positive and negative changes made, in order to assess its position as a centre of urban excellence.

Moreover, it should be capable of holding a creative, participative debate, so as to collect the most positive ideas which can be transformed into mobilising projects, within the strategic framework of the areas, objectives and programmes presented by this Management Plan.

Putting together a management operation necessarily has to be based upon a platform of strategic thinking about the site and its context, in light of the optimisation of endogenous resources and external mobilisation, seeking sustainable solutions for each project structure.

Notwithstanding, this intervention should not be confined to a strategic dimension.

Although essentially operational aspects, important things such as the improvement of the public space, the renovation of the building ensemble, rehousing and the commercial revitalisation of buildings and abandoned ensembles, ensuring high levels of safety and comfort, regular cultural programming, maintaining exemplary infrastructures, aesthetic concern for the urban environment, improving heritage properties, dissemination and promotion are but some of the areas of intervention to be taken into account.

Which structure?

With the conclusion of this Plan, a basic strategy document, it is important to understand how to effect the Management of this Urban Area.

Basically, it is vital to design a management process, as well as a structure which is capable of implementing the plan and the action programme, as well as identifying how they should be implemented.

The yet-to-be-defined structure should be capable

of speeding up, coordinating and promoting the communication between the several services and agents which intervene in this area.

Comparing the “classical” or “conventional” tree-like systems – based on hierarchies, which are then sub-divided into services which get farther and farther away from their common stem, - with network systems, where each node can be related to any other without having to go across the ascendant and descendant route through the common stem, we can conclude that it is worth changing the paradigm and base the necessary coordination in the field on this approach.

Due to the complexity of the urban and heritage problem that the new Management of Urban Area has to tackle in the Historic Centre of Porto, our proposal is based schematically upon the following requirements:

1. It functions within Porto Vivo SRU, according to protocol between Porto City Council /SRU;

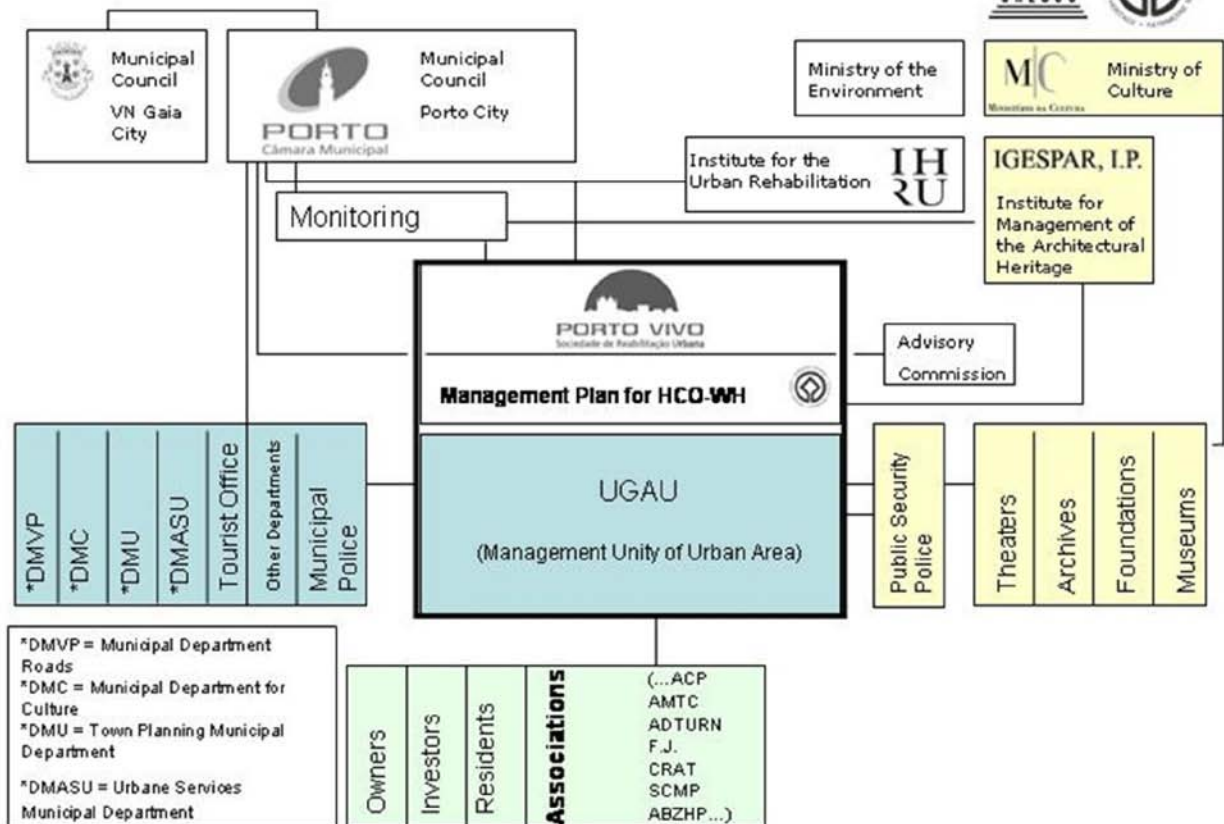


Image 26 - Cathedral © Alexandre Soares

2. It has powers given directly by the Mayor of Porto;
3. The Historic Centre of Porto World Heritage is its focus;
4. It is set up within the area of intervention;
5. It has a small team of its own;
6. It makes direct use of the technical and humans resources provided by municipal services with intervention in the territory of the HCO.

Management Organization of HCO-WH

Proposal



Which management principles?

The action of the Management of the Urban Area should be guided by ten management principles:

1. Territorial logic

This operation stems from the need to coordinate different public services, but also companies and citizens, keeping them mobilised and committed to the Strategic Objective, that is to say, to the transformation of the Historic Centre of Porto, in an area of heritage and human excellence.

This implies the mobilisation towards a single objective of services in the fields of environment, public thoroughfare, lighting, police and entertainment, without losing their specialties, but rather profiting from a concerted and converging intervention.

The management unit should therefore be merely a platform for meetings and coordination, with responsibilities and powers to coordinate the intervening sectors and capable of transmitting the appropriate dynamic that the defined strategy entails.

Above all, the intention is to optimise the performance of the different services, giving priority to the **territorial sphere** over the “sectorial” one, i.e., assuming a positive discrimination towards the Historic Centre of Porto World Heritage.

The territorial logic of urban management implies the concentration of efforts in a confined area, so as to produce visible changes, which are exemplary and capable of having an effect over the remaining urban territory.

It is important to say and clarify that, with that positive discrimination of one part of the city, one with better conditions beforehand, the intention is to mobilise the whole, assuming that the Historic Centre can work as a “engine” for the centre and the rest of the city.

2. Effectiveness

By accepting the provision of this urban product, the city makes a commitment to maintain the level of quality required and promised. This means that the conditions must be created to prevent time from eroding the purpose of providing the city with this bastion of quality, which implies the existence of a management unit, with clear boundaries for intervention and strict planning of its actions. However, it is not enough to simply have an extended management body as a base. It is important to ensure the effectiveness of its intervention, so vital to achieve the proposed programme.

In order to do so, it is fundamental that the management is guided by models of evaluation based on the obtaining specific, observable results, thus ensuring the right levels of initiative, dynamics and persistence.

