Local Sustainable Development Strategy for the City of Lisboa

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Foto APL
1. Who shaped the LED Vision and based on what analytical studies (e.g. local economy assessment, including Competitiveness and SWOT, building baseline data) and Consultation Process?
LOCAL ECONOMIC DEVELOPMENT STRATEGY

| Local Political Power (democratically elected – Local Elections) |
| Câmara Municipal (City Council) |
| Assembleia Municipal (City Parliament) |
| Assembleias de Freguesia (Submunicipal body) |

Absence of elected regional political power – Central Administration has regional offices - (Comissões de Coordenação e Desenvolvimento Regional - CCDR).
MUNICIPAL ENTERPRISES

| Economic Promotion: AMBELIS - Agency for the Economic Modernisation of Lisboa, S.A |
| Urban Rehabilitation: SRU, EM - Urban Rehabilitation Societies |
| Urban Development and Housing: EPUL, EM – Public Enterprise for the Urbanization of Lisboa |
| Tourism: ATL - Visitors and Convention Bureau |
| Knowledge and Technology based Business: LISPOLIS – Technological Pole of Lisboa |
ARTICULATIONS WITH THE PDM

- PROT-AML
- SECTORIAL STUDIES
- Strategic Vision
- PMOTs
- URBAN MANAGEMENT
Câmara Municipal de Lisboa is responsible for defining the local development strategy and elaborates the two main planning instruments:

- Urban Master Plan (1994; 2004 - Revision)

The Urban Master Plan incorporates the Local Sustainable Development Strategy through the definition of the Territorial Spatial Structure Model and the classification of the urban space and the Regulations.

The Whole System for Strategic Planning in Lisboa involves the following:

1. Strategic Vision - Lisboa 2012;
2. Revision of the Urban Master Plan;
3. Local Plans and Strategic Projects;
4. Studies and Reports;
5. Annual Action Programmes and Budget;
6. Local Agenda 21
Revision of Lisbon’s PDM

Article 5º Strategic public interests

1. In application of the present Plan, the municipal bodies and services will pursue the principal public interests in the municipal territory, in particular those of a social, historical, economic, cultural, natural and landscape nature.

2. Municipal bodies and services will pursue, in particular, the following strategic public interests:
   a) Protection and enhancement of the city’s eco-systems;
   b) Urban renewal and enhancement;
   c) Improvement of mobility conditions;
   d) Enhancement of public spaces;
   e) Protection and enhancement of the city’s cultural values;
   f) Modernisation of support structures for economic, social and cultural activities;
   g) Affirmation of a neighbourhood logic and polycentric organisation of the city’s territory;
   h) Inversion of the downward trend in the resident population;
   i) Integration of Lisbon in a metropolitan project;
   j) Promotion of a public image of a cosmopolitan city of high international value.

3. In the pursuit of these public interests, the municipal bodies and services must consider:
   a) Essential priorities, strategic development lines, general implementation guidelines and general and specific norms of the PROTAML;
   b) The mission, development axes and values consecrated within the PDM;
   c) Guideline principles, structuring elements and basic organisational elements of the spatial structure model of the territory of Lisbon.
STRATEGIC VISION - LISBON 2002 - 2012

WEAKNESSES

• Mobility and Transport Access
• Migration of Population away from Historic Centres
• Shortage of Proximity Facilities
• Obsolete Industrial Areas
• Insufficient Production Presence and Activities

STRENGTHS

• Natural and Heritage Conditions
• Human and Scientific Resources
• Atlantic-Mediterranean Geo-strategic location
• Central Functions as a European Metropolis/Capital
• Connectivity and Insertion in Supra-national Networks

STRATEGIC PLAN FOR LISBON 1992

WEAKNESSES

• Mobility / Transport Access
• Living Conditions
• Cultural Entertainment and Facilities
• Decadence of traditional industrial system
• Chaotic spread of tertiary activities

STRENGTHS

• Natural and Heritage Conditions
• Human and Scientific Resources
• Capital - Central Functions
• Geo-strategic location
2. What Role the Private Sector Played during the Strategy-Making process? How you got them attracted to involve themselves sufficiently and effectively in the consultation processes?
STRATEGIC PLAN FOR LISBON

Strategic Planning

Strategic Plan
- Lisbon, Atlantic Capital of Europe

Priority Plans and Intervention Projects

Municipal Master Plan

Diagnosis
- Forecasts
- Strategic Development Lines
- Objectives and Strategies
- Policies and Programmes

Planning objectives, concepts and criteria
- Strategic Charter
- Sectorial Studies
- Metropolitan Coordination
- Urban initiatives and programmes

General Urbanisation Plan for Lisbon

Urban Planning Norms

Preventive Measures
- Provisional Norms
Participation

• **14 Thematic Workshops (2002-2005):**
  
  Mobility, Urban Renewal/Agenda Local 21, Distribution and logistics, Economic Activities, Loading and Unloading activities, Education, Instruction, Housing and Social Action, Trade and Supplies, Archaeology and Tourism.

