



Urban and Social Renewal of the Baixa District of Oporto



PORTO
Câmara Municipal

MASTERPLAN
(Executive Summary)

DRAFT
April 2005

CONTENTS

1 - GENERAL BACKGROUND - IMPLEMENTATION PRINCIPLES	2	6 - OPERATIONAL MODEL	24
SUSTAINABILITY		PARTNERSHIPS	
IDENTITY		FINANCE, INCENTIVES AND PROGRAMS	
CREATIVITY		LEGISLATION CONCERNING RENEWAL	
INTEGRATION		HOUSING COOPERATIVES	
OPORTO: NEED AND OPPORTUNITY IN REVITALIZATION		URBAN AREA MANAGER	
		SUSTAINABILITY	
		TERRITORIAL PRIORITIES	
		COMMUNICATION	
2 – OPORTO – A PAST AND PRESENT WITH FUTURE	4		
THE NEED FOR A NEW URBAN ETHOS			
POTENTIAL AND CHALLENGES			
ESTABLISHMENT OF THE PRIORITY INTERVENTION ZONE			
3 – DEVELOPMENT VECTORS AND OBJECTIVES	8	7 – TIMETABLE	29
MISSION			
DEVELOPMENT VECTORS			
4 – INTERVENTION IN THE CITY	9	8 - COST ESTIMATE	31
A – REINTRODUCING HOUSING TO OPORTO'S BAIXA DISTRICT			
B – DEVELOPING AND PROMOTING BUSINESS IN OPORTO'S BAIXA DISTRICT			
C – INJECTING NEW LIFE INTO COMMERCE			
D – ENERGISING TOURISM, CULTURE AND LEISURE			
E – STRUCTURING THE PUBLIC DOMAIN			
F – STRATEGIC ACTION			
5 – COMMERCE / SERVICES /			
TOURISM / BUSINESS / HOUSING AND CITY INTEGRATION	20		

1 - GENERAL BACKGROUND - IMPLEMENTATION PRINCIPLES

The planning of social and economic components, in addition to physical planning, is deemed to be fundamental and is taken into consideration in the contemporary context of the principal developed economies and the strategic development of cities. Also of special importance is backing an intervention that guarantees sustainability in all aspects, respecting the identity of the areas targeted for change and championing creativity, know-how and innovation from the viewpoint of solving modern problems and guaranteeing that these do not become outdated in the future.

Some **principles** must therefore be established, which must serve to orientate urban renewal schemes put forward for the Baixa district of Oporto, which is the purpose of this document.

The decisive principle shall be:

SUSTAINABILITY

Sustainability or Sustainable Development is defined, in layman's terms, as "meeting the needs of the present without compromising the capacity of future generations to meet their needs", by the World Commission for the Environment and Development (WCED) in their Bruntland Report ('Our Common Future') in 1987. As illustrated by a Kenyan proverb, *"We did not inherit the Earth from our Parents, we are borrowing it from our Children."*

Presently, the most stable basis is that of the Triple Bottom Line model (Elkington, 1997), which encompasses three main fields: Economics, Social and Environmental. It proposes that the abovementioned fields are of equal importance, that their inter-relation is likewise important and that they influence one another in a number of ways.

Local Government – or the agents that they empower to implement a given strategy - are of primary importance in the application of the principle of sustainability. In this vein, an initiative of the United Nations (UNCED, 1992) was established in order to organize and motivate public bodies (central and local bodies) to implement concrete actions aimed at sustainability, the so-called 'agenda 21', which is divided into the following sections:

- Social and economic dimensions – trade and human factors;
- Conservation and management of resources for development;
- Community participation; and
- Means of implementation.

Like good regional policy practices, long-term strategic thinking is favoured, which provides benefits to the economy, society and the environment in an innovative and integrated fashion. These include, besides many others:

- Regional and national partnerships;
- Land management;
- The renovation and revitalization of areas of opportunity and need;
- The backing of clusters with a solid present-day foundation and the potential for future development;
- Participation, transparency and pledges in decision-making; and
- The assessment, review, scrutiny and acknowledgment to implement the continuous improvement of the process.

These lines of action are defined, with the following objectives deemed to be fundamental:

- Building a prosperous but habitable world;
- Building a just, sharing and clean world; and
- Building a world based around the efficient use of resources.

There are also other principles that are deemed to be pivotal:

IDENTITY

The sense of identity that a re-urbanisation process is imbued with focuses on the sense of history and stories that the zone of intervention possesses, which are premises that are essential to determining the path to be taken.

The identity not only arises from the manner in which the site is occupied but also from the way it physically grew, the characteristics of its built up image, the economic forces and profile that provided the foundation for development, and the idiosyncrasy of its inhabitants.

The mix of all these components gives a place personality, and this must be the foundation for any action implemented on this place.

CREATIVITY

Creativity is a basic element of human existence, reflected in the transition from the trading of goods, services and capital to the competition for people. The future leaders will be those economies, countries or regions that best mobilise and make use of their potential for the development of the skills of their people and attract creative talent from outside.

Creativity, in the broader sense of demonstrating originality and inventive capacity, opens up new fronts of project and activity operation and development, and transformation provides greater possibility for success.

INTEGRATION

It is essential that there is liaison and the interconnection of the different stated principles and that they are also integrated with the city's strategic objectives and with all its agents. In a process that aims to renovate heritage and memories, to provide incentive for investment and collaboration, to innovate and recreate the city for and with all citizens, not only is continuous effort necessary, but also a characterization that is known to and participated in by all. This situation gains greater acuity when it is established that a public and private response to the implementation of the urban renewal and revitalization operation is required, translating into the planning, freeing up and impetus that Porto Vivo, SRU is undertaking and translating into the action that the public bodies responsible for the public component may implement.



Oporto:

Need and Opportunity in Revitalization

Nowadays, the Oporto metropolitan area is the economic centre of a region that influences the greater part of the Northwest section of the Iberian Peninsula – Portugal and Galiza, encompassing, thus, a total of seven million people. The metropolitan area possesses more than 1.2 million inhabitants, divided between nine municipalities. Oporto city has 270,000 inhabitants, the Baixa district 70,000 inhabitants and the historical centre around 13,000 inhabitants.

However, the socio-economic parameters of Oporto city have, over the last 25 years, developed negatively: younger people have sought neighbouring, more suitable municipalities to live in; local shops have lost clientele, who view shopping centres as a more interesting and efficient way to shop; companies have moved their head and central offices out of the city – Oporto has lost strength and its leader's position.

But Oporto is, and has always been, a point of convergence and start-off point. It is a living entity that reacts to adversity. Therefore, the centre of Oporto, the object of renewal and revitalization, takes the form of a regenerative and embryonic space for a change that the city and the region itself requires and is expecting, given that it brings an important past to an end and encompasses a potential that is a guarantee of change. The centre of Oporto needs to transform, and it contains within itself the opportunity to do so.

2 – OPORTO | A PAST AND PRESENT WITH FUTURE

The foundation of the city and the Roman occupation, the first Medieval consolidation as the bishopric of D. Hugo and the setting up of convents and monasteries, the wall of D. Fernando, river activity on the Douro, the most significant parameter being the contribution to the Discoveries of the fourteenth and fifteenth centuries, and the connection to the rural inland areas, the Baroque and Neoclassical periods with Nasoni and Almadas, the successful reaction to French invasion, the liberal revolution, the burgher city trading in port – it still has one of the largest concentrations in Europe – and with the English of the eighteenth century, the industrial workers' city that stimulated the setting up of many modern factories that make Oporto the regional business and labour capital, the atmosphere of freedom that envelops the unconquerable city, the will to establish permanent cultural entertainment, as well as the new focal points of contemporary culture at Serralves and the Casa da Música, all ensure that Oporto has a past and present with future.

The economic and cultural prosperity of Oporto occurs in the nineteenth century when the driving forces were founded on highly concentrated industrial activity, strong trading and the opening up of the city to the world, which contributed to the enrichment of the city and to the creation of a cosmopolitan air. This golden age is mirrored by the overall quality of the city centre, of which the Historical Centre and the designated Baixa are defined.

The result of all this is a community with a strong identity and a heritage that is built up over time, as a city and individually, some of which is classified as being of heritage value, but all of which guarantees that the city centre possesses a set of buildings that is available to carry out transformation and has important tourism potential. A number of different factors have led to many of these buildings being uninhabited, which generates potential and an opportunity for them to house new people, families and activities, which is the raw material of the urban renewal process.

The centre of Oporto, even though it is less busy than it used to be, is, however, still a centre of polarisation on the European stage, a meeting place for people, business and products, a trading and cultural space. It is, by nature, the capital of wine – port, Douro wine and *Vinho Verde*. The industrial niches of northern Portugal and the backing of tourism in the Gerês, Minho and Douro regions, the tourist-religious profile of Braga and the heritage based tourism of Guimarães, the St. João festival, the region's universities and research centres, the architecture, the image of its football clubs and the international achievements of FC Porto, Francisco Sá Carneiro Airport and Leixões port, are all attributes of Oporto and liaison with Oporto. All that is different and valuable in the region is necessarily connected to Oporto, which, by promoting itself, also promotes this network of connections joined to it.

The River Douro and the river port have always been the backbone of activities, and even today they should be seen as a primary resource for the development of new projects, in particular for the tourism sector as a port of entry and structural factor of the environment and landscape.

Oporto is still synonymous with scientific capability, founded on a university and scientific community that has proved its value, and the dimension of the student population guarantees an aptitude for know-how, innovation and links to the corporate world that are essential to facilitate things and permit development.



In spite of Oporto's multiple characteristics, it contains world heritage possessing neighbourhood bonds that also differentiate the city from other urban areas. There is a positive sense of belonging to a neighbourhood and a pride, which always provides incentive to the most varied of activities. But, in order to provide impetus to these forces, conditions must be created so that the necessary changes can occur and in order to demonstrate that with suitably defined objectives and efficiently structured mechanisms, there are intervention opportunities – the development of the Baixa district of Oporto incorporates this mission.

THE NEED FOR A NEW URBAN ETHOS

The urban renewal of the centre is not solely a problem of Oporto or of the Baixa district. It also touches the centres of Portugal's principal cities and affects national competitiveness in many fields, such as trade, tourism, mobility, quality of life, the preservation of heritage and cultural identity. A new urbanism ethos shall have to find new management, protection and value, architectural, archaeological and sociological process, respecting pre-existing value and the character rooted in the historical city, no matter whether this is centuries old (the historical centre) or just decades old (some of the streets in Baixa).

The main difficulty is that the site is laid out on urbanism principles of the past, also its greatest virtue given that this is the reason why it is unique in heritage value, which is its principal asset in view of neighbouring competitors. To renew and revitalise the centre of Oporto is also to respect that which makes this place different - its buildings, its people and its development model, though it can not, however, avoid the necessary transformation of the urban process.