3. Leadership

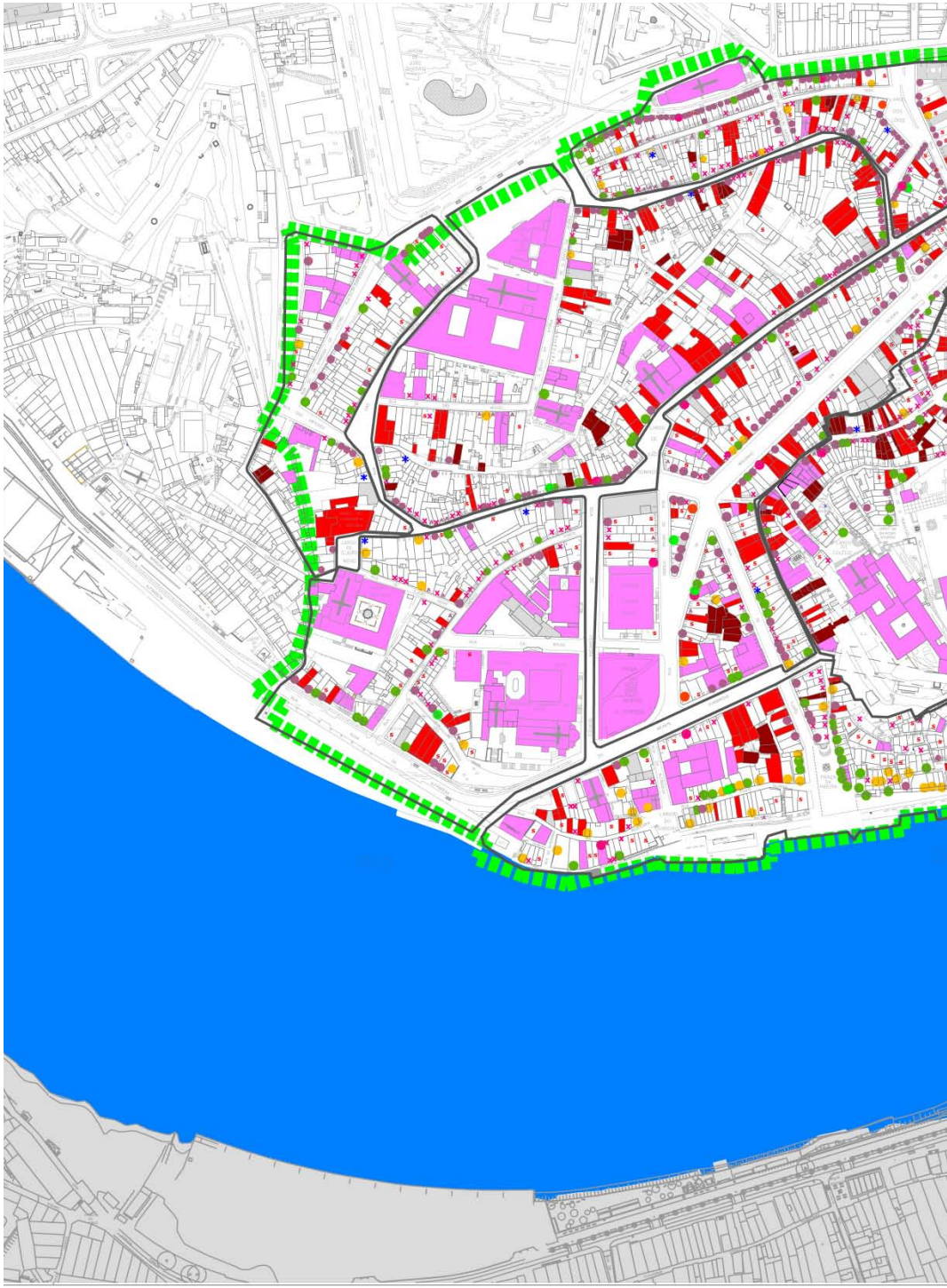
It is desirable that the management unit has executive and management capacity, but it should also possess creativity and imagination, as well as the necessary and sufficient power to carry out the approved actions.

