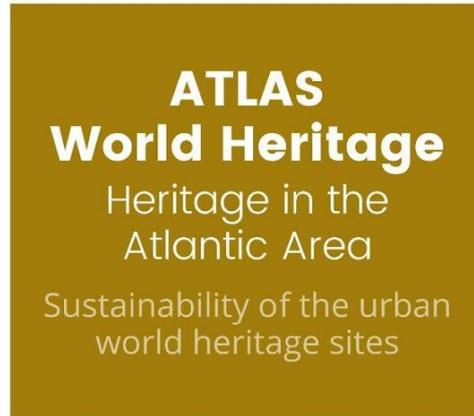


# Urban World Heritage Sites

## Management Plans Evaluations

### WP7

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July 2021





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# Index

Introduction	4
The Atlas.WH project	4
The management plans	6
Evaluation	7
1. Evaluation items/What do we should evaluate?	7
2.Evaluation objectives/Why evaluate?	7
I. An evaluation method proposed by the Atlas-WH project	8
I.1 Introduction	8
I.2 Analysis of the results of the proposed evaluation	10
Florence	11
Santiago de Compostela	13
Edinburgh World Heritage	15
Porto	18
Bordeaux	21
Conclusions from the evaluation of the management plan of the five sites	23
II. A necessary diversity of data	24
Bibliography and Internet Sources	32
Annexes	33
Annexe 1 Evaluation grid for each site	34
Annexe 2 Edinburgh World Heritage : Interim report March 2021	35
Annexe 3 Porto – Actions table	36
Annexe 4 Porto – Evaluation Table	37
Annexe 5 Cartographic indicators on tourist, residential and mixed uses produced in the framework of the atlas (WP7) with the Bordeaux urban planning agency.	38

# Introduction

## The Atlas.WH project

The European Atlas-WH Interreg project started in 2017 and brings together five urban World Heritage sites, aiming to share experiences and pool practices to promote the preservation of their Outstanding Universal Value (OUV). The project includes the cities of Florence, Santiago de Compostela, Bordeaux and Edinburgh World Heritage under the leadership of Porto.

Each World Heritage site is unique, but they all share similar questions, to which collective reflection and discussion make it possible to provide appropriate answers. In this context, these five urban World Heritage sites have set themselves common objectives to respond to the challenges of sustainable development in updating their management documents.

With this in mind, each partner has taken responsibility for organising some of the activities to be carried out collectively. The Santiago de Compostela team has thus established diagnostic operations and identified the common challenges to be addressed (2018). The one in Florence has collected good practices (2019) while Edinburgh World Heritage has designed a common programme of outreach activities (especially with children) to be implemented in each city (2020-2021). The University of Porto has proposed a common methodology for the construction of management plans (2020). For its part, Bordeaux was given the task of producing an atlas of the five urban World Heritage sites (2020-2021) and an evaluation of the management plans (2021).

**The evaluation work is covered in this document. It sets out the construction of a management plan evaluation method, proposals for evaluating responses and a critical look at the method.**



**Inscription criteria:**

Florence: (I) (II) (III) (IV) (VI)

Santiago de Compostela: (I) (II) (VI)

Edinburgh: (II) (IV)

Porto: (IV)

Bordeaux: (II) (IV)

WHS	Year of Inscription	WHS and Buffer Zone (ha)	Year of Management plan
Florence	1982	505 and 10.480	2006/2016
Santiago de Compostela	1985	107.59 and 216.88	-
Edinburgh	1995	444.4	2017-2022
Porto	1996	51 and 186	2010
Bordeaux	2007	1815 and 3715	2006

## The management plans

The management plan is part of the management system that all properties inscribed on the World Heritage List must have since 2007. It is the main instrument for dialogue with UNESCO.

The management plan describes the property inscribed on the World Heritage List. The objective of the management plan is to highlight the processes that ensure the protection, conservation, enhancement, and transmission of heritage. It is a roadmap to ensure consistency between actions and strategies implemented for heritage management.

It mainly presents:

- Boundaries of the property inscribed on the World Heritage List.
- A justification of the property as World Heritage (criteria, outstanding universal value);
- Players involved in managing it;
- Regulations involved in management.
- Management strategies and the guiding principles.
- All the actions participating in the management of the property and which reflect the strategies carried out.

# Evaluation

## 1. Evaluation items/What do we should evaluate?

- The action plan as an overall management system.

The actions respond to objectives, issues, and priority areas; together they make up the management strategy.

- Each action in itself: how does the success of the action contribute to overall good management?

## 2. Evaluation objectives/Why evaluate?

"Evaluation is a function which consists of assessing an ongoing or completed project, programme or set of action lines, its design, implementation and results as systematically and objectively as possible. It is about determining the relevance of objectives and their degree of achievement, development efficiency, effectiveness, impact and sustainability".

Development Assistance Committee (DAC or OECD: Organisation for Economic Cooperation and Development)

**General objective: assess the established site management strategy to evolve it to accompany the development of the site**

### Evaluation objectives:

- Draw up an overall picture of the management project/Obtain an analytical reading of the management strategy.
- Enable the relevance of each action in the management project to be assessed.
- Identify levers for improvement: what are the areas of action that need to be enhanced to address the management project?
- Identify the need or not to develop new actions in certain areas.
- Understand the role of certain actions: why is the action being pursued, why should it be developed?
- Assess the transformations of the listed site, its buffer zone and sometimes even beyond;
- Guide or reorient asset management strategies.



# I. An evaluation method proposed by the AtlaS-WH project

## I.1 Introduction

The following is a proposal for a common methodology that focuses on the common strategic objectives and themes that were defined in WP7 Management Plan Methodology. The objectives and strategic themes of the methodology are derived from the *Diagnosis Study of Urban WH Sites in the AA* (Santiago 2018) and the *Thematic Study on Common Challenges* (Florence 2019).

The *Diagnosis Study* identified the following themes: **governance, tourism, environment, population, conservation, mobility** and **infrastructure**.

The document *Thematic Study on Common Challenges* had targeted the themes: **governance, population** and **tourism**.

The strategic areas that have emerged in the methodology are:

- 4.1 Tangible Cultural Heritage
- 4.2 Planning and Legislative Instruments
- 4.3 Population and Housing
- 4.4 Tourism, Culture and Economy
  - 4.4.1 Tourism
  - 4.4.2 Culture and Economy
- 4.5 Community Engagement and Capacity Building
  - 4.5.1 Participatory Governance
  - 4.5.2 Local Adaptive Capacity
  - 4.5.3 Heritage Nurtured by a Sense of Place

**The evaluation method therefore seeks to maintain and continue the established common language. It directly takes up the strategic areas set out in the methodology for drawing up management plans and proposes, through the thematization of actions, the mobilisation of the themes raised by the Diagnosis Study and the Thematic Study in the analysis of the results.**

The proposed evaluation grid is based on a spreadsheet and proposes:

1. The selection of between 15 and 30 actions from the existing plan and the new plan or the plan under construction.

You are asked to briefly explain the action to understand it better (indeed, a title is not always enough to understand the purpose of the action).<sup>1</sup>

2. The identification of common strategic objectives and themes addressed by the action.
3. The definition of the status of the action: completed, in progress, to be developed, planned.

STRATEGIC FIELD FROM THE METHODOLOGY WP 7	STRATEGIC OBJECTIVE(S) FROM THE METHODOLOGY WP 7	DESCRIPTIONS OF THE ACTION (300 signs)	MONITORING/ INDICATORS	ACTIONS FROM EXISTING PLAN	ACTIONS FROM NEW PLAN	EVALUATION OF THE ACTIONS : ongoing action (pursued), in progress, to develop, planned action
EEI - HERITAGE	1.1. Safeguarding and enhancing the built heritage	<ul style="list-style-type: none"> <li>Promoting resilience, integrating the changing social scale of the public space (study of temporary spaces CMP)</li> </ul>	<ul style="list-style-type: none"> <li>Study performance</li> </ul>			in progress
		<ul style="list-style-type: none"> <li>Carry out the systematic inventory of the HCP's plots of land and streets to identify the heritage values</li> </ul>	<ul style="list-style-type: none"> <li>Number of public spaces inventoried</li> <li>Number of inventoried elements</li> </ul>			ongoing action (pursued),
	1.2. Safeguarding and valuing intangible heritage	<ul style="list-style-type: none"> <li>Streamlining of communication Platforms (Publication of activities and dynamics, periodic carrying out of thematic surveys, aiming to encourage continuous community participation)</li> </ul>	<ul style="list-style-type: none"> <li>Number of publications and surveys carried out</li> </ul>			ongoing action (pursued)

### Note 1

Because it does not take all the actions of each management plan into account, this analysis method requires the actions to be chosen carefully to ensure that the areas of action are representative.

### Note 2

This method of analysis is based on common objectives that ensure a common language and a sharing of management issues.

It does not deny the specific objectives of each site and is intended to feed into the construction of a more specific evaluation for each site. To be exhaustive, the evaluation must be based on complete knowledge of the management project; this is why the proposed method cannot be sufficient in itself and must be accompanied by indicators, complementary data and the knowledge that the managers have of the sites.

<sup>1</sup> Precise the actions also makes it possible to better inform the partners of the nature of the actions carried out. It participates in the summary of the management plan.

## I.2 Analysis of the results of the proposed evaluation

The evaluation grid was completed by each of the five sites. The five grids are available in the annexe.

This results in:

- A relationship between existing actions in the existing plan and new actions for the management plan under construction.
- The qualification of "existing" and "new" actions and their type (continued, in progress, to be developed) according to the main themes of actions which relate to the themes raised in the *Diagnostic Study and the Thematic Study*.

The themes are as follows:

- Development of heritage
- Protection of heritage
- Sustainable development of the site and climate change
- Development of knowledge
- Dissemination of knowledge
- Urbanisation document
- Risk management
- Regeneration and urban development
- Public space management
- Enhancement of nature in the city
- Building management
- Housing development and improvement
- Mobility development
- Digital development
- Partnership development
- Business support
- Tourism
- Citizenship

These themes make it possible to group the actions together and to draw up an overall picture of the management project. The aim is to show the trends in the actions implemented.