The bottom-line objective is to re-inhabit, bringing new families, a younger population, new businesses and companies with added value, maintaining already existing activities, renovating and modernising them, wherever possible. This means that an intervention on the buildings must occur, but not without similar intervention aimed at public space and infrastructural networks as well as at immaterial issues, such as the strengthening of all segments of the housing sector, the provision of residency support infrastructures for collective use, commercial activity in the vicinity, the promotion of incentives for the setting up of new activities and services and the re-definition of the layout of the urban environment. Environmental protection and valorisation, the streamlining of energy consumption and support for technological innovation are also factors to be permanently included in the process to be developed.

POTENTIAL AND CHALLENGES

The centre of the city is still, to the inhabitants of Oporto, a great and prestigious capital, which is a fact worthwhile making use of in the housing and commercial renovation. In addition to the force that it preserves from its past, the city has important advantages relative to the future:

- a) Significant cultural centres - S. João, Coliseu, Rivoli and Carlos Alberto, renovated or undergoing renovation and Batalha, Sá da Bandeira, Trindade and Águia d'Ouro, which require renovation
- b) The Metro, which permits that the area can be re-focused around an important collective transport interface
- c) Tourism, which shall sustainably grow in Oporto, and can find the best the city has to offer in the historical city centre and the Baixa district
- d) Prestigious stores and stores with heritage value, such as Lello, Majestic, a Brasileira, Casa Vicent, Bolhão confectioners, and many others that constitute the 'brand image' of commercial Oporto
- e) Buildings of excellent architectural and artistic quality, with character and typical for their period, in particular the works of Marques da Silva on Carmelitas, in S. Bento, the Palladium and Avenida dos Aliados.

The offer of a full housing range, in both quality and quantity, is essential. This housing must be capable of attracting natives of Oporto to live in their city. It is important to attract residents of all socio-economic classes, to fill the empty buildings and breathe life into the commerce and the streets.

The territory must be provided with a range of tourism services that allow this potential to be made use of in the city's development. Hotels, esplanades and daytime and night-time entertainment is lacking. This can complement the type of tourism offered by the historical city centre and the port cellars.

The youth, in particular the student population, must be imbued with the habit of visiting the centre, as an alternative to Ribeira and Foz. This implies a new commercial and leisure profile.

The 'head offices' of the great companies of Oporto and north Portugal with the most prestige can be attracted to the centre of Oporto, or, failing this, at least possess local representation there.

Modern management of the quality of the space is essential to the success of the development strategy. The city centre has to be permanently clean, painted, under surveillance and safe.

ESTABLISHMENT OF THE PRIORITY INTERVENTION ZONE

The intervention area for the renovation and revitalization of the centre of Oporto city was defined based on a multi-criteria analysis of statistical data, the survey of opportunity focal points and the areas where economic, social and urban degeneration is most noted.

This provided the basis for the definition of a **Priority Intervention Zone (ZIP)**, which is a part of the Critical Area of Urban Reconversion and Renovation, constituting the stage for the theoretical activity of Porto Vivo SRU, the geographical limits of which are:

North:	The railway line, Alameda dos Capitães de Abril, Rua de Cervantes, Rua Damião de Góis, Rua de Antero de Quental, Rua da Constituição, Praça do Marquês de Pombal, Rua Latino Coelho, Rua da Alegria, Rua do Monte do Tadeu.
South:	The River Douro
East:	Rua de Anselmo Braamcamp, Rua do Moreira, Rua do Cardeal D. Américo, Avenida de Fernão Magalhães, Rua do Bonfim, Rua de António Cameiro, Rua do Heroísmo, Rua de Joaquim António Aguiar, Rua Duque de Saldanha, Largo do Padre Baltazar Guedes.
West:	Rua do Barão de Forrester, Rua da Boavista, Rua de Aníbal Cunha, Rua da Boa Hora, Rua da Maternidade, Largo da Maternidade, Rua da Boa Nova, Rua de Vilar, Rua de D. Pedro V.

The ZIP can be defined as an area that has the following general characteristics: it is central, it is within the Critical Area of Urban Reconversion and Renovation, it possesses a permanent and diversified commercial and services profile, it is mainly identified by the residents of Oporto as the Baixa district, and it is a consolidated area from the viewpoint of the urban fabric and architectural value.

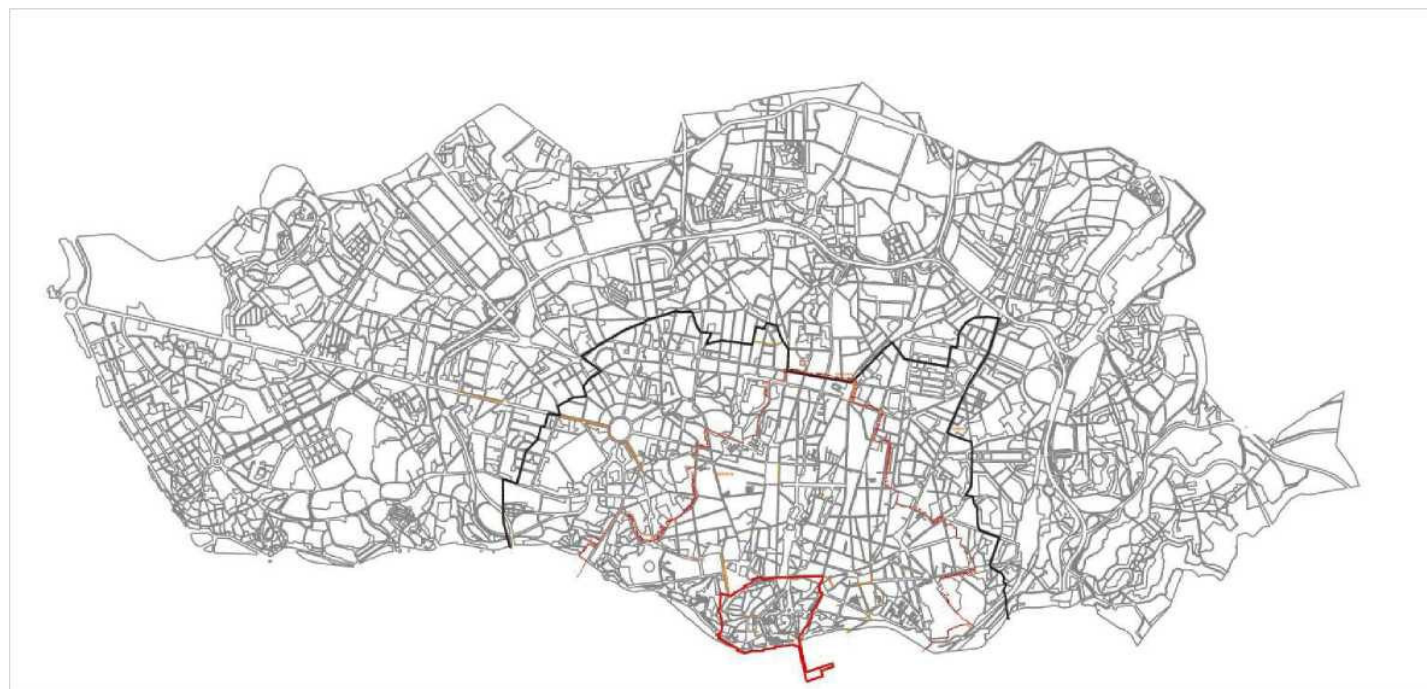
It is important to highlight that there are differences between the historical centre and Baixa, including spatial and temporal parameters, but these differences are essentially identified and described. The historical centre, the heart of which is Cais da Ribeira, is delimited by the medieval wall and extends along the bank of the River Douro. It can be described via its classification as a world heritage site. It contains buildings and the space is organically structured. It possesses small public spaces that structure its layout, in which the urban defects provoked at Terreiro da Sé and Avenida da Ponte are the exceptions.

Baixa is largely uninhabited while the historical centre is over-inhabited; the physical make-up of the historical centre is Medieval while the Baixa is neoclassical. The traditional commercial profile is different in the historical centre to that of Baixa.

The general consensus is that Praça da Liberdade is the centre of Baixa and that Batalha, os Leões, Sá da Bandeira and Santa Catarina, Rua do Almada, Passos Manuel and the not as steep parts, closer to S. Bento, of Rua das Flores and Rua da Mouzinho da Silveira, are also part of Baixa, despite the fact that they are also included into the plan and defined area of the historical centre. Urbanistically, Baixa coincides with the eighteenth and nineteenth century city, noted for the expansion of the Almada outside of the walls and the modifications brought about by the industrial revolution and urban consolidation of the twentieth century, structured around the tram lines, which highlighted the main routes irradiating from the centre and reinforcing the centrality of Praça da Liberdade.

We can say that Baixa has heritage value, even though not all of it is classified. It possesses urban and aesthetic quality, as well as commercial prestige. Despite the competition that the centre has been subject to over the last few decades, the locals still refer to Baixa as the centre of Oporto city. For the residents of Greater Oporto the streets in Baixa are of greater prestige than those of the historical centre, which is still stigmatised by the years of neglect and decay. The quality and age of the buildings means that those of Baixa are better preserved than those in the historical centre.

It should further be noted that the ZIP possesses, also as a site for intervention, an east-north-west ring surrounding Baixa. It represents the area that the urban network expanded into in the nineteenth century, which formats the transitional zone with the new urban development areas of the twentieth century - Campo Alegre, Boavista, Constituição and Antas, and overlaps the main access routes to the centre of Oporto, reinforced by the tram lines from the past. This is an area where the problems noted in the central area also start to have an expression. But, it is an area in frank contact with the more structured zones of the city and it can absorb some of the dynamism and value added from such zones. They are the doorways to Baixa and the historical centre. These are areas that need to be moored before they submerge and create a significant fracture between the centre and the quality-imbued outskirts.



Background
Administrative Limits
Intervention Limits



3 – DEVELOPMENT VECTORS AND OBJECTIVES

MISSION

To design and implement a City Contract, the **Masterplan**, that steers the management and intervention and binds the entities with appropriate jurisdiction. It communicates a strategy to the investors, for the **urban and social revitalization of Oporto's Baixa district**.

DEVELOPMENT VECTORS:

The city is a system of multiple driving forces that are simultaneously distinct and complementary. Business, commerce, tourism, culture and leisure are all founded on the city's inhabitants and are supported by the public amenities.

The inhabitants as a fundamental pillar of a living urban area

A new housing policy is essential. One that creates preferential support to property owners and residents, in order to promote the shift of families to the centre. The mobilisation of existing housing recovery support programmes is essential, but, other policy measures are justifiable for the critical areas, namely the alteration of rent legislation, the review of legislation regarding ground and public compulsory purchase orders, and the continuity and permanence of defined policies.