• **6 Participation Forums for Revision of the Municipal Master Plan (PDM):**
  
  “From Urban Renewal of Historic Centres to Enhancement of Outlying Areas in the City of Lisbon”
  
  “Mobility in Lisbon and Transport Operators' Policies”
  
  
  “Heritage and Cultural Components in Revision of the PDM”
  
  “Environmental Components in Revision of the PDM”
  
  “Strategic Vision and the New Municipal Master Plan”

• **2 Forums of the European Entrepreneurs Day in Lisbon (2004 – 2005)**

• **Exhibition – “Revision Process of the PDM”**
Estudos Urbanísticos - 2004
<table>
<thead>
<tr>
<th>Type of Participation</th>
<th>Passive</th>
<th>Direct</th>
<th>Active</th>
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<tbody>
<tr>
<td></td>
<td>Indirect Survey, opinion polls</td>
<td>Direct Meetings, exhibitions with registration of opinions, debate</td>
<td>Active Claims Social, claim-based and protest movements</td>
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<td></td>
<td>Proposals Participation with proposals founded on plans, programmes, works or financial co-funding</td>
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The **Participation Forum** is an important instrument composed of various thematic sections, including the involvement of social and economic agents, non-governmental associations, in order to promote information and contractual agreements. As a result of its creation there will be greater participative democracy, thus stimulating the emergence of pro-active citizenship.

Currently, and taking into account the inevitable evolution of concepts, we propose the following order of **Thematic Sections**:

- Mobility and Transports Section;
- Housing Section;
- Social Action Section;
- Environment and Natural Resources Section;
- Culture and Heritage Section;
- **Economic Development and Entrepreneurship Section**;
- Modernity and Innovation Section.
3. How the city moved from a Vision and Objectives into Action Plan & Implementation (Action Plan Matrix of Programs and Projects?, Capital Investment Plan?, Other?) and what shapes of PPP was formally sought and institutionalized?
STRATEGIC PLAN FOR LISBON (1992)

1. Make Lisbon an attractive city in which to live and work
2. Make Lisbon competitive within the framework of Iberian and European cities
3. Lisbon, a structuring capital-metropolis
4. A modern, efficient and shared administration

LISBON 2012 STRATEGIC VISION

1. Lisbon, City of Neighbourhoods
2. Lisbon, City of Entrepreneurs
3. Lisbon, City of Cultures
4. Lisbon, City of Modernity and Innovation

4 STRATEGIES FOR CHANGE
LISBOA CITY OF NEIGHBOURHOODS

Priority to Urban Rehabilitation of the historical City Centre

HISTÓRICAL NEIGHBOURHOODS
Alfama
Bairro Alto e Bica
Madragoa e S. Paulo
Mouraria
S. Bento
Baixa-Chiado

MEGA REHABILITATION WORKS
124 BUILDINGS
70 Municipal
54 Private

2002 - 2005

1022 Intimacies
Administrative
Possession de 100 Buildings

OTHER WORKS
264 BUILDINGS
103 Municipal
161 Coercive
TOTAL INVESTMENT
55 Milhões de Euros

PROGRAMMES
RECRIA / REHABITA / RECRIPH
450 Approved
240 Buildings concluded

TOTAL INVESTMENT
€ 130 M
Priority Axis

PRAÇA DO CAMPO PEQUENO
Priority Axis

AV. 24 DE JULHO
Priority Axis

AV. DA LIBERDADE
Priority Axis

RUA ALEXANDRE HERCULANO
Priority Axis

RUA / PRAÇA DE SÃO PAULO
Priority Axis

RUA DO ALECRIM / MISERICÓRDIA
Detailed Plan of the UTL

Possibility of installation of R&D activities in articulation with companies
The area currently foreseen for expansion of the Technological Pole is integrated within a degraded and fragmented urban environment. This urban area currently hosts over 50 high-potential companies and institutions:

- CPD
- DELPHI
- RINAVE
- FORINO
- AFTEM
- ANEMM
- ANETIE

The area is constituted by warehouses, an illegal neighbourhood (AUGI), services and the Lispolis-Technological Pole. Given the need to enhance this urban area (above all the AUGI’s), the illegal Neighbourhood of Azinhaga dos Lameiros will be subject to an urban renewal initiative, including the rehousing of local residents.
Urban Management
Changes

New application system for integrated, automatic and geo-referenced management of licensing processes and all relevant urban information (data, maps, aerial photographs, planning restrictions, etc, etc), including an end-user Web interface with restricted access for process consultation.