- A visualisation diagram of the most represented strategic areas and a justification hypothesis. In most cases, actions respond to one or more action areas

**The analysis of the results attempts to reveal management trends: which areas are already well established in the management system, which areas have recently been integrated into the management of the site, which areas are planned for development, etc. This analysis does not claim to be exhaustive. The aim is to attempt to draw up a summary of the management strategy for the site. Each site was asked to confirm or reject this overview. Feedbacks are mentioned in blue in the following pages.**

# Florence



- **26 Actions were selected to be evaluated**
- **16 Actions were integrated into the new management plan (some of these actions existed beforehand) or about 60% of them.**

The existing actions refer to the following main themes:

- Development of heritage
- Protection of heritage
- Development of knowledge
- Housing development and improvement
- Mobility development
- Risk management
- Tourism

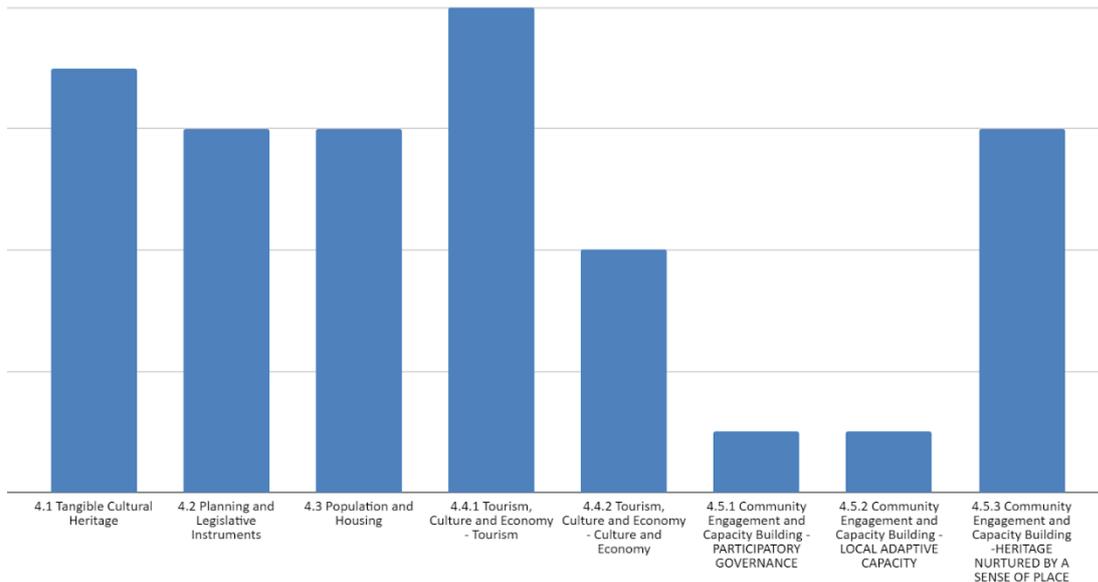
The existing actions identified for development relate to the following main themes:

- Development of knowledge
- Regeneration and urban development
- Enhancement of nature in the city
- Mobility development
- Digital development
- Dissemination of knowledge

The new actions, some of which are identified as needing to be developed, cover the following main themes:

- Dissemination of knowledge
- Digital development
- Urbanization document
- Regeneration and urban development

Graph of the coverage of the common strategic areas of action (Florence)



The most represented common objectives are related to the fields of **tourism** and **tangible cultural heritage**.

The most represented common objectives concern the strategic area of tourism. The *Diagnosis Study* points out that the exponential growth in tourism flows has emphasised the need to develop a new strategy to study and manage mass tourism. The overloading of the tourist system is not only detrimental to the historic centre but would also have several consequences such as the loss of the location’s authenticity and a decrease in the number of residents in the historic centre.

The figures speak of 3.6 million visitors per year with an average stay of 3 nights.

Based on this, the main objective is to promote a wider and longer tourist circuit:

- enhance ‘alternative routes’ to decentralise the cultural offer;
- extend the transport network with the cultural destinations surrounding the city of Florence;
- promote innovative information activities and visitor reception.

Common objectives in the field of tangible cultural heritage are also strongly represented. The *preparatory document for the 2021 Management Plan* points out that the urban complex of Florence is a unique artistic achievement; for this reason, conservation and enhancement of its tangible heritage are essential to maintain its value of integrity and authenticity.

The strategic objectives of this document are as follows:

- coordinate the maintenance of monument complexes;
- value volunteering model in the care of monument heritage;
- identify and define alternative sources of funding (sponsorship, crowdfunding);
- raise awareness and knowledge of the cultural and historical value of Florence’s heritage.

Although the fields most represented are tourism and tangible cultural heritage, it seems that the management strategy of the urban site of Florence is oriented towards combined actions. The focus is on two areas in particular, but the other areas are also represented with a certain homogeneity, reflecting a global and not only targeted action.

**Feedbacks from property managers :**

The portrait is representative of the global management project.

# Santiago de Compostela



- **20 Actions were selected for evaluation**
- **9 Actions have been integrated into the new management plan, i.e. 45%.**

The existing actions relate to the following themes:

- Protection of heritage
- Sustainable development of the site
- Dissemination of knowledge
- Digital development
- Public space management

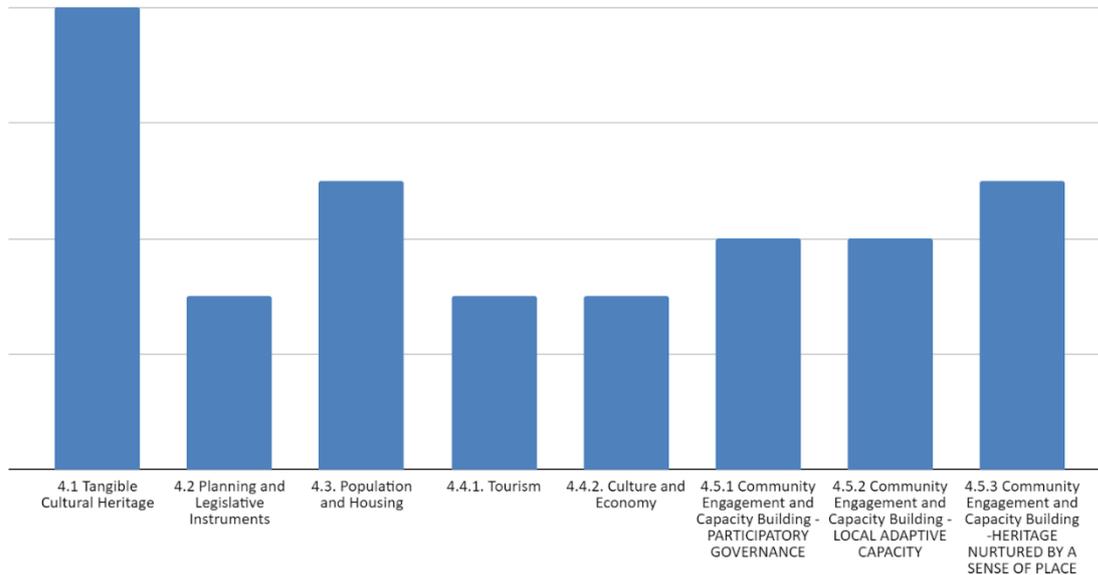
The existing actions identified as needing to be developed relate to the following themes:

- Sustainable development of the site and consideration of climate change
- Digital development
- Mobility development
- Partnership development
- Business support
- Dissemination of knowledge
- Citizenship

The new actions, some of which are identified as needing to be developed, cover the following themes:

- Mobility development
- Tourism
- Citizenship

Graph of the coverage of the common strategic areas of action (Santiago de Compostela)



The most represented common objectives are related to the areas of **tangible cultural heritage** and **community engagement**.

The most represented common objectives concern the strategic area of tangible cultural heritage. The document *Plan de objetivos del consorcio de la ciudad de Santiago de Compostela año 2021* points out that urban management and regeneration is the main objective of the Consortium of the City of Santiago de Compostela. All new actions in the various public and private spaces are oriented towards the principles of conservation and integration between existing and new elements. The strategy for the conservation of the movable and immovable heritage of Santiago de Compostela is not only to enhance the historic-artistic spaces but also to increase the functionality of all places related to heritage:

- improvement of the building and commercial premises;
- drafting of master plans and comprehensive restoration projects;
- conservation and repair of movable property;
- rehabilitation training.

The common objectives relating to the strategic area of community engagement are also strongly represented. The document *Thematic studies on common challenges* shows that the city of Santiago de Compostela is an example of good practice in transparent communication between the administration and its citizens: a website, PMQM - <http://pmom.santiagodecompostela.gal/> constantly informs citizens about various projects, such as the rehabilitation of streets or the opening of new parks and gardens.

The exchange and involvement of citizens in the life of the city is a central point which is reinforced through:

- a programme of information, study, interpretation and dissemination of knowledge of the city;
- the participation in national and international projects.

# Edinburgh World Heritage



- **16 Actions were selected for evaluation**
- **Actions have been integrated into the new management plan, i.e. about 13%.**

Most of the actions raised are a continuation of the existing action plan.

The existing continued actions refer to the following main themes:

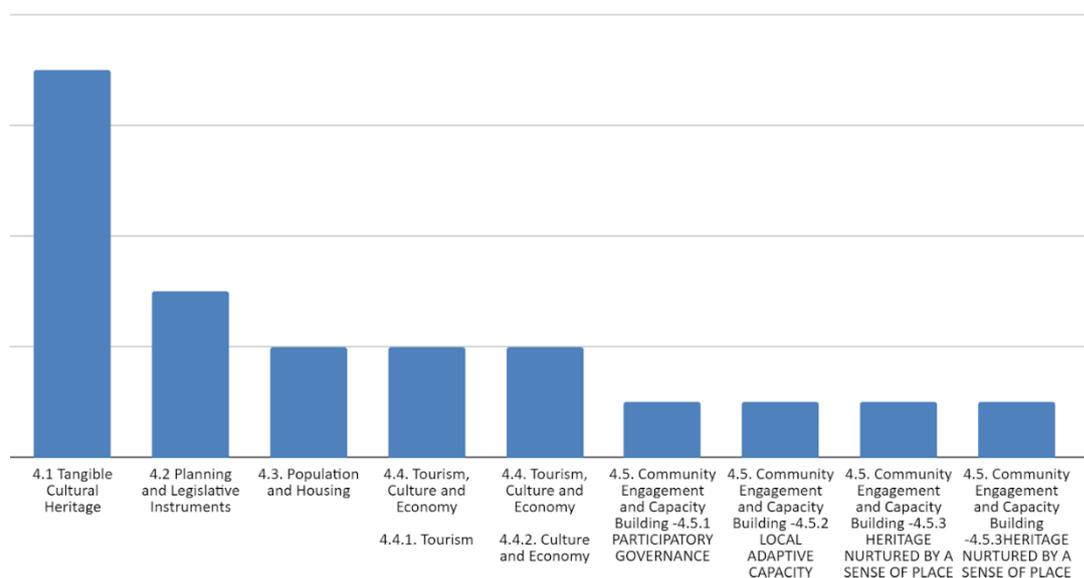
- Development of heritage
- Protection of heritage
- Dissemination of knowledge
- Sustainable development of the site and consideration of climate change
- Building management
- Partnership development
- Mobility development
- Urbanisation document
- Tourism
- Digital development

The new actions identified to be developed cover the following themes:

- Public space management
- Regeneration and urban development
- Citizenship



Graph of the coverage of the common strategic areas of action (Edinburgh)



The most represented common objectives are in the areas of **tangible cultural heritage** and **community engagement**.

The most represented common objectives concern the strategic area of tangible cultural heritage.

The *Old and New Town of Edinburgh Management Plan 2017-2022* highlights the conservation of streets and buildings as a key objective for the management plan.

In particular, the actions aimed at enhancing the tangible heritage cover 5 different themes:

- grants, promoting maintenance programmes and publishing a list of buildings that have benefited from them
- research, by supporting and making accessible archaeological studies
- organising events in public spaces to raise awareness of the value of these places
- sustainable reuse of unused buildings
- the development of energy-saving programmes.

The common objectives relating to the strategic area of community engagement are also strongly represented. The *Old and New Town of Edinburgh Management Plan 2017-2022* emphasises that the social and economic wellbeing of communities is placed at the centre of conservation and sustainable development policies: the focus is on processes for engaging residents and users through the use of social media and public events.

One example of this is the use of a method, called Place Standard Methodology, to let citizens vote and select what they thought were the key issues in the action plan.

Additionally, a specific [web page](#) has been created to promote the current management plan and the actions that will be developed soon.