Business as an opportunity for make the Baixa stand apart in the city, and the city stand apart in the region

Economic intervention is important, in order to cement the vision of 'Oporto – City of Science' and to highlight the city as the centre of a vaster region. The creation of new companies, the stimulation of research, creativity, know-how and innovation must be backed, always from a sustained and sustainable standpoint. Also essential is the creation of conditions favourable to the setting up of businesses, which shall support the process of re-inhabiting and revitalizing Baixa.

Commerce as a decisive factor in revitalizing the city

A strategy must be created for commerce that is founded on its identity, that which is unique to it amongst all other shopping zones. Injecting commerce with new life, increasing its competitiveness and sustainability, is pivotal. It must be commerce that provides a service of quality, achieves customer loyalty and interacts with society.

Tourism, culture and leisure as innate forces of the city

The city's environmental features and built environment, complemented by a cultural and leisure network shall be the basis of a tourism policy linked to culture, business and to know-how.

It is also fundamental that the city collectively lives each of its defining moments and most important events. In Oporto, something must always be happening.

Public space as amenity support

The renovation strategy, which transverses and unifies all of the above-mentioned lines of intervention, is fundamental. It is essential that action is taken on three levels: the structuring of the support infrastructures of the different sectors, the renovation of existing public spaces and the creation of new ones (based on the philosophy of pedestrian-friendly routes) and the reorganisation of mobility, favouring the pedestrian and public transport over private transport, borne by tram and metro connections.

Strategic action, decisive to the success of the operation

These constitute privileged measures and they have a transversal and multi-sectoral scope. Converting basic planning options, these are vital to making the strategy effective.

In summary, the main development vectors for the revitalization of the Baixa district of Oporto are the following:

A – RE-INHABITING THE BAIXA DISTRICT OF OPORTO

B – DEVELOPING AND PROMOTING BUSINESS IN OPORTO'S BAIXA DISTRICT

C – INJECTING NEW LIFE INTO COMMERCE

D – ENERGISING TOURISM, CULTURE AND LEISURE

E – STRUCTURING THE PUBLIC DOMAIN

F – STRATEGIC ACTION

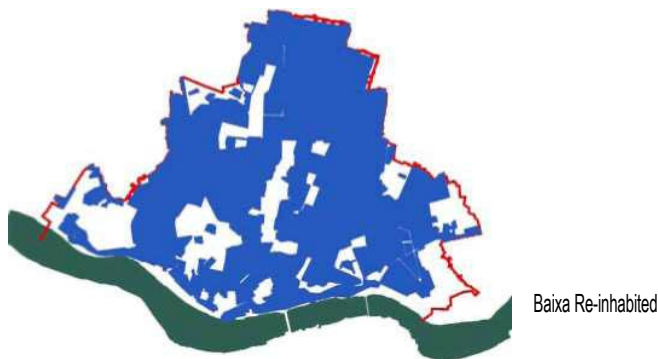
Oporto should promptly position itself as a European benchmark of economic, social and urban revitalization. The addition of the European dimension to Oporto's Baixa process shall constitute an asset to the city and the country.

4 – INTERVENTION IN THE CITY

“Europe can only compete at an advantage in the world and maintain the quality of life of its citizens if it elevates the structural factors of its economy to a new level, based on knowledge”, a special advisor to the EU president.

As already referred to, the urban revitalization process of Baixa must be anchored in the opportunities and synergies existing in the city, in order to achieve the potential for competitiveness, it must therefore favour:

- *Housing*, maintaining the resident population and attracting new residents
- *The promotion of businesses based on creativity and sustainability*, rooted in the knowledge and excellence of the research centres and the binding forces of the universities
- *Commerce*, based on its unique and distinctive parameters
- *Tourism, culture and leisure*, using the city's rich history, traditions and heritage as a basis
- *The structuring of public space* as a means of polarising the area
- *Strategic action*, to which special emphasis is given in order to promote the change and induce intervention in surrounding areas



A – RE-INHABITING THE BAIXA DISTRICT OF OPORTO

Housing and the need to re-inhabit Baixa have been confirmed as intervention priorities. These are the starting and finishing point for the entire urban and social revitalization intervention in the Baixa district of Oporto. The following table can be drafted based on the knowledge of the existing situation (around 23% of residences are empty, according to INE [Portuguese Statistics Body], and around 14% of buildings are totally or partially vacant, based on surveys in the field) and the definition of the target public.

- the attraction of people, especially the younger strata, encompasses a combined vision of the required city options. The existing residents and those to move in require public and private amenities and services that meet the needs of all family members.
 - infant-related services
 - environmental and physical quality of primary and lower secondary school facilities
 - sporting services and fitness-orientated facilities
 - cultural facilities and services' networks
 - quality public spaces containing green spaces and leisure areas
 - network of maintenance services for the urban environment and public spaces
 - parking facilities for residents
 - diversified commerce close by, guaranteeing the mix necessary to support residents (the creation of new commercial activities and improvement of existing ones)
- Target public:
 - young graduates
 - young couples starting a family
 - the population strata in middle-age, seeking to relocate to the city centre

As a general guideline, motivated by the need to modernise and draft the type of housing for different segments, the possibility that the layout of residences alters the architecture of the building, in urban renewal operations, must be broached, in other words:

- The fragmentation or division of larger buildings
- The union of smaller buildings (whenever the side-by-side buildings permit so and the intervention program provides grounds for such)

Main lines of intervention to be implemented

Thus, the different residence segments (number of bedrooms) shall be bound by established criteria in the organisation of the strategy to attract new residents.

For a target public composed of single persons, recent graduates or those initiated their employment careers and students, which is a segment with elevated medium term economic strength, and which principally uses the residence at night (for professional reasons or those related to age-group and social habits) the renovation and provision of studio and one-bedroom residences is deemed preferential.

For a target public composed of childless couples or those with one child, and middle-age couples that wish to relocate to Baixa, which is a public that tends to have greater economic and social participation and insertion in the area of residence, and taking into consideration the economic potential possessed, imposing new levels of service requirement and quality, in both the supply and demand, the renovation of two and three-bedroom residences would be most appropriate.

Four-bedroom and larger residences shall, on paper, be more suitable to a target public composed of couples with two or more children, which is a segment that is characterised by its tendency to highlight the creation of roots with a long-term perspective of life and the intense use and appropriation of public spaces and the network of services and facilities existing in the area. This segment is a factor in lowering the age of the population and it has greater requirement of family-orientated amenities and services and those that aid their social and cultural integration into the city, in particular those services and amenities for children and young people.

However, there are other target publics that need to be attracted and so attention must be paid to these, such as the elderly, the segment of residential units of complementary services, seasonal populations and the foreign public seeking a second residence in a historical setting, amongst others.

A policy of sustainable housing must necessarily take into consideration the resident and rooted population, representing an attribute and asset to the urban area in which it is located, since it is an integral part of the history and its scenery.

The housing cooperative sector is also a suitable instrument for a policy and the practice of sustainable housing.

The segmentation of the different types of target public requires that the types of residence to be made available are effectively liaised with the planning philosophy in place for the site and with the profile of the existing buildings, as well as with the backing provided to the provision of amenities and services for the residential zones and for public spaces.

A balanced, competitive, socially just, rousing, culturally surprising, modern and alive city requires a diverse and eclectic support network and infrastructures that meets the range of requirements, anxieties and aspirations as well as the demand and diversification of the supply.

Existing residents and those to move in require public and private amenities and services that meet their requirements.

- Services and facilities for babies and young children;
- Good environmental and physical quality of primary and lower secondary school facilities;
- Sporting services and facilities preferentially orientated towards fitness;
- Cultural facilities and services operating as a network;
- Quality public spaces;
- Green spaces and leisure structures;
- A network of maintenance services for the urban environment and public spaces;
- Demarcated individual parking for residents or parking located close by;
- Diversified commerce close by;
- An efficient and quality transport network;
- Heritage that is maintained, renovated and valorised;
- A range of leisure, entertainment and socialisation options.



B – DEVELOPING AND PROMOTING BUSINESS IN OPORTO'S BAIXA DISTRICT

“...to improve Europe in terms of productivity and competitiveness, generating innovation but maintaining social cohesion. The State's fundamental role is that of supporting entrepreneurship and making technological and social innovation a dynamic force. Each culture and institutional system has to discover its own model, based on a nucleus of common principles: the central role of information and communication technology and of innovation, with knowledge as the raw material, and the idea that value added has more to do with the process than the product”, Manuel Castells.

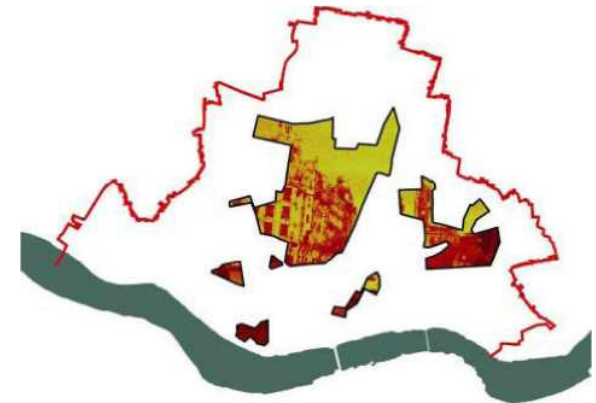
In line with the present objectives of Europe, Portugal and Oporto, the revitalization of Baixa must encompass characteristics that allow economic activity founded on knowledge and innovation to be promoted. The strong business tradition existing in Oporto and the north of Portugal should be taken advantage, inverting the process where the city, and Baixa in particular, have been losing the capacity to attract economic activity, which has been gradually moving to the outskirts. The revitalization of Baixa must encompass characteristics that allow economic activity to ‘return’ to the city, founded on new principles and factors of competitiveness, such as management, design, marketing, communication, research and the development of products, knowledge and innovation.

Oporto possesses a “location of election, in the centre of an extensive and densely populated economic zone, with the size and critical mass to develop new industries and provide the potential for the region’s development.” It is a “centre of skills in areas with elevated potential for innovation, combining universities and companies, such as those concerning health sciences with applications in the pharmaceutical and foodstuffs fields, and those related to engineering,” in PRASD (Recovery Program for Depressed Sectors and Areas).



Making ‘Oporto – City of Science’ into a reality also encompasses the promotion of:

- a philosophy of cooperation, partnership and business development based on creativity and knowledge, supported by research and innovation centres, and involving partnerships with universities, research institutes, associations and companies in connections to industry.
- business clusters in the fields of health, food production, and the production of equipment, amongst others, using skills existing in fields such as medicine, pharmacy, biological sciences, biomedical engineering, biotechnology, chemistry, mechanical engineering, electronics, automation and robotics as a binding factor. The existing capacity must stimulate know-how and links with traditional industry and with the development of new industries.
- entrepreneurship, through support in the development of business plans and the creation of companies and self-employment, in the intervention area.