- Decided processes with approval: 10.584 (2004-2005)
4. What institutional arrangement introduced? Did the city established and new agency or department, e.g. LED Department or City Development Agency, and where budget comes from?
MUNICIPAL ENTERPRISES

- LISBOA E-NOVA - Municipal Agency for Energy and Environment
- AMBELIS - Agency for the Economic Modernisation of Lisboa, S.A
- Associação Música-Educação e Cultura - Lisbon Metropolitan Orchestra
- ATL - Associação Turismo de Lisboa - Visitors & Convention Bureau
- Baixa Pombalina, SRU - Urban Reabilitation Society, EM
- EGEAC - Empresa de Gestão de Equipamentos e Animação Cultural
- EMARLIS - Empresa Pública Municipal de Águas Residuais de Lisboa, EPM
- EMEL - Empresa Pública Municipal de Estacionamento de Lisboa, EM
- EPUL - Empresa Pública de Urbanização de Lisboa
- GEBALIS - Gestão de Bairros Municipais de Lisboa, EP
- Lisboa Ocidental, SRU - Sociedade de Reabilitação Urbana, E.M.
- LISPOLIS - Associação para o Polo Tecnológico de Lisboa
- MARL - Mercado Abastecedor da Região de Lisboa, S.A.
- SRU Oriental, Sociedade de Reabilitação Urbana, E.M.
5. What M&E system put in place? Who is in charge of monitoring and who is in charge of new data collection and update?
1. Agreement on “Vision”

2. Identify problems and causes

3. Establish objectives

4. Place priority on problems

5. Establish targets

6. Create programmes to attain targets

7. Formalise an Action Plan

8. Implement and Inspect

9. Evaluate the Result

It can be noted that 5. Establish targets and Identify action options are interlinked and can be done concurrently.
European Common Indicators

**Obligatory indicators**

1. Degree of citizen’s satisfaction with the local community
2. Local contribution for global climate change
3. Local Mobility and Passenger Transport
4. Availability of public green spaces and local services
5. Local air quality

**Voluntary indicators**

6. Children’s travel arrangements to / from school
7. Sustainable management of the local authority and local commerce
8. Sound pollution
9. Sustainable use of the soil
10. Products that promote sustainability
Main environmental concern in relation to the city of Lisbon

- 37% Air pollution
- 37% Clean streets
- 16% Sound pollution
- 23% Lack of civism from neighbours
- 12% State of parks and green spaces
- 8% Other

Main environmental concern in relation to parish

- 33% Clean streets
- 19% Lack of civism from neighbours
- 17% State of parks and green spaces
- 13% Sound pollution
- 11% Other
- 7% Air pollution

Source: Opinion Survey of 10 years of the Environment – CML (April 2000)
6. What were in your view the keys for success and best practice in your LED strategy preparation, management and implementation?
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<th>Ano</th>
<th>Cidades</th>
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Fonte: CWHB, 2005
7. What advise, after your experience, would you give to a city launching an LED strategy?
Advisable steps in order to initiate a Local Development Strategy

1. Inventory of actors and agents of the city
2. Carry out effective diagnosis with the university and specialists in order to build *Clusters*
3. Reevaluation of the Municipal Organic Structure, identifying bottlenecks and potential synergies and exchange of information between services
4. Constitution of the Participate Council of the City (II Strategic Plan for Lisbon), with Central Government bodies, operators and agents that sign protocols in order to contractualise and implement initiatives
5. Fostering of citizen participation through constitution of neighbourhood associations and support from voluntary organisations
6. Preparation of Action Plans and projects for good environmental practices, by groups of parishes, reinforcing the environmental components of urban development, in accordance with the process of the Local Agenda 21
7. Assembly of a computerised system of urban monitoring indicators of various policies and projects, with emphasis on urban renewal, restricted traffic in historic neighbourhoods, the degree of implementation of plans, amongst many other aspects
8. Constitution of the Housing Observatory with emphasis on the problem of unoccupied homes in the city of Lisbon and stimulation of the rental market
9. Promotion of public-private partnerships aimed at construction of the proposed civic centres
10. Consolidation of networks of equipment facilities for collective use