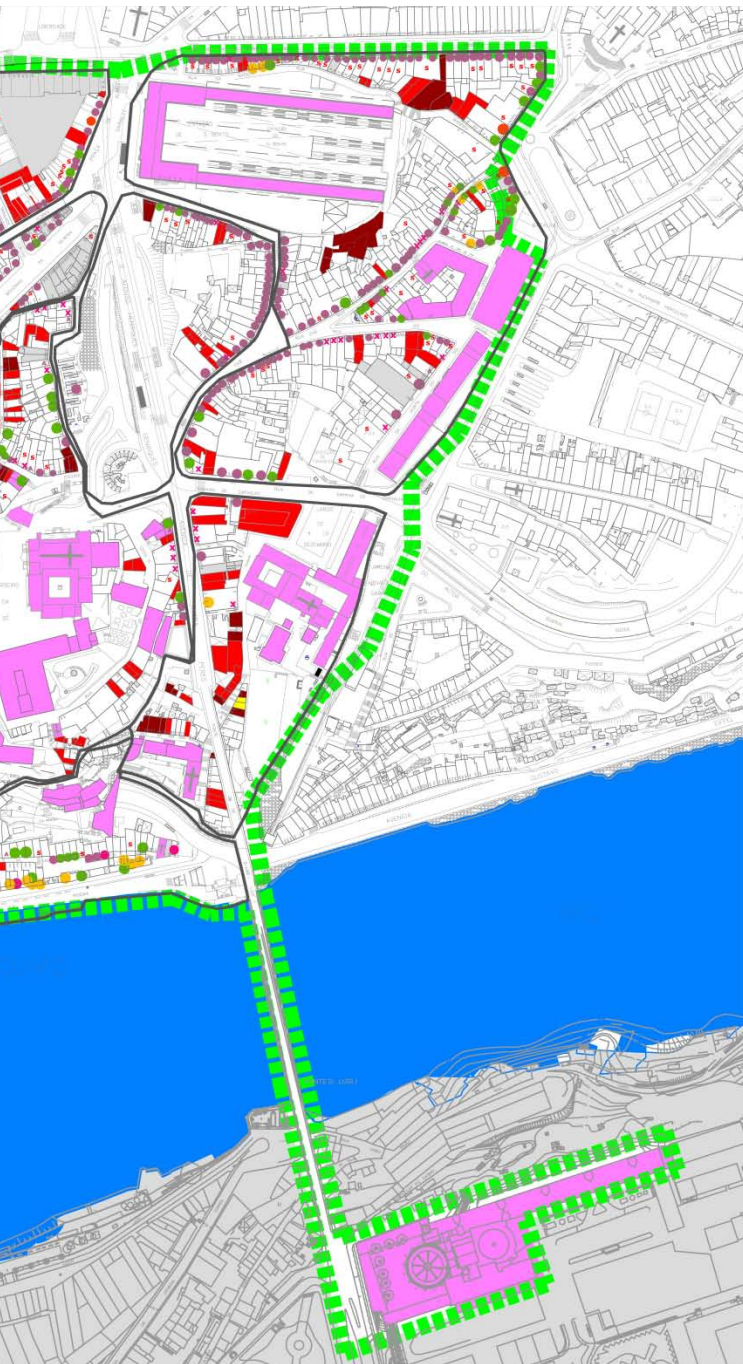
It is not possible to coordinate dozens of services in a joint operation without the active mobilisation of its agents at several levels. Training, discussion of objectives, definition of strategies, division of means and responsibilities are essential to ensure the fulfilling of the final objectives.

The mobilisation within each service will have to involve the entire chain of command, to ensure that decisions cascade without any deviations. For the sake of effectiveness, that chain of command should be reduced, in order to bring decision-makers closer to the field, allowing them to better understand the conditions of each operation and react more rapidly to the necessary interventions.

In this domain, an effective chain of command is essential. It is preferable to have small, integrated interventions rather than large uncoordinated sector organisations, with commands throughout several hierarchical chains.

It is crucial to avoid the proliferation of decision centres if one desires sufficient mobilisation from all the agents and responsibility from the decision-makers.