An Administrative and Services-orientated Baixa

It is essential that the urban renewal process earmarked for development in Oporto includes the promotion and development of economic activity. In this context, a series of principles should be developed, in liaison with the intervention in the specific fields of commerce and tourism, that integrates, into the same socio-economic structure and real situation, the fundamental aspects and needs of economic activity in the Baixa district.

A primary intervention must tackle the economic structure of Oporto and north Portugal. Oporto should take up a clear position as the focal point of the entire economic system of a vast region, without intending to create a hegemony or administrative and bureaucratic dominion, but leading by example and through the synergies that may be produced in the surrounding region.

Centred on an **Innovation Park**, it must be capable of creating new knowledge-based industries, contributing to the rebuilding of the city and region's business fabric through:

- the creation of innovative companies connected, for example, to the nanoscience and nanotechnology, health, energy, environmental and equipment production sectors, etc.
- the intensive incorporation of knowledge, promoting the incubation of companies and projects of cooperation between companies and universities to launch business initiatives.

Secondly, the city of Oporto must be prepared to implement economic activities that create value and wealth in a sustained and sustainable manner. Oporto shall be, over the next few years and in line with the revitalization process in Baixa, a source of **business opportunities for companies** related to the **knowledge, urban revitalization** and **training** sectors.

It shall thus become a unique location for a wide range of business initiatives in different areas such as corporate or environmental consultancy, professional training and qualification, design and communication, shop window decoration, decoration, the urban renewal industry (e.g. sale of environmentally friendly construction materials) and even the tourist industry, as well as cultural services and events that must take on the mantle of strongly validating the cultural supremacy Oporto city.

Thirdly, economic activities that support a strategy aimed at renewing the attractiveness of Baixa to the inhabitants must be subject to special focus.

As frequently referred to in various studies, there exists an important group of inhabitants of the metropolitan area that finds the idea of inhabiting the centre of Oporto

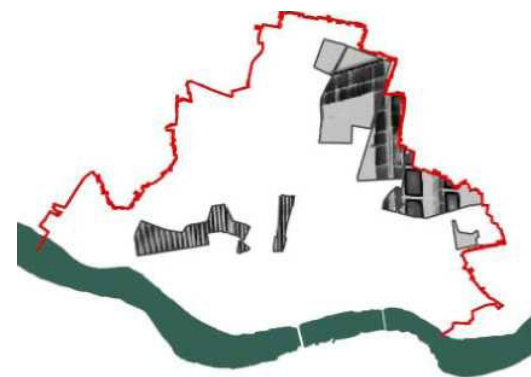
rather interesting. This group includes those that have already lived there and were forced to move away, in addition to those that have never lived there. However, obstacles are pointed out, which include, besides many others, transport and parking problems, the lack of security, buildings in bad repair and the price of housing. Also evident is the relative scarcity of a range of services and activities to support inhabitants and that are also driving forces for the provision of a life with quality.

It is therefore important that there exist conditions that **stimulate the creation and development of a wide range of economic activities providing support to inhabitants** of the city centre, which meeting their needs.

The main objective of the intervention to be made must be the creation of broadened urban zone that functions as a space from which all the positive effects can emanate over the entire Baixa district and consequently over the city and region.

Main lines of intervention to be implemented

- > The development of the Innovation Park at the Doze Casas - 24 de Agosto intersection
- > A Science Pavilion/Future Centre
- > The setting up of company nests and incubators for technological start-ups or those with a high level of innovation and creativity.
- > The setting up of companies in areas such as corporate or environmental consultancy, urban renewal or tourism, cultural services and events, etc.
- > Promoting the setting up of commerce and housing support services (e.g. home deliveries, small repair workshops, etc.)
- > Porto Vivo - Universidade do Porto [Oporto University] partnership
- > Professional training and employability
- > Communication policy for the promotion of business, commerce and tourism



A Science and Innovation-orientated Baixa

C – INJECTING NEW LIFE INTO COMMERCE

A decisive factor in the renovation of the city is that the commerce in the centre of Oporto is sustainable, which is possible if founded on its own peculiarities and identity, its history, heritage and cultural supply, as well as on its synergies as a European and cosmopolitan city.

The factors that are unique to it and which are not found in modern commerce must be backed. It must go to the needs of existing populations and those that it aims to attract in the future, promoting profitability and social contract, with a better environmental contextualisation.

Long-term sustainable commerce is that which is continuously renewing itself in order to remain competitive and profitable, emphasizing the relationship between people and between people and an exclusive and differentiating public space: either relations between shopkeepers and customers, who are loyal due to the proximity of the service and quality, or relations amongst customers who, due to the repeated crossing of paths, develop social interaction.

Founded on a component of the past as quality commerce with international projection, Oporto must capitalise on some of the historical references, such as port, gold jewellery and regional products of excellence, as well as provide for new subjects that are presently in demand, or shall be more so in the future.

This transformation implies bringing existing businesses into context, raising the potential of those in a strong position, restructuring others and producing new formats and themes. The intention is to transmit the idea of a differentiating and unique experience when something is purchased.

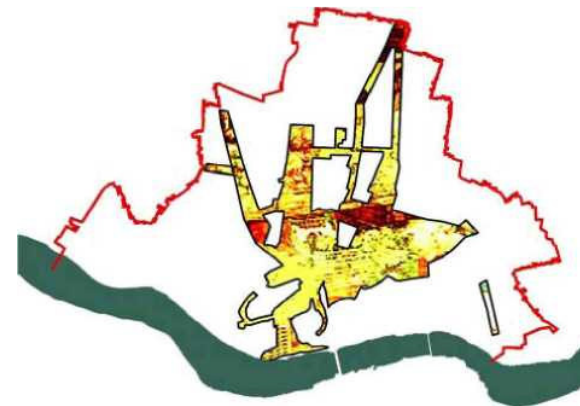
Also the diversity of modern times must be understood and accepted. The different foreign communities that have moved to Portugal and to Oporto in particular must not be excluded. The most noteworthy of these are the Brazilian, Chinese, African and Eastern European communities. Assuming that these communities have associations and organised movements, their skills for business, based on creativity and social inclusion, should be taken advantage of. The cultural component must also be encompassed, providing spaces where community-specific events may be held, which shall strengthen the image of Oporto as a global city, representative of ethnic diversity.

To conclude, one of the fundamental points of the project to renovate Oporto, in particular the city centre and historical area, is the support of commerce, creating potential for:

- The impact on housing and life in the urban centre
- The dynamic role of economic activity which, in relation to commerce, is in decline
- The revitalization of people movement in the centre, stimulating commerce and tourism
- Projecting an image of the city, nationally and internationally.

Main lines of intervention to be implemented

- > The centre of the city as a huge commercial, leisure and entertainment area: The Fórum 'open', Bolhão, up to 'Via Catarina' joint services, logistics and management, identity and communication
- > The centre of the city as a space for the luxury segment – Aliados and Galerias de Paris
- > Theme areas: Port, Gold Jewellery, Bookshops and book traders, Antiques, Handicrafts and Regional Products
- > New commerce segment and new shop models, design stores and designers, urban and radical concepts, green businesses (environmental, biological products) and fair trade
- > Diversified commerce and services close by
- > Themed and general fairs – Birds, coins, Vandoma, Fontainhas...
- > Altering the use of vacant ground floor commercial space
- > Loja do Cidadão (One Stop Governmental Services and Utilities Shop)
- > Communication policy for the promotion of commerce, tourism and business



A Commercial and Business-orientated Baixa

D – ENERGISING TOURISM, CULTURE AND LEISURE

"The world's oldest tourism agency, as registered in the history books of modern tourism, is Abreu, of Portugal. It was opened on 7th April 1840, in Oporto, located in the former road of Rua do Loureiro n° 40, in front of S. Bento railway station, and was known as the 'passages' shop'. Mr. Bernardo de Abreu, a respected trader in the city who had emigrated to Brazil and returned, opened the Abreu Travel Agency in order to handle passports and emigration visas, to sell train tickets to Lisbon and by sea to South America, in particular those wishing to emigrate to Brazil."
António Pereira Oliveira

Tourism is and is increasingly becoming a strong economic sector in countries and particularly in regions with strong development potential. The MoviTur study on the profile and motivations of tourists concluded that the majority of foreign tourists in Portugal are aged between 25 and 44 and possess tertiary level education. They hold scientific and intellectual positions, are students and civil servants and the upper management level or they run companies or are company managers. They come in search of 'opportunities of personal and cultural enrichment, for relaxation and rest, far from daily routines'. They also indicate the 'sun and sea' products and 'cultural tourism' as attractions.

The types of tourist visiting Oporto are families and groups of friends belonging to medium-high socio-professional strata, and mainly come from the Iberian Peninsula and Europe. Many of these arrive without the specialised aid of professionals, therefore, there is the opportunity to set up tourist guide businesses, but this fact is of great importance to the authorities and associations, which must establish information networks to 'sell' the city as a set of multi-faceted experiences. The portrayal must be one that leaves no reason for yearning, but creates an ambience and many experiences that are unique to those leaving the city and instil a desire to return.

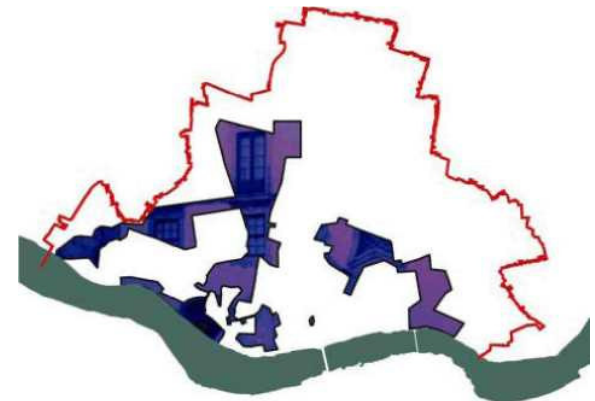
Oporto, therefore, has the right conditions to be a strong actor in the high-value tourism field, with particular emphasis on the fields of cultural and professional tourism and knowledge-orientated tourism. Thus, the overall tourist package must include a perspective in which leisure and culture are an integral part of the multiple supply to those seeking different and unique experiences.

Recent assessments made after the commencement of Ryanair's operations into Oporto forecast around eleven million bed nights in the city's hotels between 2005 and 2012. The greatest impact shall be on the centre, given that the client profile principally indicates company managers, self-employed professionals or students, which usually travel in small groups, have purchasing power and have short holidays of 3 to 4 days. If we crosscheck this information with statistics indicating that Oporto has an excessive supply of

upper range hotels even when the Póvoa – Feira catchment area is used in the analysis, then there is a need/opportunity to increase the supply of two and three star hotels, either through the refurbishment of existing buildings into new hotels or an improvement in the overall quality of guesthouses and hostels existing in the Baixa district.