### Feedbacks from property managers:

The action themes and strategic fields are representative of the global management. The current management plan (2017-2022) has six themes:

- Care & maintenance (To ensure ongoing investment in the conservation of the Site.)
- Control & guidance (To improve the tools to sustain Outstanding Universal Value.)
- Contribution of new developments to the city centre (To ensure that development embraces the context of the World Heritage Site and is of the highest quality in terms of architecture, design and materials.)
- Awareness of the World Heritage Site status (To coordinate the actions to ensure a broad level of understanding of the World Heritage Site.)
- Visitor management (To advocate for sustainable tourism within the World Heritage Site and the city.)
- Influence & sense of control (To sustain effective partnerships that support the management of the World Heritage Site)

An evaluation of those themes has been done by the team management of the property to produce the new management plan. The evaluation reveals that the management system has made progress against four of these themes: Care & maintenance (tangible heritage), awareness of World Heritage Site status, visitor management and influence & sense of control (engaging residents). More work is required on the other two themes – control & guidance and contribution of new developments to the city centre (development) – and this work is ongoing. The overall conclusion is that actions in the management plan are most likely to be progressed when they are well-defined, achievable, owned by a particular organisation or individual with adequate resources and measurable to evaluation progress. These learnings will be taken forward into the new management plan for 2022+.

An example of report progress against management plan actions to the partnership is in annex of this document.

# Porto



- 69 Actions make up the action plan. Of these 69 actions, 37 of them have been integrated into the new management plan and 16 actions are planned.
- 15 Actions have been proposed for evaluation
- 5 Actions have been integrated into the management plan, i.e. 34%.

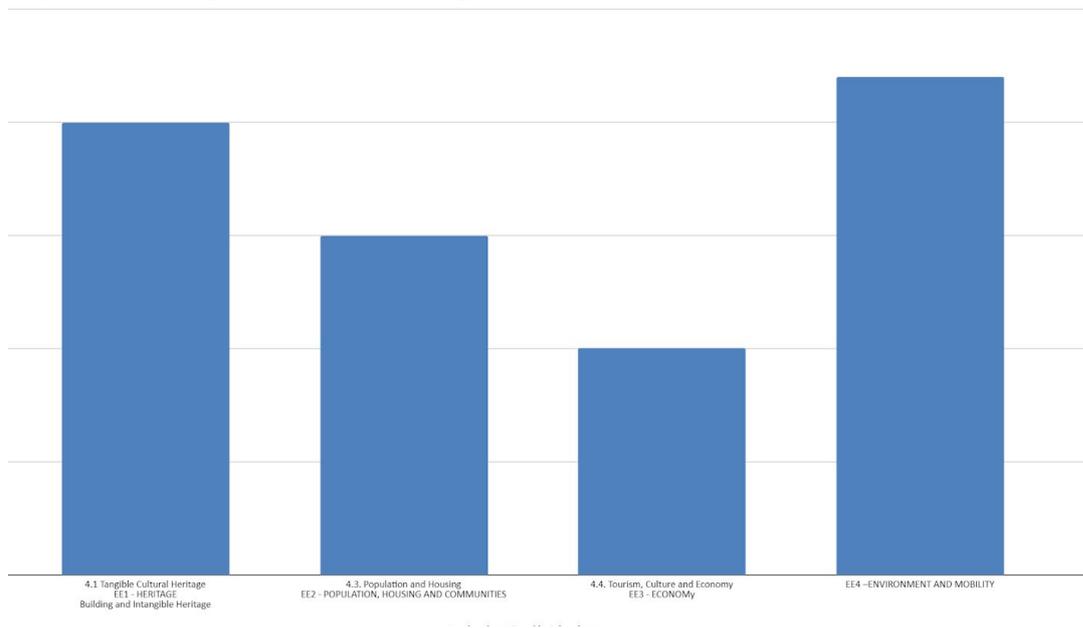
The existing actions refer to the following main themes:

- Sustainable development of the site and consideration of climate change
- Public space management
- Regeneration and urban development
- Development of knowledge
- Dissemination of knowledge
- Tourism
- Business support
- Citizenship

The new actions, some of which are identified as needing to be developed, cover the following themes:

- Development of heritage
- Protection of heritage
- Public space management
- Citizenship
- Housing development and improvement

*Graph of the coverage of the common strategic areas of action (Porto)*



The most represented common objectives are related to the themes of **tangible cultural heritage** and **population/housing**.

The most represented common objectives concern the strategic area of tangible cultural heritage.

The *Diagnosis Study* document emphasises that the management and conservation of public buildings and spaces are essential for the management of the site. Through a system of monitoring and indicators, it is possible to compare the current state of the site with that of previous years. This monitoring system can influence decision-making on issues such as, for example, the functioning of buildings.

The common objectives relating to the strategic area of population and housing are also strongly represented. The *Diagnosis Study* document shows a problem related to a constant fluctuation in the number of inhabitants. This is due to the state of housing; between the 1970s and 2000s, there was a significant loss of population.

Actions to address this problem are:

- the renovation and rehabilitation of buildings;
- improving the quality of life in the historic centre, such as reducing parking costs for residents;
- reducing the number of buildings rehabilitated for hotel use to increase the number of residents;
- regulations for the rehabilitation of buildings to monitor how building conditions are changing.

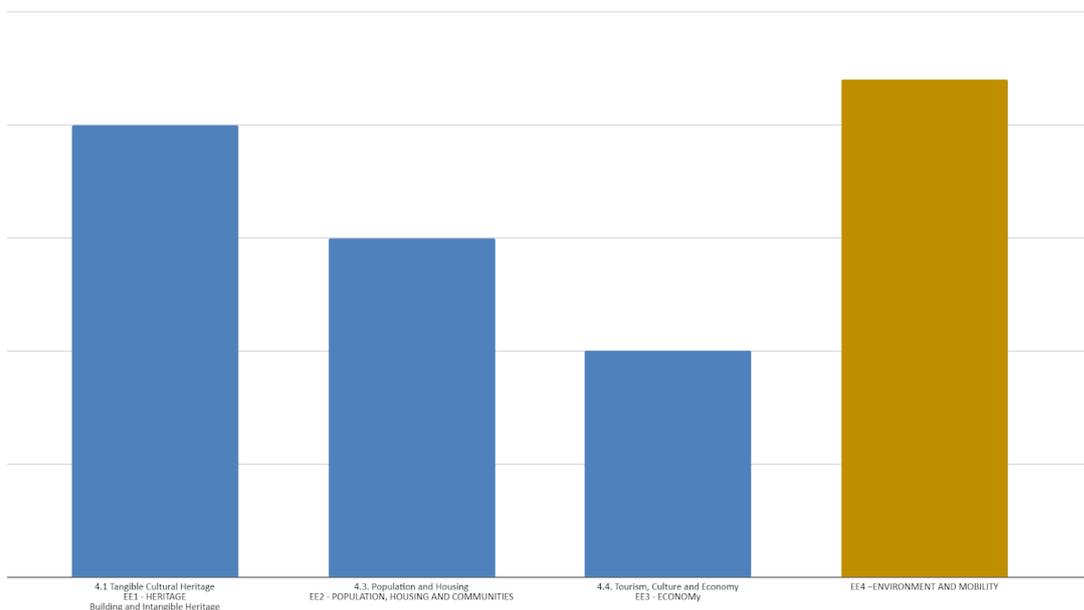
Strategic areas specific to the Porto urban area have been included in the proposed evaluation grid.

In habitat and population (common areas), themes were associated with the demand for community involvement. Indeed, as the *Diagnosis Study* document shows, community engagement is one of the main themes for action. It is considered necessary to increase and promote community participation in the city's decision-making processes.

Actions focus on this aspect, such as:

- encouraging and mobilising users and citizens to promote the value of their heritage;
- creating platforms and forums where citizens can participate and discuss issues concerning the management of the site;
- encouraging development and social cohesion through cultural heritage.

Graph of the coverage of the strategic areas of action specific to the Porto location



A fourth strategic area has been integrated and is the most represented: "Environment and mobility". A number of the actions in this area are planned. This area relates to the themes of sustainable development of the site and the consideration of climate change. It affirms the role of heritage.

#### Feedbacks from property managers:

In total, the new Action Plan is composed of 81 Measures/Projects (actions), of which 5 belong to the Management/Monitoring/Evaluation of the new Plan. A global scope is in annex of this document.

This management plan includes 4 strategic axes and also included measures and indicators for management, monitoring and evaluation.

The new management plan has a set of projects and measures in axis EE2 - Population, Housing and Communities, which makes it as important as EE1 - Heritage. Projects are already underway, such as "Porto com Sentido", to attract and keep the population in the Historic Centre of Porto, creating more affordable and decent housing. On the other hand, a set of measures for strengthening communities, reinforcing cohesion and their values are adopted.

The management plan is also focused on issues arising from climate change, and as such has measures to be implemented to ensure environmental quality, housing conditions for residents, and the prevention and mitigation of risks (both floods, slopes, and biological agents in the building "Termites").

This project also aims for the Historic Centre to have sustainable tourism, with diversified commerce and services, promoting culture, creativity, and innovation.

The issues of management, monitoring and evaluation, which were already a concern of the previous management plan, will be strengthened with greater institutional coordination and greater participation of the community and local agents.

# Bordeaux



- **67 Actions make up the action plan.**
- **22 Actions were selected for evaluation**
- **17 Actions have been integrated into the new management plan (5 of these actions existed previously), i.e. approximately 78%.**

The existing actions refer to the following main themes:

- Development of heritage
- Protection of heritage
- Urbanisation document
- Mobility development
- Regeneration and urban development
- Housing development and improvement
- Development of knowledge
- Dissemination of knowledge

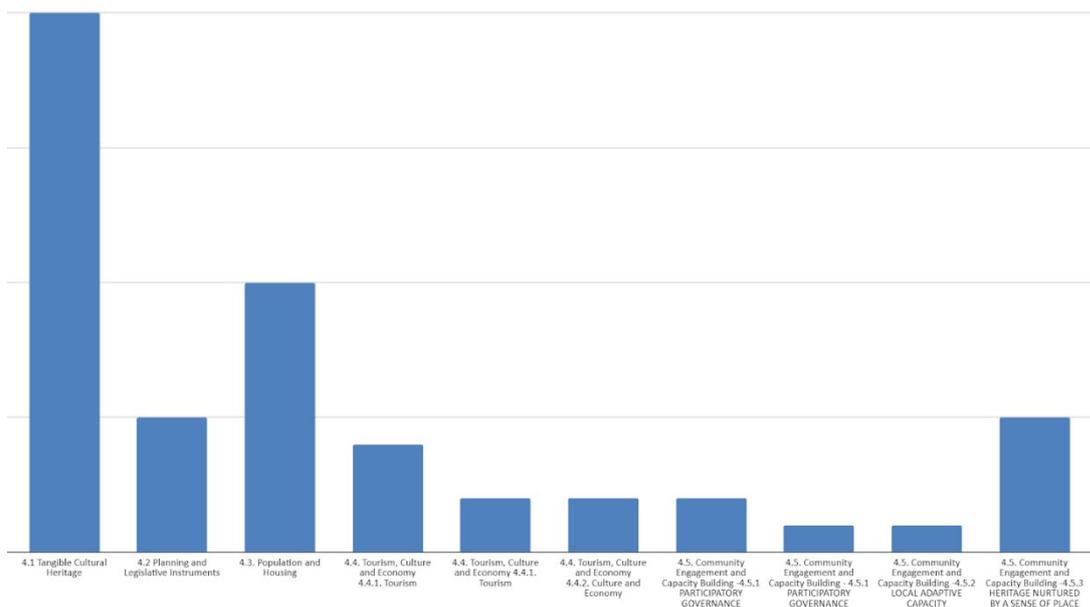
The existing actions not identified in the previous action plan (2006) represent the following themes:

- Risk management
- Regeneration and urban development
- Sustainable development of the site and consideration of climate change

The new actions, some of which are identified as needing to be developed, cover the following main themes:

- Sustainable development of the site and consideration of climate change
- Enhancement of nature in the city
- Tourism
- Building management
- Housing development and improvement
- Regeneration and urban development
- Public space management
- Development of knowledge
- Dissemination of knowledge
- Partnership development

Graph of the coverage of the common strategic areas of action (Bordeaux)



The most represented common objectives are related to the themes of **tangible cultural heritage** and **population/housing**.