FACILITIES

TRADITIONAL COMMERCE

CRAFTWORK COMMERCE

RESTAURANT

BAR AND COFFEE SHOP

BANK

GALLERY

OFFICE

ASSOCIATIONS

VACANT COMMERCE

WAREHOUSE

REABILITATION WORKS - 51 BUILDINGS

VACANT - 273 BUILDINGS

ADVANCED STAGE OF DECAY - 79 BUILDINGS

"CRUISING OF LIMIT OF INTERVENTION
(LAW N° 87/87, DE 31TH DECEMBER)

PRIMITIVE WALL

PERIMETER WALL

LIMIT OF UNESCO AREA

SOCIAL

FUNCTIONAL PROFILE



JUNE 2008



4. Change

The Management Unit must not be another team to perform routines. On the contrary, what is missing is a capacity to cause break with and contradict practices, so as to make the territory it is dedicated to exceptional.

In order to fulfil the objective of building a city of quality, the Management of the Urban Area must deal with resistance, which is rooted in very bad habits which have become common practice and have not been contradicted. For this reason, nowadays they are accepted and tolerated not only by the inhabitants, but also by administration agents themselves. Changes in attitude will have to occur via a change of mentalities.

5. Specific Means

A management model with this specific character implies the availability of its own, specific resources, but also good coordination of resources, distributed throughout the different services and entities which operate in the Historic Centre of Porto. Recovering buildings or infrastructures is not enough, it is necessary to continually keep them in a good state of conservation, dealing swiftly with any threat of

loss or damage. To achieve this, fast and effective means of intervention are necessary.

6. Public space

The public space and the public image of the historic centre have been regarded as sub-products of the urban space, of housing and of services. With this management model, they shall be seen in a different way, integrating, with the same dignity of the built area, an area of attractive daily life and quality.

The new attitude towards the historic city should focus on:

- Constant vigilance;
- Mobilisation and coordination of institutions and services;
- Education of the local population;
- Repression of activities and practices which may harm the public interest.

7. Education

The most important aspect of preventative intervention should be done at educational level, in order to include the widest range of age groups possible.

The education from teachers to students at school is important, but the effect that these students have over adults at home, who, in many ways, are usually less susceptible to a change in attitude is equally important. In terms of citizenship, in its broadest sense, education for the preservation and safeguard of heritage is decisive for the success of this Plan and of that of the Management Unit.

Better informed citizens are more aware of the importance of Heritage and are more capable of preserving and appreciating it.



8. Determination

The use of determined, timely and permanently present interventions represents one of the essential pillars for the effectiveness of the Management Plan.

As well as awareness-raising and pedagogical measures, repressive measures will be necessary in order to deal with negative practices and to discourage activities which may cause feelings of insecurity and discomfort.

The repressive activity should also be concentrated and coordinated with the others, so that the strategic objectives of quality are effectively seen by all agents as part of a city policy which envisages the Historic Centre as a site and as urban life.

9. Proximity and participation

The great challenge that the Historic Centre of Porto nowadays faces is that of capturing the interest of society towards urban rehabilitation, leaving behind the phase in which it was public administration doing the work on its own, in isolated fashion. Without the active participation of the private sector, either of the current proprietors and traders, or of potential investors, we would necessarily have to wait decades to see a complete first cycle of recovery in all the operations of the historic centre.

Local organisations should take on the role of working with residents, listening to their needs and proposals and inculcating progressive social behaviour, according to the surrounding urban and heritage environment.



Apart from the Parish Councils, this group includes the associations and the groups which are part of social life, such as sports and recreational clubs, social solidarity institutions and cultural associations.

These institutions play an important mobilising and pedagogical role, which must be geared towards the development of a type of behaviour adopted by populations in relation to the city that can positively contribute to improving the quality of life of all citizens.

10. Communication

The success of the Management Plan and of its implementation process depend on the capacity to ensure an effective communication plan, one which regards the area of excellence of the Historic Centre of Porto as a brand of prestige and distinction, bearing the symbol of World Heritage with pride.

Which implementation strategy?

The key components of the implementation strategy:

- The revision of the Plan every six years;
- The Action plan, which translates the principles and programmes of the Management Plan into practical measures;
- Coordination of the implementation of projects and initiatives;
- Annual revision of the Action plan;
- Periodical monitoring.