A Tourism-orientated Baixa



A Culture-orientated Baixa

The social and economic renovation project for the city of Oporto, and the central and historical zone in particular, encompasses the evident and decisive backing of tourism, as a means of:

- Energising economic activity at the local level
- Energising cultural activity
- Revitalizing and refurbishing historical buildings with heritage value
- Projecting the city's image onto the national and international stage

The aim of this document is to develop the specific supply to tourism segments deemed to be the most appropriate to take advantage of the city's features and those of the Baixa district in particular. Thus, the main lines of support for tourism and the development of the supply as an anchorage point of the revitalization process must include the following:

- Cultural and professional tourism and knowledge-orientated tourism.
- The development of businesses and activities associated to tourism
- The positioning of Oporto as the stepping stone for a broader region, encompassing tourism in the Gerês, Minho and Douro regions, the tourist-religious profile of Braga and the heritage-based tourism of Guimarães, and also tourism products such as wine – port, Douro and *Vinho Verde* wines.
- Cultural and leisure supply, permanent and contemporary in nature, but rooted in tradition

Some facilities that may clearly differentiate the city and raise its national and international visibility as a city clearly identifiable as a tourist destination with content, may still not be encompassed, however, the very important role of institutions such as the Serralves Museum and Casa da Música should be highlighted.

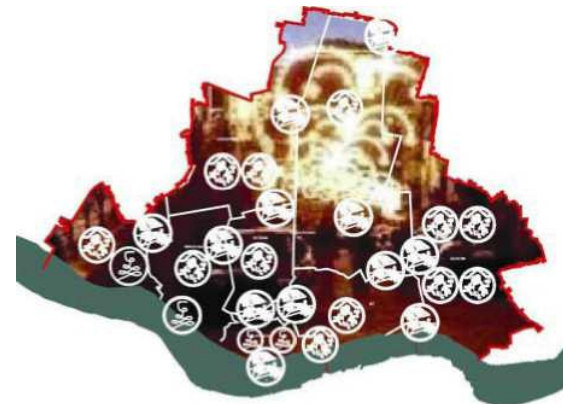
The development of a multi-faceted cultural supply is essential. There must be shows and events – with emphasis on street entertainment – continuously operating at known times, spread throughout the city, targeting especially the city's main zones as well as its cultural infrastructure.

This cultural supply must be based on the city's traditions, history and festivals, represented in their traditional form or with a greater contemporary influence. Oporto must be a city that is alive, where there is always something happening. Therefore, from the viewpoint of partnerships, the involvement of the city's main cultural agents shall be essential (museums, event organisers, art galleries, theatre companies, collectives, youth associations, and others).

In tandem, an aspect that requires significant improvement is the communication and publicising of the city's cultural events and places of tourism, in order to attract more national and foreign tourists.



A Recreation and Leisure-orientated Baixa



A Fair, Festival and Tradition-orientated Baixa

Much of the intervention shall involve the reorganisation of the existing tourism supply, proving it with overall coherence and integrating it with the activity and objectives of the different tour operators and airlines, as well as with commerce.

This intervention shall also include, as a fundamental point, the improvement of some more detailed but important aspects relative to the visitor's enjoyment of the city, according to their requirements and expectations:

- The availability of up-to-date and complete information in various forms (books and maps, street signs, specialised tourist guides, and other such forms)
- Visitor and tourist support posts, the operation of which shall be convenience based (opening hours, languages, etc.)
- An intensive internet presence that shall orient choice and aid in the analysis of the available options at various levels

The backing of the significant increase in the number of visitors and the benefits that they bring to Oporto must also be linked to the economic development of the city and, in particular, the intervention zone.

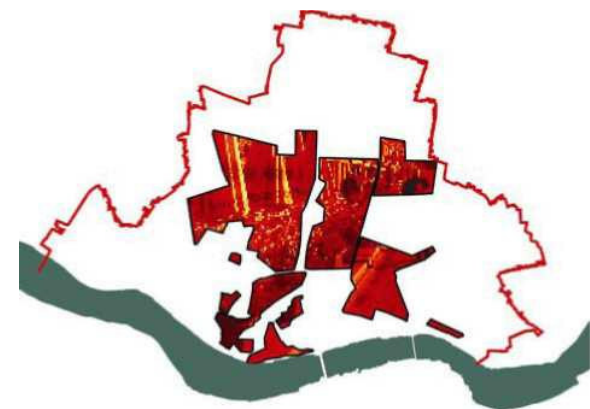
In this sense, the development of tourism-associated activities in innovative areas must be backed, regardless of whether this is in business terms or in terms of environmental, social and economic sustainability.

This backing of new business linked to the area of tourism must also be founded on the training and qualification of human resources of the sector (employees and businesspersons) developing the skills that are crucial to the management and development of businesses with new dimensions of competitiveness. Only in this manner shall the quality of the service provided and the levels of efficiency, effectiveness and productivity be able to decisively increase.



Main lines of intervention to be implemented

Backing the Renewal of Oporto's traditions and festivals
The creation of a National Street Arts Centre
Praça D. João I and Frente Ribeirinha – Artistic Entertainment
Theatre and Street Arts (International Street Arts Festival)
City Interpretation Centre
Energising of urban tourist routes
Services' network disseminating information kiosks and tourist services
Network of Charm Hotels and Youth Hostels
Strengthening of 3 star hotel supply through the renovation of buildings and/or improvement of quality
of existing guesthouses, hostels and boarding houses
Religious, tourism and cultural heritage
New policy for museums and the use of historical places and monuments
Training of tourism agents
Reinforcing Oporto's image as the stepping stone for a wider tourism region
Communication Policy for the promotion of Tourism, Commerce and Business



An Eating out and Entertainment-orientated Baixa

E – STRUCTURING THE PUBLIC DOMAIN

Transversal to the development of the vectors essential to the urban revitalization of Baixa, it is necessary to structure the infrastructures and the public spaces for social recreation, and improve transports.

E.1-INFRASTRUCTURES

The housing/infrastructures component is fundamental in the definition and support of the planned intervention. However, any infrastructural intervention is not restricted solely to housing, but must constitute a global basic project for the ZIP. Thus, we can define two scales of intervention: the renovation/renewal of existing networks and, whenever necessary, the reinforcement/creation of public space and building infrastructures.

The objective, from the viewpoint of raising the standard of the buildings and structuring the public space, is to improve energetic, environmental and security conditions, in addition to an intervention incorporating new technology. Accordingly, and despite the fact that the telecommunications and data network provides good residential coverage, this must be reformulated in the areas where new industries are to be set up, reinforcing the service and ensuring it meets needs.

Nevertheless, in relation to housing, the provision of general telecommunications networks and also, in the medium term, home automation services, as a quality product of new housing, constitute important objectives of this project. In relation to the electricity network, there also exists good coverage in the ZIP. However, sporadic and localised interventions on buildings may be necessary in order to ensure compliance with required safety and technical specifications.

If, on one hand, any intervention regarding telecommunication, data, cable and electricity networks is sectoral and/or sporadic, the waste and rain water distribution networks on the other hand require in-depth work. If truth be told, despite the fact that the majority of roads possess waste and rain water systems, many domestic connections are made to the rain water pipes. The objective is to effectively separate the rain and waste water systems, thereby providing hygienic conditions to the population and the more efficient use of natural resources.

However, the general infrastructural weakness of the ZIP occurs with the supply of natural gas, which is not available to around 70% of the site. Given the need for large-scale intervention, an assessment of the areas without cover resulted in the definition of critical intervention areas. Thus, it is proposed that the infrastructures be first installed along the following corridors:

East/West - Campo 24 Agosto/ Fontinha, Central - Campo 24 de Agosto/ Boa Hora, South - São Vitor/Virtudes.

E.2 – PUBLIC RECREATION SPACE

The public space of the ZIP is dominated by a series of differentiating facts that characterise the traditional urban fabric of historical areas and city centres, and which provides it with its image, capacity and individuality. However, one of the most attractive aspects is the enormous variety of spaces, some of which are tended, others treated as if they were almost private, due to the sense of intimacy and belonging they possess, while still others are left to themselves and luck. Some spaces are highly frequented and actively participate in making and living the city.

There is a shortage of spaces for children's and also adult's recreation. This, to compensate for this shortage, a broader network of children's playgrounds and fun spaces must be introduced, a network of leisure corridors and routes must be created, attributes and values must be defined for spaces as an incentive for neighbourly interaction and their use, and all spaces must be provided with shade and urban furniture.

On the other hand, it is essential that the alterations to the public space are accompanied by alterations of equal scale that are planned for commerce, tourism and business. This may include, for example, the definition of a network of squares and plazas for regularly occurring fairs and markets, stimulating new traffic routes and favouring new industries, tourism and commerce. The establishment of mechanical links aiding mobility and tourism in the historical centre is also important.

Lastly, the improvement of the urban environment and the reformulation of the city's image represent important objectives, achievable via the planting of trees in the roads, the gradual removal of parking at the surface, the restructuring of space (the re-attribution of sense), the definition of rest points and measures to dissuade vehicle traffic, the creation of city block crossings (providing transversal connections between roads and overcoming differences in level) and the creation of public spaces or spaces for public use, but under private supervision, in the interior of the city blocks.

Also of note is the fact that the riverfront is incorporated as a special action area.

E.3- MOBILITY

The philosophy in terms of mobility seeks to integrate the actions and objectives expressed in the Oporto municipal master plan (PDM) as a general guideline for intervention.

In truth, existing relations mean that the ZIP encompasses the majority of commuter movement that occurs inside the city. However, a number of conclusions can be drawn that should be included in a mobility project. These include the creation of a Metro line that is transversal to the east/west link connecting Campo Alegre to Campo 24 de Agosto/ Doze Casas/ Fontinha, in other words from Universidade to the Innovation Park and also from Palácio de Cristal to Foz., and the activation of the historical tram line to Baixa, all of which are fundamental public transport options.

The different components and issues are interconnected in this manner to, together, form the planned intervention relative to mobility:

- Activate and operate tram lines
- Provide the Special Action Area earmarked for the Innovation Park with parking
- Provide the northern area with public parking
- Facilitate parking for residents, increasing supply
- Favour pedestrians and alternative means of transport



The intention is to make the ZIP a citizen-friendly place, freeing the streets for functions other than parking, favouring pedestrian movement within the ZIP, creating a network of pedestrian pathways and pedestrian-friendly routes and implement a network of cycle routes inter-associated with existing facilities and those to be attracted, gradually reducing traffic density and flow.

As a complement to this, it is important to advance to the draft of a general security project for the ZIP, which defines measures, means and the manner of acting, guaranteeing prevention and the training of the structure to effectively respond to emergency situations.