The most represented common objectives concern the strategic area of tangible cultural heritage. The *Projet de plan d'actions complémentaire au plan de gestion* document underlines the desire to protect the cultural heritage and its OUV so that it retains its living and authentic character.

Six areas of action have been identified which relate more or less directly to the conservation and enhancement of tangible heritage, such as:

- **knowledge**, which brings together studies and inventories contributing to the development of knowledge, such as preventive archaeology and the inventory of the metropolitan architectural and urban heritage and of cultural, urban and historical assets.
- **outreach**, which includes actions dedicated to the relationship of users with knowledge of the city, culture in the broader sense as well as development with, for example, an action on the cultural offer to schools.
- **public space planning** that concerns for example the urban regeneration strategy based on a transversal cartographic tool to ensure the coherence of all architectural and urban transformations in the city.
- **urban and landscape conversion**, which covers a series of urban development and park projects such as the one in the old centre.
- **responsible territory**, which brings together various dimensions on housing, mobility, energy, biodiversity and the cooling of urban spaces.
- **regulatory urban planning** through, for example, a prevention plan for the city's monument and historical heritage.

The common objectives relating to the strategic area of population and housing are also strongly represented. The document *Projet de plan d'actions complémentaire au plan de gestion* shows that attention to the wellbeing of the population and housing is at the heart of many of the proposed actions, especially within the theme "Responsible Territory" such as:

- improving the existing housing offer and development of new housing offerings.
- strategy for greening the metropolitan area.
- support for applications for town planning permission.

# Conclusions from the evaluation of the management plan of the five sites

For all urban sites, domain 4.1 **'Tangible cultural heritage'** is largely represented. This representation seems to be linked to the inscription of these urban sites on the World Heritage List and in particular, to the criterion (iv) they all share. Criterion (iv) is to provide an outstanding example of a type of building or architectural or technological complex or landscape that illustrates a significant period or periods in human history.

A very large number of actions are related to the protection and conservation of buildings and the management of the quality of public spaces.

In most cases, the actions address several common objectives and strategic areas. They demonstrate some transversality in the management of World Heritage.

Some actions, such as in Bordeaux, existed in 2006 when the management plan was drawn up and have been specifically identified in the current update to the management plan. This also shows a broadening of the transversality of heritage and its affirmation.

This transversality can be seen in the sustainable dimension of urban site strategies.

All the sites integrate the dimensions of sustainable development and environmental issues. In Porto, the area 'Environment and Mobility' has been proposed for this evaluation, which makes this consideration visible. For this evaluation, Florence, Edinburgh, Santiago de Compostela and Bordeaux remained within the common project areas. The dimensions of sustainable development and environmental issues are taken into account and expressed broadly in the various fields.

Porto's inclusion of a fourth area raises the need to draw a parallel between the jointly defined strategic objectives and areas and those that characterise the sites specifically. At the stage of this evaluation, not all urban sites have set their strategic priorities/issues/objectives, which makes this parallel difficult. The case of Porto underlines both the role of the common language for sharing challenges and good practices and the uniqueness of each site which develops its own priorities/issues/objectives according to its own particularities.

The evaluation summarises a series of actions involved in the management of the sites, which helps to identify actions that may have similarities with actions at other sites. Implementing these actions can be shared between partners. Here are some examples:

- the promotion of sustainable tourism, including the development of specific observatories, is one action shared by the five cities.
- all the cities have a mobility plan in their management plan;
- Bordeaux and Florence are working specifically on the issue of walking in the city, notably through the development of walking routes.
- the use of digital technology for cultural dissemination is clearly at the forefront in Florence and Edinburgh;
- risk management is also present as an actor, in Edinburgh with the Buildings at Risk Register and the Climate Change Risk Assessments Plan, in Bordeaux and Florence with the Garonne and Arno River Flood Risk Plan, respectively.

By summarising the actions of each of the management plans, the evaluation grid can also be used to identify actions deemed to be 'good practices' to be disseminated.



## II. A necessary diversity of data

The proposed evaluation method provides a snapshot of the areas of action involved in the management of urban sites within the AtlaS-WH Project. It attempts to reveal the most discussed themes highlighted in the management of the property. By the same logic, it attempts to highlight the areas of action to be prioritised. It can be understood as an aid to the construction of a critical view.

To be as representative as possible of the fields of action defined in the AtlaS-WH project, particularly regarding themes and objectives, it seems appropriate to include all the actions in the evaluation grid. This grid also provides a synthetic reading of the components of the management plan since it can present and summarise the different actions of the plan, their status and identify the major objectives to which they respond.

For the sake of completeness, it seems appropriate to combine this method with the objectives and axes of each of the sites. This can help to highlight the uniqueness of the sites and express a more precise summary of the management plan.

The method proposed does not make it possible to assess the result of each action but to identify the nature of the action (ongoing, to be developed, planned).

To assess the results of each action, they must be further evaluated. It can be based on a variety of tangible and intangible indicators and data:

- **figures, statistics** (changes in the population, number of restaurants, the flow of visitors, etc.);
- **cartography**;
- **photography**.

This variability and diversity of data can be used to assess the evolution of each action and the evolution of the site in general. The nature of the action determines the choice of the appropriate indicator(s). For example, to assess the result of a targeted action to promote the use of bicycles in the listed site, the number of kilometres of cycle lanes or paths installed over a given period can be evaluated, and to assess the result of a targeted action to increase the use of bicycles, a count of the number of cyclists per year in given areas can become an indicator.

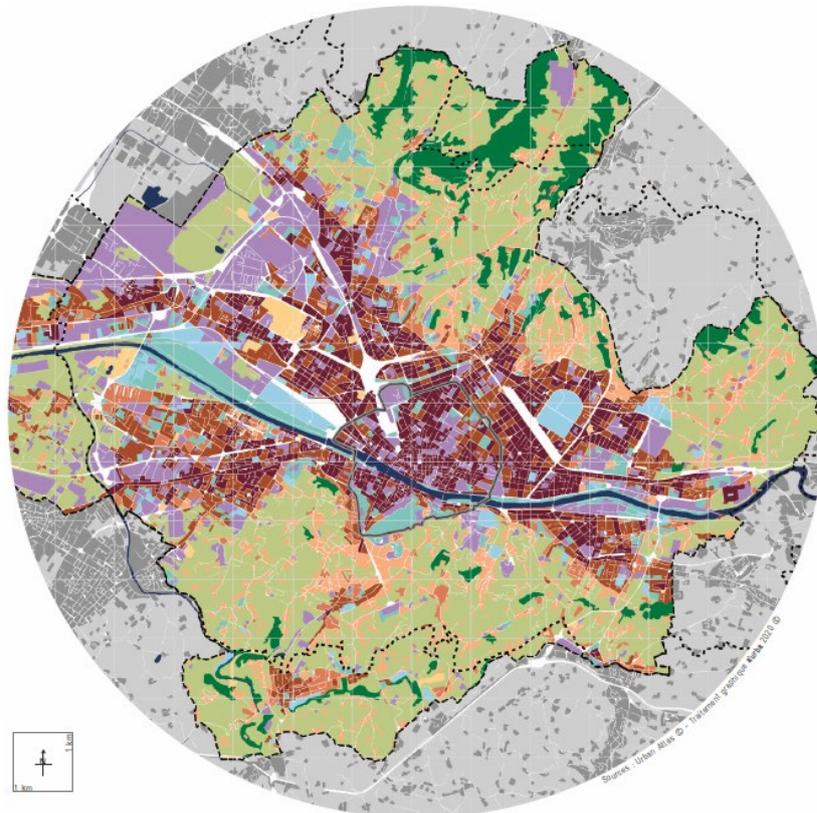
One of the ways to complete the data panel is to mobilise the indicators produced by Bordeaux and the urban planning agency for the atlas: *(see Annex)*

- **land use** (built-up areas, agriculture and forests, economic activities, leisure areas, traffic-flow areas);
- **tourism uses** (Open Street Map data: hotels, youth hostels and guest houses);
- **residential uses** (Open Street Map data: crèches/preschools, schools/colleges/high schools, universities/higher education);
- **mixed uses** (museums, cafés/bars, restaurants).

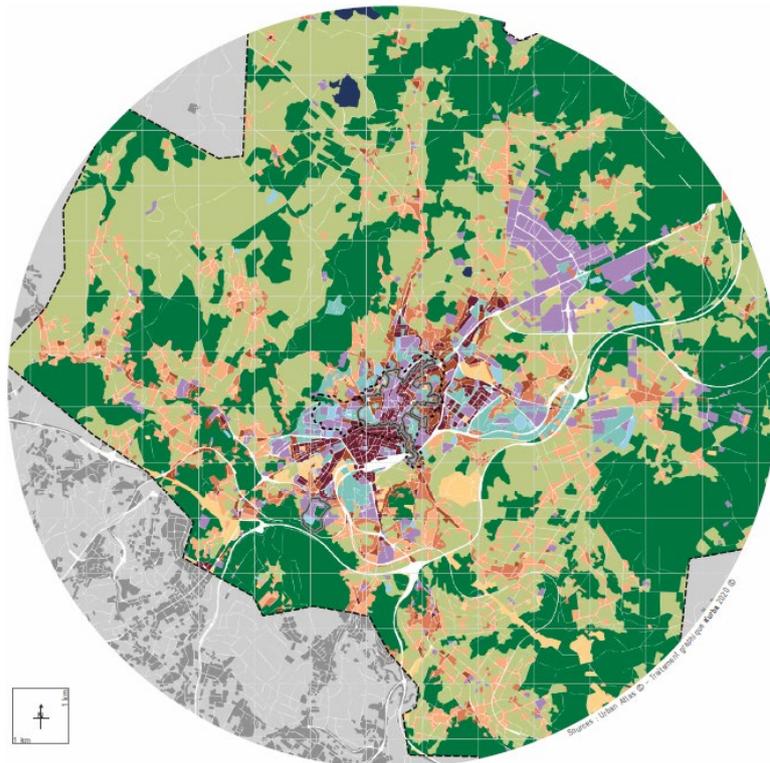
The identity mapping that was carried out shows the occupation of the land at a given moment and the regular updating of these maps could make it possible to assess its evolution or stabilisation.