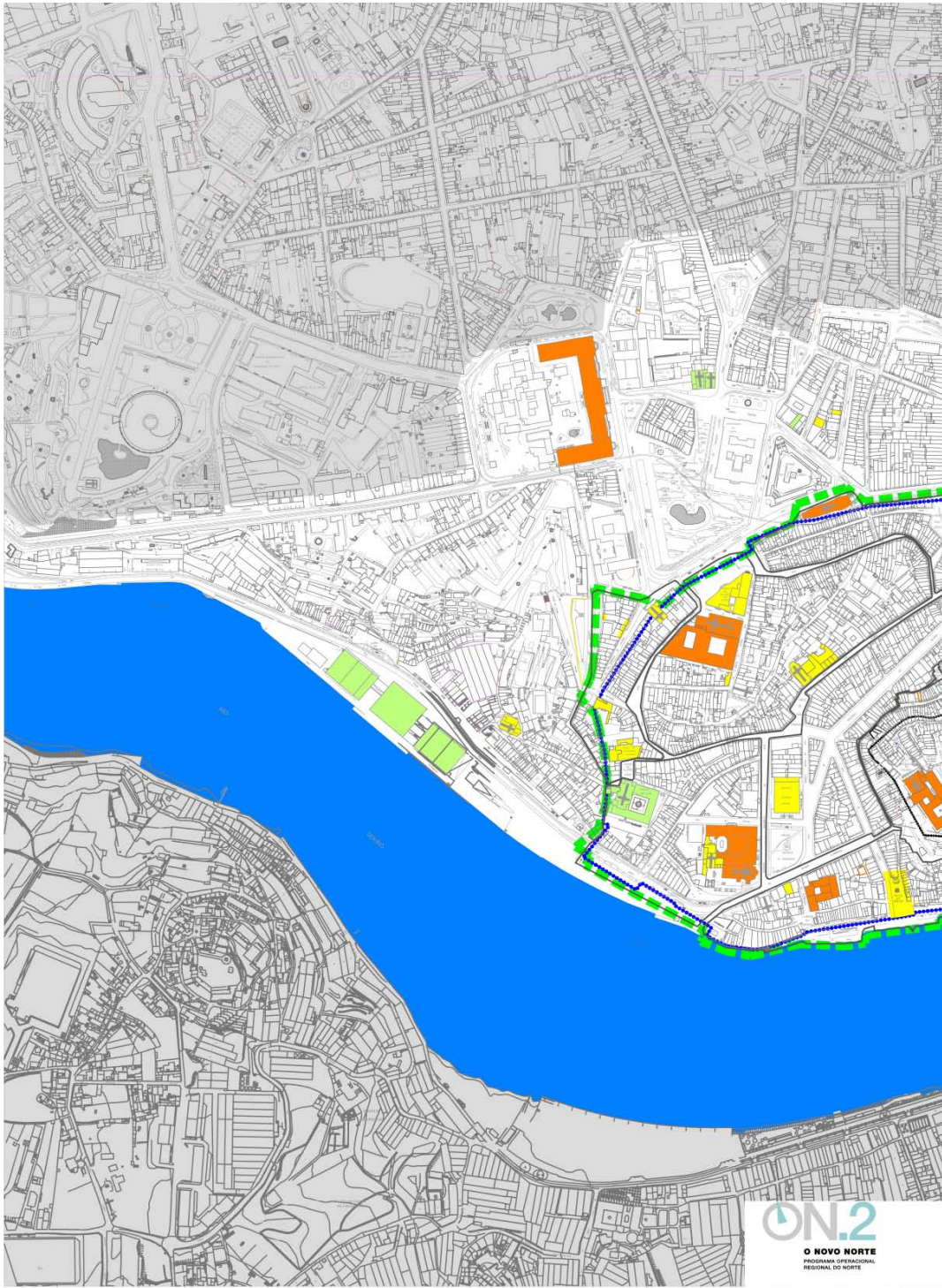
Which Resources?