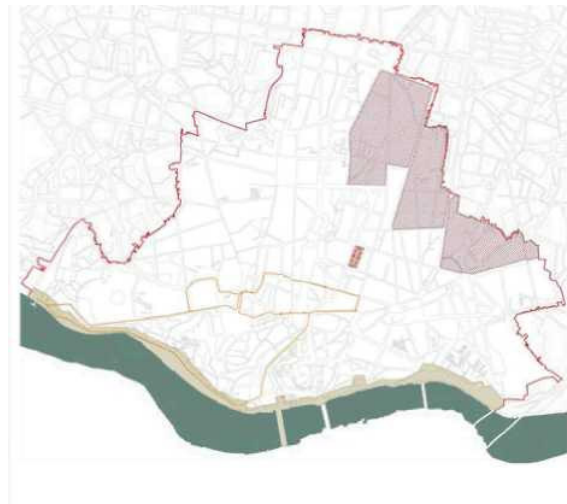


A Public Space-orientated Baixa

F – STRATEGIC ACTION

For success in the revitalization of the ZIP there is a set of underlying actions for the site, besides those measures already identified, that are of strategic importance.

The most noteworthy of these factors, which influence aspects that are more related to each one of the sectors that we have identified as being a priority and decisive for the sustainability of the entire urban and socio-economic system in question, are as follows:



Special Action Area

1 – **Innovation Park**, as an anchor point for the development of the east/north zone of the ZIP, with a cross-city impact. It shall represent a centre that is fundamental to the modernisation of the economic fabric and support the structured social revitalization.

2 – **The riverfront**, as an interface between the city and the river, with all its potential of land and water, namely the development of tourism and leisure piers and as a site to attract families, high quality commerce and entertainment and amusement activities. It is also important to reinforce the synergies and the scaled gains that a new pedestrian link between the Oporto and Gaia riverfronts could provide. In relation to Baixa, between Ribeira and Alfândega there could be repercussions relative to tourism of the cellars on the Oporto side of the river and it could help to expand the recreational capacity of the two banks of the river.

3 - **Bolhão Market**, as an anchor point for the new concept in commerce, with daytime and night-time entertainment, and the binding force provided by the market, trimmed of its less prestigious segments and complemented with a catering zone and other functions, must be preserved to provide an energised market that interests the inhabitants of Oporto and other visitors and tourists.

4 - **A historical tram line**, connecting the hills of Leões and Batalha as a means of overcoming connections between the two places by not so friendly roads that are penalised by their slopes (Camelitas, Clérigos, 31 de Janeiro), which would reflect on the internal cohesion of the ZIP and the commercial driving forces of the centre.

5 - **Avenida da Ponte Project**, encompassing land available for a large-scale central project containing housing, commerce, hotels, services and parking at an articulation point between Oporto and V.N. de Gaia at the higher level. It is already covered by a Metro zone and it is necessary to structure the link between Baixa and Sé, which are two of the most significant poles in the city's image.

Also of note is the relevance of a Metro line connecting the Innovation Park, Baixa (Aliados/Trindade), the Palácio de Cristal axis, Campo Alegre (university focal point) and Serralves (cultural focal point) in order to re-centre Baixa in the city's driving forces and bring the western and southern sections of the city closer to the public and residents of Baixa.

These actions, without meaning to diminish any others contained in this plan, deserve, due to their scale, location and impact, special emphasis because they possess, by themselves, the potential to turn things around, capable of transforming the rundown and lifeless present day Baixa into one in the near future that is full of energy, inhabited and alive.

The residents' sector also provides instant opportunity for local commerce as well as the setting up of service providing self-employed professionals and micro-enterprises. These activities shall all be reborn, generating new business opportunities for residents and which can occupy the lower floors of buildings or provoke the creation of functional jointly owned buildings.

In the ZIP, there shall also be facilities for the setting up of facilities to support the elderly, which may serve the existing population as well as that which may move in. These facilities may occupy buildings with services included. But, given that more families and young couples are sought, which shall naturally generate a new infant population, the main emphasis shall be on the supply of facilities for children.

The commercial and services' environment shall not solely encompass support to residents. The Baixa district of Oporto is a place of excellence for the installation of commerce, amenities and benchmark services, which is a driving force that provides incentive for the restructuring of already consolidated nuclei of specific functions.

The structuring of clusters dedicated not to single segments but to complementing activities, as it should correctly be done, shall provide the potential for a commercial philosophy in Baixa where there exist themed areas meriting backing. Activities such as wine and gastronomy, jewellery, book traders, bookshops and publishing houses, antiques and old-fashioned goods are areas, in addition to others, where the promotion of physical proximity is possible and more intense synergies can be developed.

It is evident today that the commercial critical mass existing in the Baixa's central zone, composed of the consolidated nuclei of Sta Catarina / Passos Manuel / 31 de Janeiro and Clérigos / Carlos Alberto / Cedofeita, and the potential nuclei that Mouzinho da Silveira / Flores / Infante and Carmelitas / Almada represent, which are all target locations for operating condition improvement policies that may improve business.

Another intervention that encompasses the entire site is the specific backing given to the transformation of intervention units / city blocks, making use of their interiors. This returns to the creation of networks of commercial activities that guarantee continual and complementary urban entertainment, capable of structuring forums for which there exist some adaptable locations.

Baixa can become a business centre for the city and the metropolitan region. A place replete with innovative companies connected to the scientific, technological and research fields, which can provide value to the urban environment and increase the critical mass of the user population and, if possible, that of the residential population. Stimulating the setting up of these activities involves liaison with the sectors that they are closest to or with the location's natural conditions, and it involves the refurbishment of buildings – there exist excellent vacant buildings owned by banking institutions – and of amenities and infrastructures,

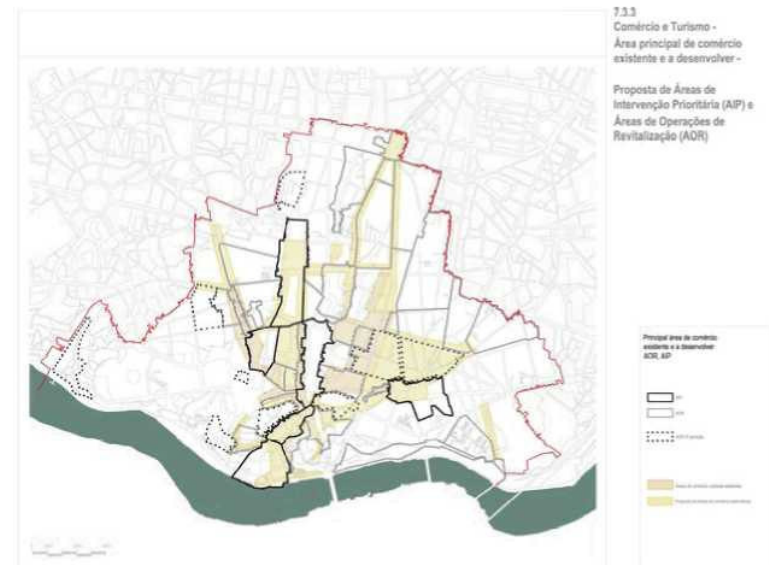
with the view to making the operating conditions of these companies more agile. Given that this is an intensive activity, but one that does not generate large demand, namely traffic, it is deemed to not only be compatible with the housing sector, even with the highest housing segment, but also to provide the potential to create an environment of continual urban movement and the concentration of a population that socio-economically occupies the highest strata and possesses the most demanding practices and interests.



The Baixa district of Oporto is, in part, classified as a world heritage site and it possesses the River Douro, which provides environmental value and also serving as a means of access. It is structured around routes with elevated landscape value and it has taken up the position of gateway to a region with good levels of demand. It has, as the result of this set of reasons, the conditions to attract tourists, which must be harnessed, by backing a philosophy of participation and not just one of contemplation.

New accommodation units will be created in the traditional hotel, guesthouse, boarding house and hostel sectors as well as in the charm hotel sector, adapted to the types of target public. This fact permits the articulation of business activity with the housing sector and with the refurbishment of built heritage, contributing too to the mission of physical renovation.

Tourism may also contribute to improvements in commercial activity, integrating with catering and similar such businesses, in which restructuring is expected, and with other commercial sectors related to the specific products of origin, natural products or handicrafts as well as, in certain cases, luxury goods.



There are, nevertheless, measures that are transversal to this sectoral liaison, and this transversal to the site. Street art and entertainment, encompassing commercial and cultural activity, shall also be used in the physical renovation and socio-economic revitalization of the area. Urban events shall take place in squares and thoroughfares in order to reinforce this network.

Taking into consideration the multi-functionality that Baixa shall possess and which shall have an impact that flows beyond its boundaries and those of the city-region, and taking also into consideration the fact that the intervention in Baixa shall be implemented in a polarized manner in order to generate dynamics of change throughout the entire district, the Baixa shall soon once again be the best place in Oporto in which to live, work, have fun and invest, with a young, modern and active entrepreneurial class.

Living in Baixa (housing), living from Baixa (business, commerce and tourism) and long live Baixa (resident, professional, tourist) shall be more than just marketing expressions but the reality of that which is expected of Oporto in the future. We shall no longer have 'Oporto in a Downturn' but, once again, 'Oporto in Baixa'.



6 - OPERATIONAL MODEL

The operational implementation of the strategy shall be performed on a wide range of fronts, more site-specific at some and more immaterially-specific at others. Basically, it is in the terrain and built-up area that the strategy is implemented. This is, however, founded on policy actions that favour the creation of physical action opportunities where Porto Vivo, SRU is the entity mobilising and facilitating the process.

This means of implementation has to do with the type of problems that require solving, given that some are of an exogenous nature that result from management or sectoral policies or produced by the central government, while others are more endogenous in nature, or they, in other words, arise from measures directed specifically to the ZIP or city or measures taken by the city's government. On the other hand, there are further forms of intervention that Porto Vivo has to implement or generate, while others may fundamentally depend on third parties. For this reason, the role of Porto Vivo is more one of motivating these other agents and making those procedures that tend to create feasible conditions for processes, more agile.

It is presumed that Porto Vivo, SRU in harmony with Oporto Municipal Council (and other existing SRU's or those to be created) shall lobby the central government to alter its policies, given that new legislation can be produced to improve the property renting system, to create tax breaks that aid urban renewal and revitalization processes, to regulate the criteria used to assess buildings and the possible issue of compulsory purchase orders, to promote the dissemination of programs of financial support, etc. These are all processes that shall create multiple and complex situations that one SRU, on its own, shall only be able to tackle with great difficulty, therefore the creation of an ANSRU (National Association of SRU's) might be appropriate. Porto Vivo, SRU could be responsible for this.