*Identity maps of the 5 partners*

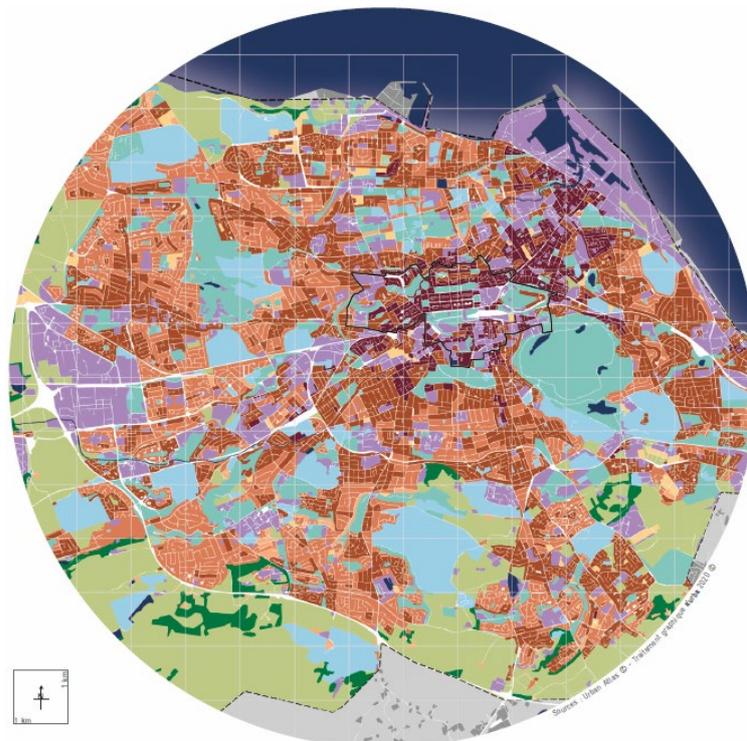
- Continuous urban fabric
- Discontinuous dense urban fabric
- Discontinuous moderately dense urban fabric
- Discontinuous lowly dense urban fabric
- Construction sites or land without current use
- Industrial, commercial, public, military and private units or mineral extraction and dump sites
- Agriculture and semi-natural areas and wetlands
- Forests
- Sport and leisures facilities
- Green urban areas
- Water bodies
- Transport infrastructure
- Artificial spaces
- Non-artificialized spaces



IDENTITY MAP - FLORENCE © A'URBA



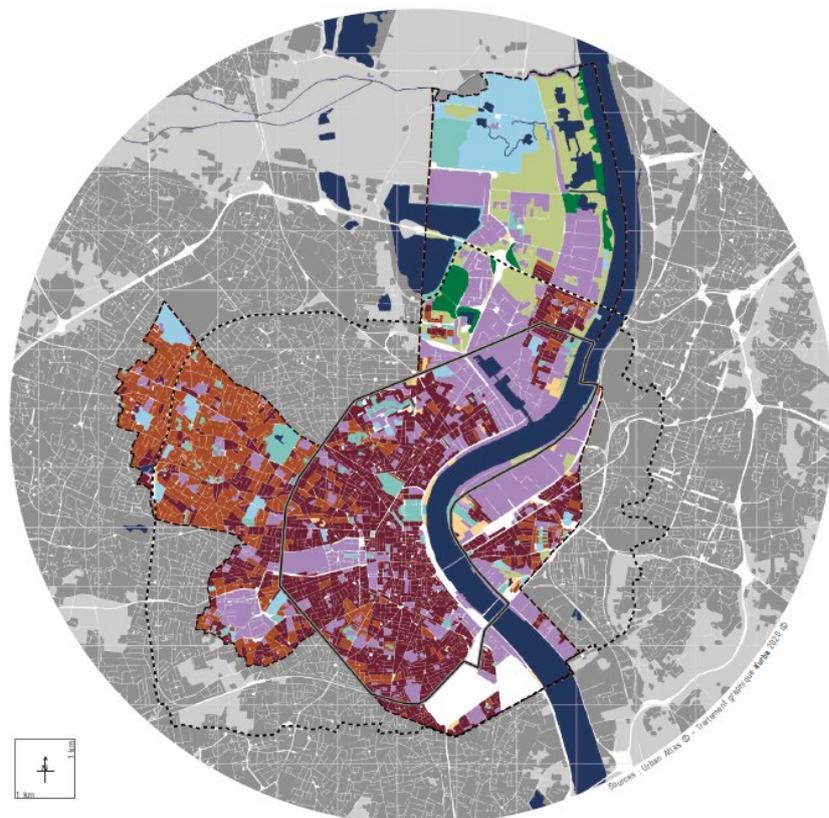
IDENTITY MAP - SANTIAGO DE COMPOSTELA © A'URBA



IDENTITY MAP - EDINBURGH © A'URBA



IDENTITY MAP - PORTO © A'URBA



IDENTITY MAP - BORDEAUX © A'URBA

The **orthophotography** of the site also allows for an assessment of changes in land use.



BORDEAUX © A'URBA

To evaluate the architectural, urban and landscape transformations, Bordeaux, 'Port of the Moon' has a special body: the Comité Local UNESCO Bordeaux (CLUB).

The CLUB is a flexible body for reflection, advice and dialogue between project leaders and qualified individuals (art, architecture and urban planning historians), participants in heritage associations, representatives of institutions concerned with heritage, urban planning and architecture, and neighbourhood representatives. Its objective is to anticipate possible changes, examine the possibilities of reconversion and evaluate the urban potential of sectors presenting heritage issues.

In Porto, a monitoring and indicator system allows the current state of the site to be compared with that of previous years.

In Bordeaux, **the photographic indicator** has been used extensively in recent years, particularly to assess large and small-scale urban regeneration and conservation projects. These previews, seen from the ground and from a drone, allow us to assess large-scale projects along the Garonne and smaller ones, such as the refurbishment of the Bassins à flot (wet docks district).

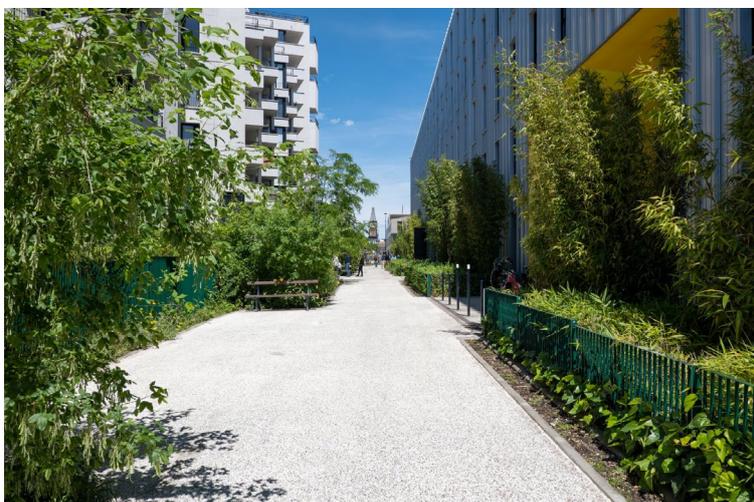
*The Bassins à flot district from Bourbon Street*



2009 ©Jeremie Buchholtz;



2015 ©Jeremie Buchholtz;



2021 ©Olivier Panier des Touches

*The right bank of the Garonne*



2015



2017



2021

©Olivier Panier des Touches Reflet du monde

*The left bank of the Garonne*



**2015**



**2017-**



**2021**

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# Annexes

- Evaluation grid for each site
- Edinburgh World Heritage : Interim report March 2021
- Porto – Actions table
- Porto – Evaluation Table
- Cartographic indicators on tourist, residential and mixed uses produced in the framework of the atlas (WP7) with the Bordeaux urban planning agency.

## **Annexe 1** Evaluation grid for each site

## **Annexe 2** Edinburgh World Heritage : Interim report March 2021

This is an interim report by Edinburgh World Heritage on the delivery of the Service Level Agreement (SLA) with the City of Edinburgh Council which commenced on 16<sup>th</sup> May 2019 for a period of 10 months plus two years to 31<sup>st</sup> March 2022.

The SLA dated 3<sup>rd</sup> April 2019 sets out the six services to be provided by EWH. Since the commencement of the SLA until 31<sup>st</sup> March 2021, we have delivered outcomes as follows:

1. Delivery of the World Heritage Site Management Plan

**Service, activities and tactics:**

- Lead and support on the implementation of actions
- Prepare, attend and follow-up at World Heritage Steering Group and other relevant meetings

**Outcomes:**

- Note: the World Heritage Site Management Plan has a total of 39 actions to be carried out over the course of five years 2017-22. EWH is working with CEC and Historic Environment Scotland to deliver these.
- Specific actions that EWH has advanced since April 2019 include:
  - 1,370,953 Facebook / Twitter / Instagram reach on our grants programme posts (action 2)
  - An estimated total of 603,737 have visited “Our World Heritage” exhibition at the Tron Kirk since opening in July 2018, (actions 9, 28)
  - Delivered eight engagement events with 1,350 attending (actions 22, 27):
    - World Heritage Day lecture, 18<sup>th</sup> April 2019, 265 attended
    - Old Town Sculpture tour, 12<sup>th</sup> June 2019, 140 attended
    - New Town Sculpture tour, 18<sup>th</sup> July 2019, 120 attended
    - North Bridge lecture, 5<sup>th</sup> September 2019 (2 events), 160 attended
    - Black History Month lecture: African-American Freedom Fighters in Edinburgh, 29<sup>th</sup> October 2019, 150 attended
    - “66: The House that Viewed the World” lecture and book launch, 26<sup>th</sup> November 2019, 250 attended
    - Christmas celebration, 10<sup>th</sup> December 2019, 100 attended
    - “Edinburgh the Worst” lecture, 6<sup>th</sup> February 2020, 160 attended
  - Since March 2020, EWH has held twelve online events with c2,550 attending (actions 22, 27)
    - Heritage Quiz Night, 16<sup>th</sup> April 2020, 100 attended
    - In Conversation with...architects, 7<sup>th</sup> May 2020, 340 attended
    - In Conversation with... politicians 4<sup>th</sup> June 2020, 350 attended
    - In Conversation with... journalists 25<sup>th</sup> June 2020, 150 attended
    - Black History Matters 16<sup>th</sup> July 2020, 550 attended
    - Edinburgh’s Climate Emergency: can heritage be part of the solution?, 16<sup>th</sup> September 2020, 225 attended
    - Inspiring Edinburgh: writers, 24<sup>th</sup> September 2020, 100 attended
    - Inspiring Edinburgh: artists, 29<sup>th</sup> October 2020, 120 attended
    - Inspiring Edinburgh: public sculpture, 26<sup>th</sup> November 2020, 130 attended
    - Christmas celebration, 10<sup>th</sup> December 2020, 100 attended
    - Burns in the Burgh, 28<sup>th</sup> January 2021, 135 attended
    - Mapping the City, 25<sup>th</sup> February 2021, 250 attended

- EWH has attended a number of Edinburgh Tourism Action Group (ETAG) meetings and inputted into the development of a new city-wide tourism strategy which will cover the period 2020 – 2030 (actions 31, 34)
  - EWH has attended quarterly Steering Group meetings with CEC and Historic Environment Scotland to monitor the progress in the management of the Site (action 37)
2. Advice on Outstanding Universal Value (World Heritage Management Plan actions 6, 7, 14, 16, 19, 21, 28)

**Service, activities and tactics:**

- Provide advice to CEC members and officers in relation to Outstanding Universal Value, principally in relation to Planning Applications; public realm and streetscape; policy development and change