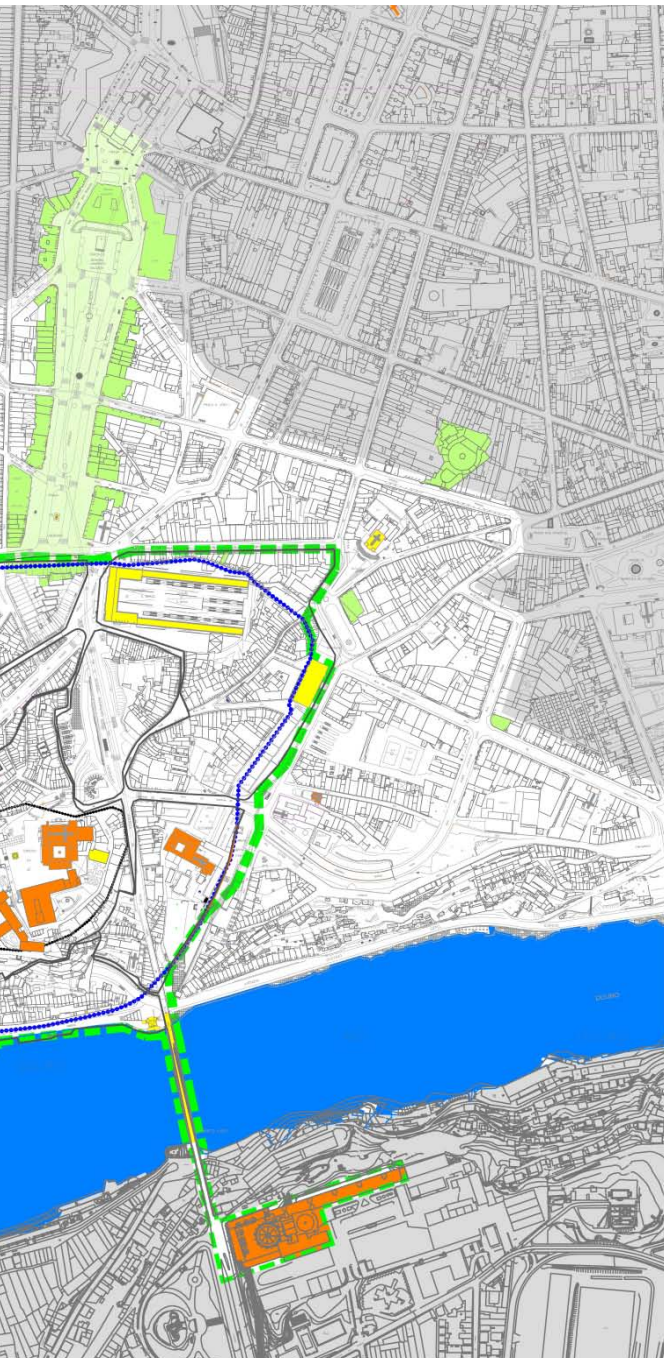
The majority of the measures and projects in the Management Plan do not depend on the availability of resources.

It functions as a source of inspiration and reference, orienting the action of the agents that intervene in the area.

Some of the proposals require a new style of working in partnership, as well as the definition of new priorities, using positive discrimination in the Historic Centre of Porto.

Apart from Porto Vivo SRU's budget and that of the City Council, the main resources allocated to the Plan come from European Community funding and private investment.





CLASSIFIED HERITAGE - NATIONAL MONUMENT



CLASSIFIED HERITAGE - MONUMENT OF PUBLIC INTEREST



HERITAGE IN CLASSIFICATION



PRIMITIVE WALL



FERDINAND WALL



LIMIT OF UNESCO AREA



LIMIT OF BUFFER ZONE



LIMIT OF OPERATIONS



BUILDINGS WITH OUTSTANDING UNIVERSAL VALUE

OCTOBER 2008

ESCALE 0 20 40