PARTNERSHIPS

The founding of Partnerships with public and/or private entities is an important part of operational implementation. These partnerships are cemented via the sharing of experience and skills, the division of tasks and income from the interventions carried out, with a strong impetus to implement and great structural flexibility that permit more to be done in an approved manner. These partnerships can be informal, where only wills and responsibilities are joined and concerted action is carried out, or they can be more formal, arising, therefore, from the creation of developing or operational entities for the projects or activities.

There is a range of areas in which the founding of partnerships is planned:

Found the Partnership for a Technology-orientated Baixa as a structure to energise urban binding forces and as an instrument to positively set the Baixa district apart. The main objectives of this structure are:

- Make Baixa into a place of residence for young people, students and the technical and scientific community posted to Oporto.
- Reposition Baixa as a location replete with benchmark companies
- Make Baixa a point of reference in the field of innovation.

Founded on the following lines of action:

- Provide buildings with access to advances information and communication networks and consequently, to automation networks
- Create concentration points of people, companies and services of the R&D and IT fields.
- Create a network of general information and reception posts
- Create an informative signpost network

Found the Partnership for an Environmental and Energetically-orientated Baixa, as an expression of the diversification, modernisation and structuring of energy resources and an option for environmental sustainability and for to preserve the buildings. The main objectives are:

- Increase the standard of comfort relative to both the residential use (in particular) and tertiary use of the buildings, and the structuring of construction-free public and private space
- Create advantages and differentiating factors that promote living in and using the Baixa district

Founded on the following lines of action:

- The air conditioning of buildings
- Selective collection of domestic waste
- Recycling rainwater for irrigation, urban cleaning operations and fire fighting
- Increase urban green spaces
- Provide conditions for the illumination of monuments and environmental lighting
- Implement electricity take-off points in public spaces
- Provide conditions for the illumination of monuments and environmental lighting
- Implement electricity take-off points in public spaces

Found the Partnership for a Social and Economically-orientated Baixa, as a structure to energise urban binding forces - housing, work, leisure and tourism – raise the potential of urban incentive. The main objectives of this structure are:

- Recreate the centrality of the Baixa district as a place for collective and diversified use, inter-relations and systematic demand, a catalysing multi-functional space of the city and the wider region as a whole, an entry port to Portugal

Founded on the following lines of action:

- Regenerate the housing sector and local support services
- Modernise a revitalise traditional commerce
- Create conditions that stimulate the installation of companies and services
- Provide for rows of and concentrations of business activities
- Advance Oporto's tourism brand
- Systematise recreational and cultural entertainment.

Found the Partnership for a Mobility-orientated Baixa, as an instrument to facilitate the economic use of the terrain, as a measure aimed at valorising the environmental component and as a structural factor of people's daily life. The main objectives are:

- Increase traffic flows in Baixa, promoting accessibility to the range of services
- Reduce motor vehicle traffic, making the collective public transport more responsive
- Promote pedestrian circuits and healthy, non-polluting means of travel
- Make the management of logistics and goods deliveries and pick ups more agile

Founded on the following lines of action:

- Energise the collective transport systems using electric vehicles
- Create a system of car parks at the periphery of the Baixa district (also accessible to residents) that function as interfaces
- Mark out channels and routes for pedestrians, bicycles and electric scooters
- Structure storage areas in zones close to the main commercial areas.

Found the Partnership for Physical Renewal, as an important incentive for action to be taken on buildings and public spaces. The principal objectives are:

- Establish driving forces to attract, preserve and increase the residential sector and contribute to urban rehabilitation and valorise Baixa and its environment
- Provide incentive for and contribute to the reuse of residential property, adapting it to contemporary requirements
- Restructure socialising-orientated public space and promote its use and urban stimulation.

Founded on the following lines of action:

- VIVA BAIXA [Live Baixa] – Structure an implementation program for residential buildings, inhabited or vacant, aimed at assisting the owners, investors and tenants

ConVIVER NA BAIXA [Socialise in Baixa] – Structure a public space implementation program, aimed at stimulating the 'use of the street' by citizens and businesses
Continue the PORTO COM PINTA [Oporto full of Character] program, relative to the component renovating façades
Create a laboratory / centre of knowledge regarding techniques and material associated to the renovation of buildings
Structure a works monitoring system and a building certification system.

The **entrepreneurism** of the private community as well as initiatives of the public community are also motors of excellence in the development of activities in line with the general strategy and these, therefore, must be encouraged and monitored.

The creation of a Consultancy Committee composed of young people is deemed important in order to assess needs and motivation. The regular participation of agents that are active in the process of re-inhabiting the Baixa district and economic development, that use public spaces and the cultural and leisure supply, must be valued as a factor indicating social cohesion.

FINANCE, INCENTIVES AND PROGRAMS

Porto Vivo – SRU / Oporto Municipal Council must internally create, in liaison with the State, assessing the performance of the ground work of any intervention, technical support and support in kind for renewal operations, and municipal or national tax support, thereby creating the framework of an **Incentive Program** for the work, which shall be aimed at

- the Public Sphere – Collective Infrastructures:
 - ! EIB and EC funds to support renewal – application for finance of public investment
- the Corporate Market:
 - Offices for Start-ups with controlled rents
 - The creation of a venture capital fund to support companies
 - The movement of research centres to the city
 - An employment guidance centre for university graduates
 - Entrepreneurism support
 - Business transition for young businesspeople
 - Annual awards for the best companies

- Housing – Developers/Property holders
 - SIM PORTO – Oporto Multi-criteria Information System
 - Income and corporate tax benefits for new renovation work
 - The reduction of municipal taxes on the purchase and renovation of housing
 - Incentives to new resident families
 - Banking incentives – special credit lines

LEGISLATION CONCERNING RENEWAL

Legislation regarding works on buildings and public spaces shall also be drafted, in order to ensure that building and renewal works abide by the principles of sustainability and innovation, that are to be reflected in the buildings in Baixa (and which also ought to be applicable to the city, region and country). This includes:

- Legislation in force
- Energetic, environmental and security improvements
 - Gas distribution networks
 - Thermal and acoustic insulation
 - Fire prevention and fighting
 - Facilities for the disabled
- Innovation / new technology
- Telecommunications
 - Permanent internet connection
 - Cable TV
 - Surveillance / Remote control
- Environmental
 - Integrated waste collection
 - Illumination / air conditioning

HOUSING COOPERATIVES

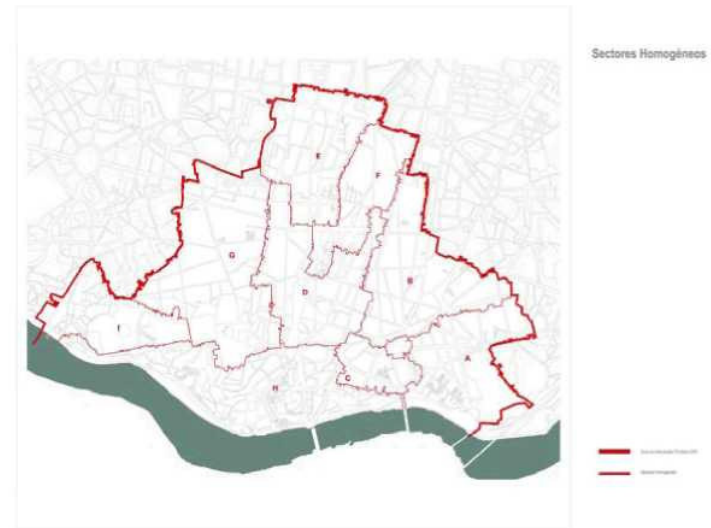
The promotion of a cooperative policy relative to the renovation of sets of buildings for housing is an important factor in the operational implementation of the defined strategy. Partnerships between different agents are structured, some as developers or managers and others as users.

URBAN AREA MANAGER

It is truly important to bring the developing entity, promoting the urban renewal and revitalization policies, closer to the real situation in the field. The policies and programs have to reach the recipients and these have to validate them. In this sense, the position of Urban Area Manager is created for delimited areas in the terrain. This position shall serve as the interface between the agents and Porto Vivo, SRU. The duties of the Urban Area Manager include the provision of information and advice to users and development agents and their supervision, the establishment of agent harmonisation platforms, the induction of projects, supervising works and policies with a view to analysing changes or suggesting corrections, managing the maintenance of public spaces, etc.

SUSTAINABILITY

The development of implementation projects shall put into practice the principles and objectives of sustainable development: environmental structuring, the value and streamlining of energy consumption and technological innovation, thereby improving and modernising residential conditions.



TERRITORIAL PRIORITIES

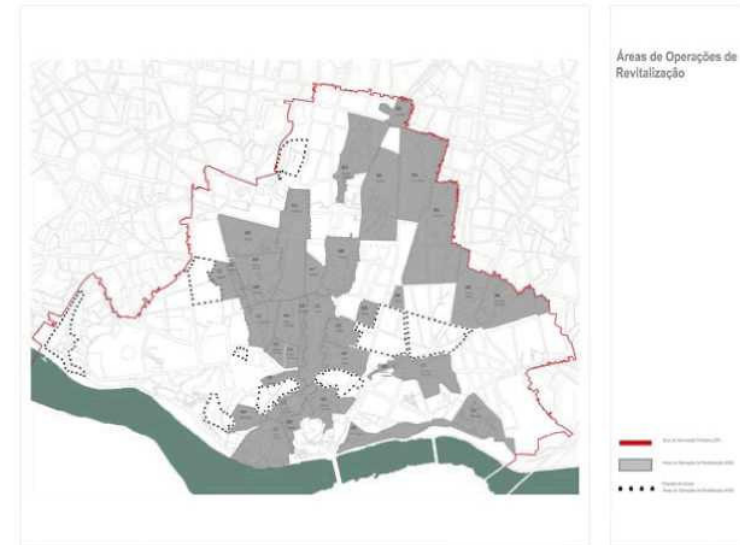
The operational model takes on its final form in the policy implementation sphere, in other words, in the marked out ZIP, which is sub-divided into nine Homogenous Sectors (SH). The Urban Area Manager shall be responsible for energising the model. There are also areas with some homogeneity of characteristics and features and of opportunities and constraints, which require integrated handling – these are the 36 Areas of Revitalization Operations (AOR).

Areas of preferential action shall be created from among the AOR, due to them being symbolic and capable of inducing intervention in their surroundings. These are called Priority Intervention Areas (AIP), and contain Intervention Units, as established in legislation, which represent the spaces in which work is being implemented.

Five Intervention Units have already been defined based on the pilot city block model and not resulting from the AOR / AIP. These situations serve as the first sign of the start of global intervention and also as a test of the methods to be developed. The selection criteria used, compared to a widened set of other areas analysed, included the occupation status, the level of dilapidation, the visibility and capacity to induce action in the surrounding areas, the level of urban facilities – access routes, parking, networks -, the environmental quality of the surroundings, the interconnection with quality public space and the identification of developers interested in investing.