**Outcomes:**

- EWH has provided advice on OUV on the following 12 planning applications:
  - Jury's Inn, 43 Jeffrey Street, 19/000945, 19<sup>th</sup> June 2019 and 17<sup>th</sup> September 2019
  - Jeffrey Street Distillery & Visitor Centre, 18/09878/FUL, 1<sup>st</sup> November 2019
  - Gladstone's Court, 179 Canongate, 19/05837/FUL, 15<sup>th</sup> January 2020
  - 5-6 Marshall's Court, 20/00486/FUL, 25<sup>th</sup> March 2020 and 22<sup>nd</sup> October 2020
  - Carlton Hotel, 19 North Bridge, 19/05833/FUL & 19/05831/FUL, 21<sup>st</sup> April 2020
  - Meldrum House, 15 Drumsheugh Gardens, 20/01960/FUL 26<sup>th</sup> June 2020 and 27<sup>th</sup> October 2020
  - New Town North, 34 Fettes Row, 20/03034/FUL 28<sup>th</sup> September 2020 and 19<sup>th</sup> January 2021
  - Bristo Square, 22-23 Teviot Place, 20/03612/FUL 13<sup>th</sup> October 2020
  - Edinburgh's Christmas, East Princes Street Gardens, 20/03707/FUL, George Street, 20/03708/FUL and High Street, 20/03728/FUL, 13<sup>th</sup> October 2020
  - Filmhouse, Festival Square, 20/05527/FUL, 19<sup>th</sup> January 2021
  - Debenhams, 109-112 Princes Street, 20/05444/FUL 19<sup>th</sup> January 2021 (also provided input at pre-application stage 20/02150/PREAPP, 5<sup>th</sup> November 2020)
  - Centrum House, 108-114, 116 Dundas Street, 20/05645/FUL 5<sup>th</sup> February 2021 (also provided input at pre-application stage 20/01362/PREAPP, 2<sup>nd</sup> October 2020)
- EWH has provided input on the following one pre-application:
  - Rosebery House, 9 Haymarket Terrace, 20/02023/PREAPP, 14<sup>th</sup> October 2020
- EWH has provided advice on OUV on the following 14 public realm and streetscape initiatives:
  - City Centre Transformation project
  - George Street and 1st New Town project
  - Meadows to George Street cycling improvements
  - Picardy Place
  - City Centre West to East link
  - Rose Street improvements
  - Charlotte Square
  - Setted streets
  - Sustainable Urban Drainage
  - Street lighting
  - Electric vehicle charging points
  - City bikes, cycle lanes, cycle racks and cycle shelters
  - Public Space Management Plan
  - Spaces for People
- From August 2020, our World Heritage Site Project Manager has been seconded to CEC for one day a week to provide expert input in relation to public realm and streetscape initiatives.

### 3. Grants and support (World Heritage Management Plan actions 2 & 3)

#### **Service, activities and tactics:**

- Deliver the Conservation Funding Programme, prioritising tenements, shopfronts and the Twelve Closes programme

#### **Outcomes:**

- EWH has awarded conservation grants for seven tenements projects involving a total of 57 owners since April 2019:
  - 195-197 Canongate (5 owners including CEC)
  - 152-154 Rose Street (6 owners)
  - 26-31 Douglas Crescent (4 owners)
  - 61 Easter Road (17 owners)
  - 3 Marshall's Court (4 owners including CEC)
  - 79-83 Montgomery Street (13 owners)
  - 9-11 Wellington Street (8 owners)
- EWH has awarded conservation grants for four shopfront projects since April 2019:
  - 44 Candlemaker Row
  - 5-7 Comely Bank Road
  - 37 South Bridge
  - 1 Haddington Place
- EWH has awarded seven other conservation grants since April 2019:
  - 21 Albany Street
  - John Knox House
  - 11 Lennox Street and 9, 11, 13 Lennox Street
  - 18 Rothesay Place
  - West Register House
  - 1 Lauriston Place
  - St Mary's Cathedral Phase 5
- EWH has awarded 15 grants for public realm projects since April 2019:
  - King's Own Scottish Borderers memorial, North Bridge (CEC-led project)
  - Carrubbers Close boundary wall repair
  - Old Calton Burial Ground living dead space project (part-funded by CEC's Community Grant fund)
  - Greyfriars Kirkyard Making Lasting Impressions project including grant to Friends of Greyfriars
  - Edinburgh Architectural Association photography competition
  - Edinburgh Art Festival commission of public sculpture including research and development phase
  - Lennox Street Residents Association, conservation and restoration of a historic metal Royal Scottish Automobile Club sign
  - Meadows interpretation trail (in partnership with CEC and others)
  - Melville monument, St Andrew Square, bronze plaque, (part-funded by CEC)
  - Stone of Remembrance war memorial (part-funded by CEC)
  - Sustainable Urban Draining in Heritage areas in Edinburgh factsheet (in partnership with CEC and others)
  - Thomas Guthrie monument, Princes Street Gardens, cleaning and conservation works including conservation report (part-funded by CEC)
  - Twelve Closes Batch 2: Fountain Close, Riddle's Close, Fleshmarket Close, see below

- Visual ID guide for interpretation panels in the World Heritage Site (in partnership with CEC and others)
- Walter Scott statue, Prince Street Gardens, , cleaning and conservation works including conservation report (part-funded by CEC)
- EWH expects six of the Twelve Closes to be installed by spring 2021. Since this project started in 2015 , we have:
  - established an exemplar methodology, together with our partners at Napier University, to community-centred public realm enhancement that leads to better design outcomes, as well as stronger connections and sense of ownership between people and their historic environment
  - engaged with a broad set of partners including Napier University, CEC, City of Literature, the Saltire Society and local businesses including a number of hotels, and developers
  - shown that good design can change perceptions and improve antisocial behaviour through lighting, high quality installations and creative links to interpretive themes

#### 4. Maintenance (World Heritage Management Plan action 1)

##### **Service, activities and tactics:**

- Provide support to owners and communities on maintenance issues
- Provide educational events and materials
- Deliver training events

##### **Outcomes:**

- In partnership with Historic Environment Scotland and Edinburgh Adapts, EWH published our Guide to Building Maintenance in a Changing Climate in August 2019:
  - 2,000 print copies made (initial print run of 1,000 exceeded by demand)
  - 3 major news outlets covered the GBMCC launch (BBC, The Herald, Edinburgh Reporter)
  - 757 page views of GBMCC on EWH website between launching in August 2019 and March 2020 – average time spent on the page is 4 minutes and 44 seconds
  - 3 different websites host GBMCC (EWH, HES and Adaption Scotland)
- 181 queries from 156 individuals to EWH's maintenance advice service logged from July 2019 – March 2021
- 25,309 Twitter users reached during Maintenance Week 2019 awareness-raising campaign and 44,602 Facebook / Twitter / Instagram reach during Maintenance Week 2020
- 260 downloads of the Edinburgh Spyster story trail educational resource on maintenance during Book Week Scotland, November 2020.

#### 5. Traditional skills (World Heritage Management Plan actions 20, 22)

##### **Service, activities and tactics:**

- Promote and create opportunities to support traditional skills, employability and events

##### **Outcomes:**

- 247 traditional tradespeople have been employed across Conservation Funding Programme funded tenement projects, this included stonemasons, slaters, leadworkers, plasterers and painters
- 11 apprentices have worked on our grant-aided projects
- Over 186 attended the Traditional Building Festival in August 2019, a joint initiative with the Traditional Building Forum and other partners



6. Energy efficiency (World Heritage Management Plan action 11)

**Service, activities and tactics:**

- Continue to work with CEC to deliver Scotland's Energy Efficiency Programme (SEEP) at the Sir Basil Spence Canongate Housing Development (funded separately via SEEP)

**Outcomes:**

- The Sir Basil Spence Canongate Housing Development is expected to be completed in early 2021. Since the start of the project in December 2017, EWH has:
  - Engaged with 51 owners and tenants, holding 22 meetings and 2 training events
  - Met with 18 other organisations and partners including CEC
  - Disseminated information at 28 separate events
  - Entered into contract with 56 individual companies including specialists in energy efficiency, concrete repairs and surveyors
  - 83 energy saving measures installed, saving 11,489kgCe (carbon emissions)

KM  
6/4/21

## Annexe 3 Porto – Actions table

MISSION	STRATEGIC AXES	OBJECTIVES	ACTION LINES (description)	PROJECTS/METHODS	5Cs					INDICATORS	STAKEHOLDERS	SOURCES OF FINANCING
					credibility	conservation	capacity-building	communication	communities			
SAFEGUARD AND VALORISE THE OUV OF THE HISTORIC CENTRE OF PORTO	EE1 - HERITAGE	1.1. Safeguarding and enhancing the built heritage	A.1. SUSTAINABLE REHABILITATION	1. Execution of the interventions foreseen in the different Intervention Units and in the URO;	●	●	●	●	●	<ul style="list-style-type: none"> <li>Area of public space intervened;</li> <li>Area of gardens;</li> <li>Rehabilitated construction area</li> <li>Number of rehabilitated buildings</li> <li>Number of rehabilitated buildings</li> <li>Number of requests for benefits related to energy efficiency;</li> <li>Number of buildings that maintained, reused or mitigated the effects of loss of original materials;</li> <li>Number of buildings that reduced waste production.</li> <li>Monitoring at-risk buildings</li> <li>Number of rehabilitated buildings</li> </ul>	PV SRU + CMP + Private + Metro do Porto	Municipal + Metro do Porto + Private entities
				2. Promote the systematic rehabilitation and maintenance of the building;	●	●	●	●			PV SRU + CMP + DOMUS	Municipal
				3. Integration of energy efficiency principles, respecting the authenticity and integrity of buildings and promoting the circular economy; (Guide to Energy Efficiency in the HCP)	●	●	●				PV SRU + CMP + DMPC/Materials Bank- + ADE Porto + Private entities	Municipal + Community Funds
				4. Identification and characterisation of abandoned or at-risk buildings, and implementation of intervention measures, with a view to their rehabilitation;	●	●	●				PV SRU+CMP	Municipal
				5. Disclosure of financial instruments, incentives and support for building rehabilitation	●	●	●	●	●		PV SRU+CMP	Municipal
			A.2. INTEGRATED URBAN MANAGEMENT	6. More integrated urban appraisal from a spatial and institutional point of view (greater articulation with the buffer-zone and between entities in safeguarding the heritage buildings)	●	●	●			<ul style="list-style-type: none"> <li>Document to support the procedures;</li> <li>Monitoring of interventions at the level of roof coverings;</li> <li>Number of garden roofs built in the HCP</li> </ul>	PV SRU + CMP + DGPC + CMVNG when applicable	Municipal
				7. Safeguarding the "fifth elevation" (integration in projects of mechanisms for assessing changes in roof coverings)	●	●	●				PV SRU + CMP + DGPC	Municipal
			A.3. PUBLIC SPACE AND WELL-BEING	8. Requalification and improvement of comfort levels and multiple functionality of the public space in conjunction with the URO	●	●			●	<ul style="list-style-type: none"> <li>Areas intervened</li> <li>Number of art works in the public area that were cleaned and preserved</li> <li>Study performance</li> </ul>	CMP + GO Porto + DMPC	Municipal
				9. Promoting resilience, integrating the changing social scale of the public space (study of temporary spaces CMP)	●		●				CMP	Municipal

			10. Development of a lighting project for the HCP taking into account measures relating to light pollution and energy waste	●	●					• Number of streets intervened	CMP	Municipal
			11. Rehabilitation of the Muralhas viewpoints and heritage visitation routes	●	●					• Requalified area • Number of registered visitors	PV SRU + CMP + GO Porto	Municipal
		A4 RESEARCH KNOWLEDGE	12. Guide for the Rehabilitation of the Historic Centre of Porto	●	●	●	●			• Number of Guides carried out	PV SRU + CMP + DGPC + Universities	Municipal
			13. Manual of Good Building Maintenance Practices	●		●	●			• Number of Manuals produced	PV SRU + CMP + DGPC + Universities	Municipal
			14. Study on landscape values and views system (including the buffer zone)	●		●	●	●		• Creation of a (digital) promotional brochure;	CMP + DGPC + Universities + Gaia	Municipal
			15. Compilation and progressive dissemination of knowledge (archaeology and other areas)	●	●	●	●			• Number of studies	PV SRU + CMP + Universities + DMMPC	Municipal
			16. Carry out the systematic inventory of the HCP's plots of land and streets to identify the heritage values	●	●		●	●		• Number of public spaces inventoried Number of inventoried elements	CMP (DMPC)	Municipal
	1.2. Safeguarding and valuing intangible heritage	A.5. CAPACITY-BUILDING AND RECOGNITION	17. . Heritage Education (working with schools, from pre-school to secondary school, and universities – encouraging the sense of belonging to the HCPWH and awareness of the value (OUV) and protection of the HCPWH);	●		●	●	●		• Number of projects/programmes • Number of activities taken to the school fabric • Number of new educational partners	PV SRU + CMP + Cultural Facilities in the HCPWH	Municipal
			18. Promotion of training and creation of skills within traditional processes and techniques	●		●				• Number of initiatives; • Number of students involved; • Number of professionals involved	PV SRU + CMP + City of Professions + Universities	Municipal
			19. Promotion of communication channels for the participation of local communities and wider public			●	●	●		• Number of communication/participation actions	DMPC	Municipal
		A.6. DISSEMINATION OF THE OUTSTANDING PROPERTY	20. Promotion of cultural events and entertainment for greater knowledge of the OUTSTANDING UNIVERSAL VALUE of the Property  (Cultural activities to enhance public knowledge of the exceptional universal value of the Good: National Day for Historic Centres, Day of Monuments and Sites, guided tours and cultural routes, traditional festivals, etc.)	●						• Number of events; • Number of participants;	PV SRU + CMP + Private entities + Cultural Facilities in the HCPWH	Municipal
			21. Streamlining of communication platforms  (Publication of activities and dynamics, periodic carrying out of thematic surveys, aiming to encourage continuous community participation)	●			●	●		• Number of publications and surveys carried out	PV SRU + CMP	Municipal
2.1. Increase residential attractiveness and housing	B.1. AFFORDABLE AND DECENT HOUSING	22. Rehabilitation of the municipal housing stock  (Conservation and rehabilitation of the Council's existing housing stock in the HCP. ELH)	●	●					• Number of rehabilitated buildings and dwellings	PV SRU + CMP + Domus Social	• Programmes (Right of preference) • IHRU; IFRRU;	
		23. Development of a housing offer aimed at families residing in the HCP in precarious situations	●	●					• Number of rehoused families	PV SRU + Domus Social		

	B.2. RESIDENTIAL ATTRACTION WITH SOCIAL DIVERSITY	(As part of the National Survey of Housing Needs, precarious family accommodation or families living in clearly unsatisfactory situations were surveyed in the HCP)																				
		24. Fostering housing comfort and reducing energy poverty	●	●							●	●			• Number of buildings and homes rehabilitated with energy improvement;	PV SRU + Domus Social + Private entities						
		25. Encouraging the offer of affordable rental homes (group together the references to municipal affordable rents programmes, including Porto com Sentido (Porto with Feeling), to the inclusive zoning provided for in the PDM)	●	●											• Number of homes	PV SRU + CMP						
		26. Fostering an attractive and diversified housing offer (Incentives for the promotion of housing typologies aimed at new demands, namely towards larger or younger households, thus contributing to the HCP's age and social diversification)	●												• Number of dwellings achieved	PV SRU + CMP					Municipal + Community Funds	
		27. Expansion of the offer of accommodation for students;		●											• Number of accommodations	PV SRU + CMP + Private entities					Municipal + Community Funds+ Private entities	
	28. Monitoring and integrated planning of supply and demand for public facilities;	●												• Report	PV SRU + CMP + Private entities						Municipal	
	2.2. Strengthen community cohesion and values	B.3. STRONGER COMMUNITIES	29. Encouraging quality job creation											●	• Number of initiatives • Number of participants	PV SRU + CMP + Cidade das Profissões + IEFP					Municipal	
			30. Carrying out of workshops, presentations, development of new products, cultural activities and forums open to the population and its intervention;												●	• Number of events, workshops...; • Number of participants;	PV SRU + CMP + Cidade das Profissões					Municipal
			31. Fostering associations and the sustainability of local associations													●	• Number of supported associations	PV SRU + CMP + JF				Municipal
		B.4. MORE INCLUSION	32. Training and promotion of skills, enhancing employability												●	• Number of initiatives • Number of participants	CMP + Cidade das Profissões + JF + IEFP					Municipal
33. Referral of isolated elderly and people with special needs															●	• Number of identified people	CMP + JF					Municipal
34. Decrease in school abandonment and failure															●	• Number of initiatives implemented • Percentages of school abandonment or failure	CMP + DME					Municipal
35. Integrated management and monitoring of responses aimed at the social integration of homeless people															●	• Number of entities involved • Number of initiatives implemented • Number of homeless persons covered	CMP + NPISA					Municipal
B.5. WELL-BEING AND SOCIAL INNOVATION		36. Promotion of a physical activity and sport programme													●	• Number of activities performed	Ágora					Municipal
	37. Innovation and social experimentation													●	• Number of studies	PV SRU + CMP + Universities					Municipal	

EE3 - ECONOMY			(Stimulate open collaboration between diversified partners with a view to creating, assembling and developing innovative solutions for local social challenges. For this purpose it is essential to mobilise agents involved in the local ecosystem for social innovation processes.)										
			38. Promotion of cultural and artistic activity in younger people  (It is a program of co-creation of events and artefacts with the youth population in order to create new skills, improve self-confidence and boost artistic and cultural networks helping to empower younger communities through the arts).			●		●	<ul style="list-style-type: none"> <li>Number of initiatives implemented</li> </ul>	DMPC + DME + Ágora	Municipal		
	3.1 Promoting diversity, inclusion and diversity	C.1. INCLUSIVE AND SUSTAINABLE TOURISM	AND	39. Decrease in the excessive number of tourists in the Historic Centre, and implementation of tourist support points in the western and eastern parts of the city.	●			●	<ul style="list-style-type: none"> <li>Number of iPoints in the eastern and western zones;</li> <li>Number of tourists received</li> </ul>	PV SRU + CMP + ATP + Turismo Porto e Norte de Portugal	Municipal + Turismo Porto e Norte de Portugal		
				40. Implementation of a tourism activity monitoring and evaluation system. "Porto Tourism Observatory"	●			●	<ul style="list-style-type: none"> <li>Number of visitors;</li> <li>Average length of stay;</li> <li>Number of overnight stays;</li> <li>Number of passengers at the Airport</li> </ul>	CMP / DMTC + ATP + AHP+APDL+INE+ANA Airport	Municipal		
				41. Innovation in the offer of itineraries, attractions and equipment  (creating new itineraries, attractions and equipment, innovating and diversifying, and fostering synergies and local and regional networks).	●		●		<ul style="list-style-type: none"> <li>Evolution of the number of tourists on iPonts located in outlying areas of the city</li> </ul>	CMP+ATP	Municipal + ATP		
				42. Qualification and diversification of the offer, valuing local culture and identity	●		●		<ul style="list-style-type: none"> <li>Number of Local Accommodation units with activity;</li> <li>Number of training initiatives;</li> <li>Number of registered entities;</li> <li>Number of participants;</li> </ul>	CMP	Municipal		
				43. . Implementation of technical visits to confirm requirements that may imply Quality Recognition					<ul style="list-style-type: none"> <li>Number of entities that requested a technical visit;</li> <li>Number of assigned recognitions;</li> </ul>	CMP	Municipal		
				44. Implementation of the certification process of the Caminho de Santiago (Way of St. James)	●				●	<ul style="list-style-type: none"> <li>Official recognition of the Portuguese Way of the Coast</li> <li>Monitor the number of pilgrims</li> </ul>	CMP + TPNP	Municipal + Turismo Porto e Norte de Portugal	
			45. Support for start-ups and new businesses, especially small ones	●		●	<ul style="list-style-type: none"> <li>Number of supported entities</li> </ul>	CMP -InvestPorto + Cidade das Profissões + CIS PORTO	Municipal				

EE4 – ENVIRONMENT AND MOBILITY	3.2 Promoting creativity and innovation		46. Reinforcement of the articulation with the buffer zone, enhancing the attraction of larger scale companies with specific typological needs	●					● Number of new companies	CMP -InvestPorto	Municipal
			47. Encouraging programmes to boost and support stores with tradition and local businesses (Programme “Porto de Tradição” (Porto of Tradition); “Observatory of Commerce”; shop in Porto; consultancy and training for shopkeepers; Fairs and Markets; Mercator Project)			●		●	● Number of Porto of Tradition recognitions; ● Number of stores adhering to Shop in Porto; ● Number of fairs and markets; ● Number of updated Regulations	CMP + ACP+ANP	Municipal
		C. 3. CULTURE AND CREATIVITY	48. Incentives for cultural and creative activities	●		●			● Number of Programmes	CMP + Ágora	Municipal
			49. Implementation of a programme of cultural and entertainment activities in the Historic Centre / City Museum	●		●	●	●	● Number of registered visitors ● Number of activities implemented per facility ● Number of accesses to the City Museum website and social networks ● Number of articles published in the press, television and radio	CMP + Ágora	Municipal
		C. 4. MORE INNOVATION	50. Strengthening the articulation of higher education and research institutions with the local economic community (with a view to promoting innovation)	●		●			● Number of initiatives implemented	PV SRU + CMP +Universities	Municipal
	4.1. Improve accessibility and sustainable mobility	D.1. GREATER ACCESSIBILITY	51. Promote positive discrimination for electric and hybrid vehicles and privilege the use of public transport		●		●		● Number of electric and hybrid vehicles	CMP + STCP	Municipal + STCP
			52. Expansion of the Metro do Porto line		●				● Percentage of the expanded line executed	CMP + Metro do Porto	Municipal + Metro do Porto
			53. Strengthen parking exclusively for residents and gradually eliminate parking on public roads		●				● Number of car parks for residents	CMP	Municipal
			54. Decrease in the impact of differences in elevation on accessibility in the HCP (Through soft transport connections (mechanical means) and implementation of a network of cycle paths, facilitating mobility and access to the HCP)		●				● Number of soft transport connections implemented	CMP	Municipal
			55. Establish the seafront and riverside connections, widening the intercity connections, between the Matosinhos cruise terminal and Gaia, through the lower deck of the Luiz I bridge		●				● Percentage of project completed	CMP+ IP+STCP+ CM Gaia	
		56. Reintroduce the respective channel in the transport system to the Alfândega tunnel infrastructure, linking the Historic Centre to the Eastern zone		●				● Percentage of project completed	CMP+ IP		
		D.2. MORE SOFT MOBILITY	57. Study of pedestrian traffic (Tracking, mapping and spatial appropriation study related to pedestrian traffic)		●				● Service levels; ● Geometries; ● Location; ● Occupations	CMP	Municipal