The 5 pilot blocks intersect, therefore with the AIP system, which is seen as the basis for intervention and which covers the following 6 areas: Ribeira / S. Nicolau; Carlos Alberto; Praça da República / Escola Académica; S. Lázaro / Mouzinho da Silveira / Flores; and Aliados / Lóios.

This sub-division of areas arises from the realisation of the regeneration potential that they can have on the ZIP, in particular on the nearby surroundings. It also arises because the concentration of social, economic and physical problems and the conditions for altering the direction of the real situation are very powerful; it emerges through the functional structuring that it compels the Zip to adopt; it emerges through the concentration of 'flags' that allow preferential functional programs to be selected, without altering the multi-functional nature of the site; it emerges due to the existence or capacity of polarisation, which can be performed based on anchor points.



COMMUNICATION

The Porto Vivo – SRU / Oporto Municipal Council project also requires in-depth communication and clarification, which motivates all agents that can contribute to the process. The **Communication Plan** must permit that all parties interested in the process of revitalizing Oporto's Baixa district - its stakeholders – fully comprehend the project and the dimension of the planned intervention. In this manner, it must be possible for:

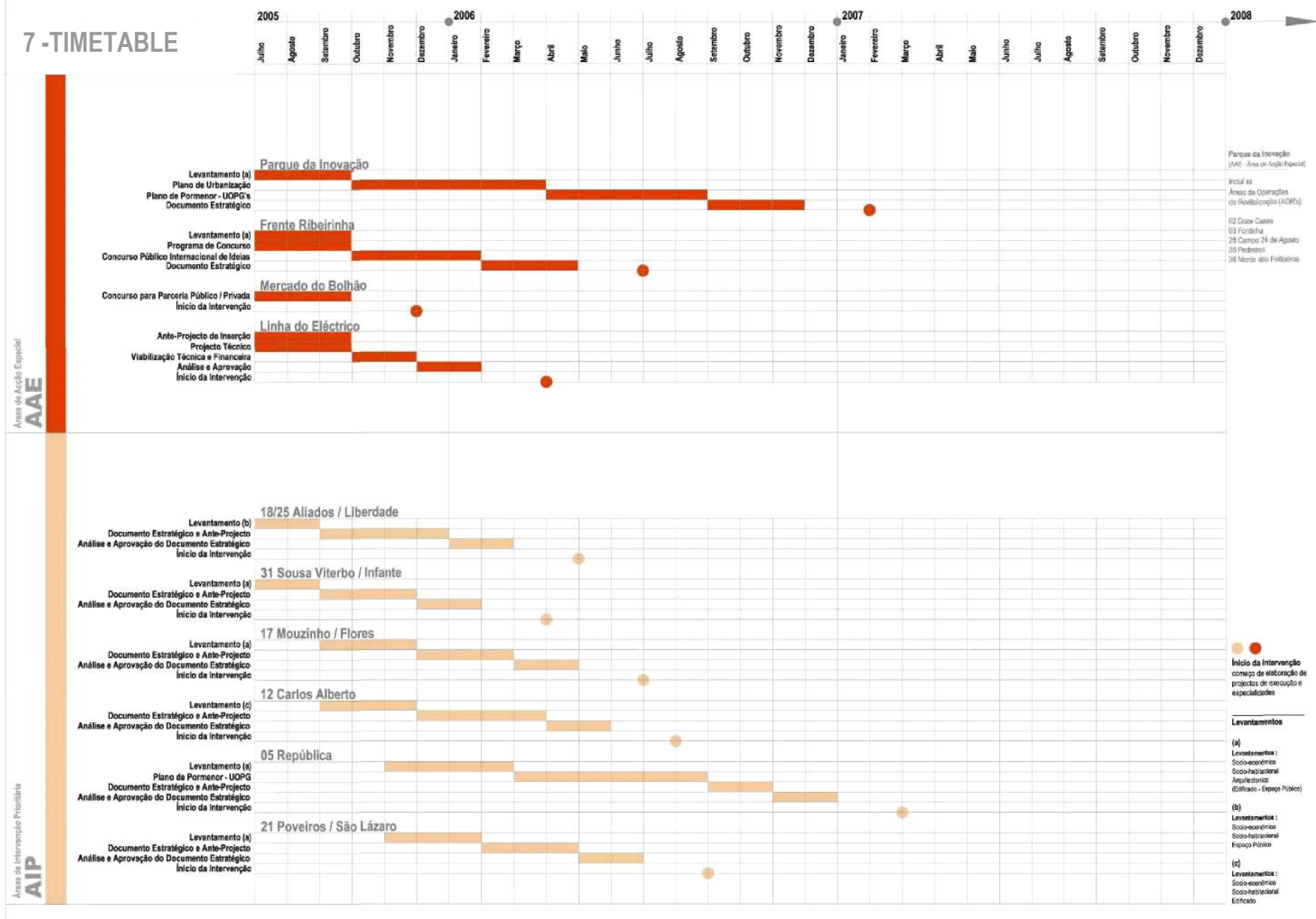
- the city's leaders to understand their role in the project, its benefits and how they may collaborate;
- potential partners to understand the benefits that they can gain for themselves and for the city;
- citizens in general to contribute through their knowledge and ideas, thereby reducing the number of potential conflict points caused by a lack of knowledge;
- work regarding the definition and implementation of solutions to be carried out in partnership;
- all to have an idea of the progress made.

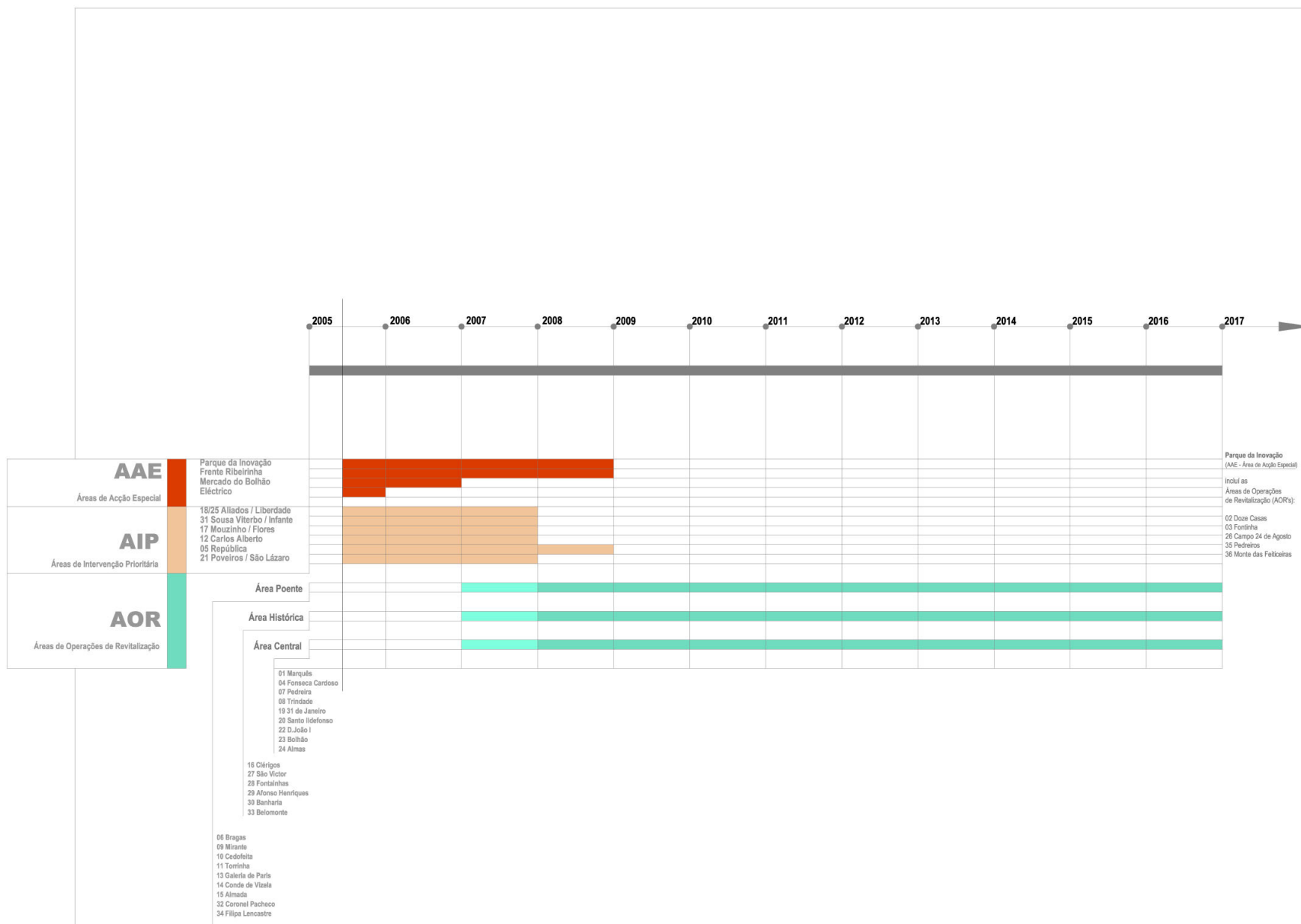
Highlighting some of the areas covered, the following objectives must be established:

- **SCIENCE AND INNOVATION** – presentation of the city as one of knowledge and innovation, supported by the universities and centres of excellence. The centre as a point of confluence of the interests of economic agents seeking business opportunities, contacts, scientific creation etc.
- **COMMERCE** – the integrated communication of commerce and related events;
- **TOURISM AND LEISURE** – promoting the city as a tourist and leisure destination (involving travel agencies, private individuals, the Portuguese tourism exchange, etc.)
- **CULTURE AND ENTERTAINMENT** – communication of the different entertainment activities and initiatives of different kinds occurring in the city (cultural, professional, local festivals and traditions, etc.)
- **MOBILITY** – the promotion of public transport and underground car parks
- **HOUSING** – the promotion amongst the most important target public of housing in the centre (e.g. students, young people and young couples, professionals connected to the fields of creativity and knowledge, etc.)



7 -TIMETABLE





8 – COST ESTIMATE

	Works on Buildings (euros)	Facilities and Works on Public Spaces (euros)	TOTAL (euros)
AAE Áreas de Acção Especial	-	450.000.000*	450.000.000*
AIP Áreas de Intervenção Prioritária	570.000.000	130.000.000	700.000.000
AOR Áreas de Operações de Revitalização	1.300.000.000	250.000.000	1.550.000.000
	1.870.000.000	830.000.000	2.700.000.000

*includes other special projects

PORTO VIVO - Urban and Social Renewal of the Balxa District of Oporto
Mouzinho da Silveira St., 212 • 4050 - 417 Oporto • www.portovivosru.pt