4.2. Strengthen environmental sustainability and increase resilience		58. Pedestrian signposting and street furniture. (Placement of traffic signs and directional and informative pedestrian signposting)	●				• Number of streets intervened	CMP	Municipal	
		59. Strengthening the comfort of pedestrian mobility. (Promote routes primarily for pedestrians and improve access for residents)	●				• Number of streets intervened	CMP	Municipal	
		60. Reduction in the flow of automobile traffic in the HCP (Reduce crossing and heavy vehicles and conditioning individual transport access in the HCP)	●			●	• Traffic control	CMP	Municipal	
	D.3. MORE ENVIRONMENTAL QUALITY	61. Wide dissemination and implementation of the PDM's environmental protection measures	●		●	●	• Number of initiatives	CMP	Municipal	
		62. Requalification, maintenance and expansion of gardens and public spaces. Landscape recovery of the escarpments for community enjoyment	●			●	• Increased permeability • Increased leaf surface • Degree of satisfaction of the population • Air quality	CMP (Pelouro do Urbanismo e Pelouro do Ambiente e Inovação) CM Gaia	PDM Financing Plan CM Gaia	
		63. Improved street cleaning and assessment (To reinforce the cleaning of the public road and the maintenance or modernisation of equipment for the collection of solid waste; regulate access to equipment and promote the compatibility between the design of the building and the ease of removing waste (organic waste))	●				• Number of initiatives	CMP + Porto Ambiente	Municipal	
		64. Decrease in carbon emissions	●				• Air quality • Increase the surface of foliage	CMP + Dept. of Environmental Planning and Management + STCP	Municipal	
		65. Design and implementation of an environmental awareness program (addressed to the resident population, local establishments and visitors)			●	●	●	• Number of initiatives	CMP + Dept. of Environmental Planning and Management	Municipal
		66. Energy efficiency in advertising and lighting (Verification and monitoring of the impact of luminous, illuminated and digital advertising media on the Municipality's Light and Energy Efficiency)	●					• Lighting parameters of advertising media	CMP	Municipal
		67. Encourage the implementation of Nature Based Solutions	●		●			• Number of solutions	CMP + Dept. of Environmental Planning and Management	Municipal
68. Progressive replication of the regulation of noise prevention and control	●					• Number of calibrated noise limiters; • Number of complaints	CMP + Dept. of Environmental Planning and Management	Municipal		
D.4. URBAN WATER CYCLE	69. Valorisation of local streams – Museum of the Rio da Vila	●		●	●	• Number of visitors • Rehabilitated infrastructure extension	CMP + Águas e energia do Porto	Águas e Energia do Porto		



Management Model	D.5. RISK PREVENTION AND MITIGATION	70. Implementation of the Porto Saneamento 100% programme	●	●	●	●	<ul style="list-style-type: none"> <li>Physical accessibility of the wastewater service;</li> <li>Adhesion to the Wastewater service;</li> </ul>	Águas e energia do Porto	Community Funds (POSEUR) and Águas e Energia do Porto	
		71. Execute the Prior Emergency Intervention Plan at HCPWH	●	●			<ul style="list-style-type: none"> <li>Record of occurrences</li> <li>Map the buildings equipped with self-protection measures</li> </ul>	CMP + Civil Protection+ Batalhão de Sapadores de Bombeiros (Fire Brigade)	Municipal	
		72. Execute the Special Flooding Plan for Porto	●	●			<ul style="list-style-type: none"> <li>Number of interventions</li> </ul>	CMP + Civil Protection +	Municipal	
		73. Slope monitoring (Continue to monitor and map the slopes, with a view to preventive intervention)	●	●	●		<ul style="list-style-type: none"> <li>Recording and updating of falling block history</li> <li>Update of the slope inventory</li> <li>Cartography update</li> </ul>	CMP + Civil Protection	Municipal	
		74. Maintenance and qualification of the quays and banks		●			<ul style="list-style-type: none"> <li>Number of inspections and interventions</li> </ul>	CMP + Civil Protection + APDL + CM Gaia	Municipal	
		75. . Implementation and monitoring of Civil Protection Emergency Plans (Implement emergency plans and monitoring of risks and their mitigation, according to interventions carried out.)	●	●			<ul style="list-style-type: none"> <li>Number of annual occurrences</li> </ul>	CMP + Civil Protection	Municipal	
		76. . Execution of a plan to monitor and prevent the spread of destructive biological agents. (e.g. termites)	●	●			<ul style="list-style-type: none"> <li>Number of good practice plans and manuals carried out</li> </ul>	CMP + DGPC+ Universities	Municipal	
	E.1. GREATER INSTITUTIONAL ARTICULATION AND SHARED KNOWLEDGE E.2. GREATER PARTICIPATION OF THE COMMUNITY AND LOCAL AGENTS	77. Implementation of a management model capable of ensuring the integration of municipal, metropolitan, national and international policies in close articulation with the various municipal services and other agents acting in the HCP	●			●	●	<ul style="list-style-type: none"> <li>Number of reports</li> </ul>	PV SRU + CMP	Municipal
		78. Strengthening the Management Office  (Multidisciplinary team that promotes unbureaucratic access to technicians, by the local community, residents and other interested parties, which manages different conflicts and works in close connection with the technical support group and advisory council.)	●			●	●			
	E3 MORE MONITORING AND EVALUATION	79. Conducting periodic reports that effectively communicate the community and UNESCO on the execution of the Plan's actions/projects  (In order to carry out the reports, it is necessary to carry out surveys carried out through visits to the territory, analyse the indicators provided by the technical support group and assess the impact of each project)	●			●				

E4 GREATER NATIONAL AND INTERNATIONAL VISIBILITY	80. Integration into international sharing networks  (Continue participation in the World Heritage network of Portugal; Strengthen the HCP's participation in cross-border networks where it is already present and in others that may prove to be advantageous; Deepen collaboration and sharing mechanisms with the World Heritage List Sites that are closer to it, namely those that make up the Douro Basin network)	●			●	<ul style="list-style-type: none"> <li>• Number of events attracted;</li> <li>• Number of participations in sharing networks</li> </ul>	PV SRU + CMP	Municipal + Community Funds
	81. Promotion and participation in international events	●			●	<ul style="list-style-type: none"> <li>• Number of international events captured;</li> <li>• Number of participations in international events</li> </ul>	PV SRU + CMP+ ATP + TPNP	Municipal

<sup>1</sup>Action Plan Table

<sup>1</sup> This table had the contributions of consultants from the University of Porto's Faculty of Engineering, Faculty of Arts and Faculty of Architecture, the partners of divisions/departments/municipal companies and of the VN de Gaia City Council

## Annexe 4 Porto – Evaluation Table

According to a more detailed analysis of this document the following action lines can be added

STRATEGIC FIELD FROM THE METHODOLOGY WP 7	STRATEGIC OBJECTIVE(S) FROM THE METHODOLOGY WP 7	DESCRIPTIONS OF THE ACTION (300 signs)	MONITORING/ INDICATORS	ACTIONS FROM EXISTING PLAN	ACTIONS FROM NEW PLAN	EVALUATION OF THE ACTIONS : ongoing action (pursued), in progress, to develop, planned action
EE1 - HERITAGE	1.1. Safeguarding and enhancing the built heritage	<ul style="list-style-type: none"> <li>• <b>Promoting resilience, integrating the changing social scale of the public space</b> (study of temporary spaces CMP)</li> </ul>	<ul style="list-style-type: none"> <li>• Study performance</li> </ul>			<b>in progress</b>
		<ul style="list-style-type: none"> <li>• <b>Carry out the systematic inventory of the HCP's plots of land and streets to identify the heritage values</b></li> </ul>	<ul style="list-style-type: none"> <li>• Number of public spaces inventoried</li> <li>• Number of inventoried elements</li> </ul>			<b>ongoing action (pursued),</b>
	1.2. Safeguarding and valuing intangible heritage	<ul style="list-style-type: none"> <li>• <b>Streamlining of communication Platforms</b> (Publication of activities and dynamics, periodic carrying out of thematic surveys, aiming to encourage continuous community participation)</li> </ul>	<ul style="list-style-type: none"> <li>• Number of publications and surveys carried out</li> </ul>			<b>ongoing action (pursued)</b>
EE2 - POPULATION, HOUSING AND COMMUNITIES	2.1. Increase residential attractiveness and housing	<ul style="list-style-type: none"> <li>• <b>Development of a housing offer aimed at families residing in the HCP in precarious situations</b> (As part of the National Survey of Housing Needs, precarious family accommodation or families living in clearly unsatisfactory situations were surveyed in the HCP)</li> </ul>	<ul style="list-style-type: none"> <li>• Number of rehoused families</li> </ul>			<b>in progress</b>
	2.2. Strengthen Community Cohesion and Values	<ul style="list-style-type: none"> <li>• <b>Innovation and social experimentation</b> (Stimulate open collaboration between diversified partners with a view to creating, assembling and developing innovative solutions for local social challenges. For this purpose it is essential to mobilise agents involved in the local ecosystem for social innovation processes.)</li> </ul>	<ul style="list-style-type: none"> <li>• Number of studies</li> </ul>			<b>to develop</b>

EE3 - ECONOMY	3.2 Promoting creativity and innovation	<ul style="list-style-type: none"> <li>• <b>Strengthening the articulation of higher education and research institutions with the local economic community</b> (with a view to promoting innovation)</li> </ul>	<ul style="list-style-type: none"> <li>• Number of initiatives implemented</li> </ul>			<b>to develop</b>
EE4 - ENVIRONMENT AND MOBILITY	4.1. Improve accessibility and sustainable mobility	<ul style="list-style-type: none"> <li>• <b>Establish the seafront and riverside connections, widening the intercity connections, between the Matosinhos cruise terminal and Gaia, through the lower deck of the Luiz I bridge</b></li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of project completed</li> </ul>			<b>plannedaction</b>
		<ul style="list-style-type: none"> <li>• <b>Reintroduce the respective channel in the transport system to the Alfândega tunnel infrastructure, linking the Historic Centre to the Eastern zone</b></li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of project completed</li> </ul>			<b>plannedaction</b>
	4.2. Strengthen environmental sustainability and increase resilience	<ul style="list-style-type: none"> <li>• <b>Execution of a plan to monitor and prevent the spread of destructive biological agents.</b> (e.g. termites)</li> </ul>	<ul style="list-style-type: none"> <li>• Number of good practice plans and manuals carried out</li> </ul>			<b>to develop</b>
MANAGEMENT MODEL	Management / Monitoring / Evaluation	<ul style="list-style-type: none"> <li>• <b>Implementation of a management model capable of ensuring the integration of municipal, metropolitan, national and international policies in close articulation with the various municipal services and other agentes acting in the HCP</b></li> </ul>	<ul style="list-style-type: none"> <li>• Number of reports</li> </ul>			<b>ongoing action (pursued)</b>
		<ul style="list-style-type: none"> <li>• <b>Strengthening the Management Office</b> (Multidisciplinary team that promotes unbureaucratic access to technicians, by the local community, residents and other interested parties, which manages different conflicts and works in close connection with the technical support group and advisory council.)</li> </ul>	<ul style="list-style-type: none"> <li>• Number of reports</li> </ul>			<b>to develop</b>

		<ul style="list-style-type: none"> <li>• <b>Periodic reports that effectively communicate to UNESCO, to the entities and community, on the execution of the Plan's measures/ projects</b> (In order to carry out the reports, it is necessary to carry out surveys carried out through visits to the territory, analyse the indicators provided by the technical support group and assess the impact of each project)</li> </ul>	<ul style="list-style-type: none"> <li>• Number of reports</li> </ul>			<p><b>ongoing action (pursued)</b></p>
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## **Annexe 5** Cartographic indicators on tourist, residential and mixed uses produced in the framework of the atlas (WP7) with the Bordeaux urban planning agency.

See on [http://www.atlaswh.eu/files/publications/24\\_1.pdf](http://www.atlaswh.eu/files/publications/24_1.pdf)

And

<http://www.atlaswh.eu/p439-whs-data-en>

