

Porto Vivo SRU Integrated Action Plan

 2ND
CHANGE
WAKING UP THE
SLEEPING GIANTS



Strategy Porto Vivo, SRU for the reactivation and reuse of Santa Clara

Summary of the Integrated Action Plan
in the framework of the 2nd Chance network "Waking up the sleeping giants"



Strategy of Porto Vivo, SRU for the reactivation and reuse of Santa Clara

English summary of the Integrated Action Plan – “ Santa Clara a Regenerated Site”

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1 Initial situation

Reactivating vacant buildings and sites is a way to “gain city”, safeguarding heritage values and creating a in these spaces not only qualifies, but also introduces the possibility of new uses providing spaces for new economic and cultural activities, and attracts new inhabitants.

Santa Clara is one important entrance to the historic city of Porto made by the emblematic iron bridge Luis I, used by the Metro. This bridge crosses over the neighborhood, which is a residential area without trade and support equipments for the residents.

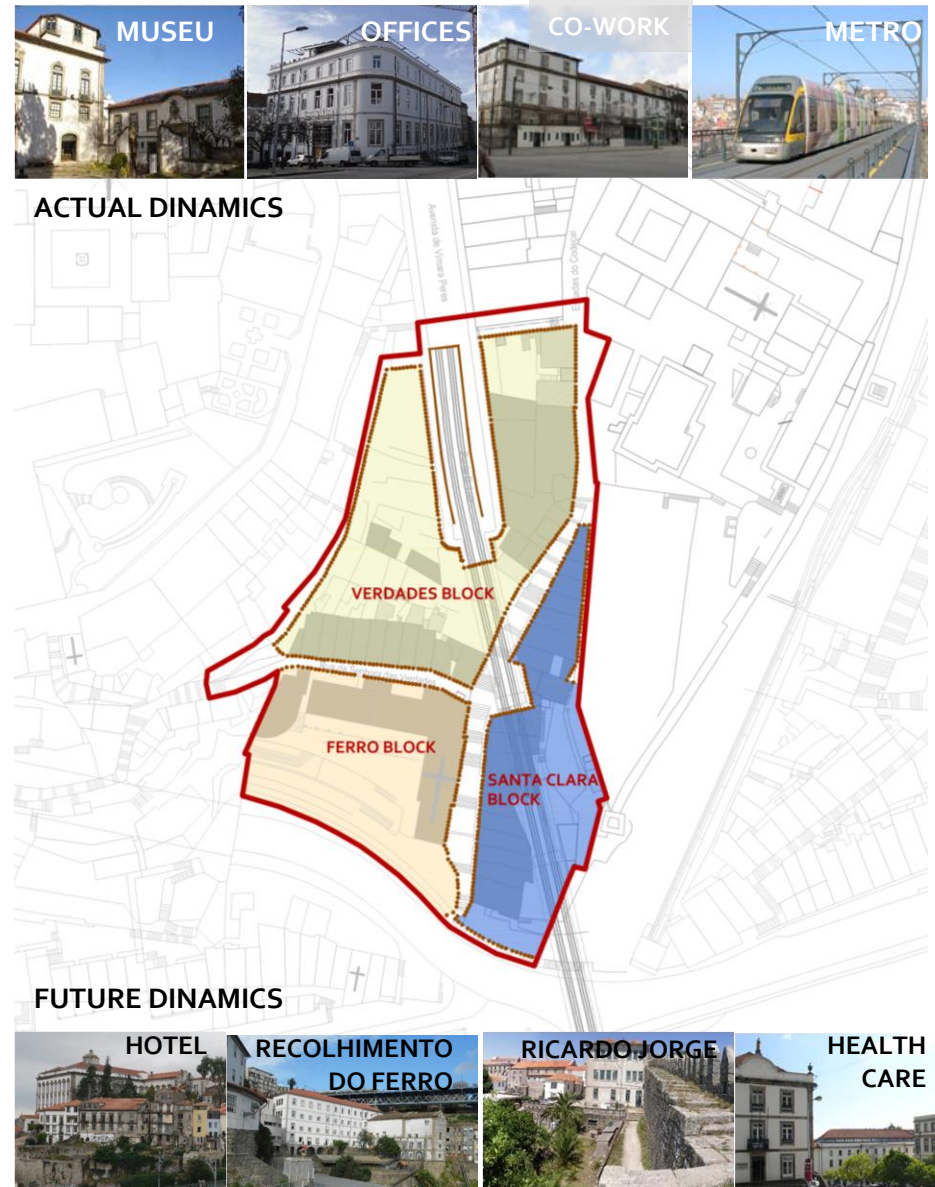
Nevertheless, Santa Clara is a vacant and degraded site in the historic core, it’s surround by a dynamic area, linking Ribeira, the most touristic part of the city, to Batalha square e Santa Catarina, which are commercial and economic activities areas.

Santa Clara is declining for decades, mainly due to bad accessibility inasmuch as all the access to the site are made by stairs.

Today it is almost completely abandoned, only occupied by 25 families with 41 persons and 41% of them are over 50 years old. This population face economics difficulties since only 28% are employed and 22% are retired.

In addition, the fact of the rents has been frozen at quite long, it’s led to lower rents for nowadays, which lead to disinvestments and poor conditions of the buildings, due to owners that don't have enough money to spend in their buildings. Just as the tenants are poor people, so they cannot keep their dwellings.

The big challenge is to reintegrate Santa Clara in the city, reusing the existing building stock and putting value in historical heritage. Moreover it intends update the infrastructures in the entire public and private space, in order to guarantee conditions of habitability and mobility. All these investments have a same goal: promote Santa Clara and prepare conditions to maintain the actual population, throught attracting more residents and installing more enterprises.



Santa Clara	Historical Centre
<p>Owner: Private actors own 67 % of the total gross building area, the State 8 %, the Municipality 10%. The remaining 15% are co-owned by the State and private owners.</p>	<p>Size (m²): 3 blocks are included: Verdades, Santa Clara and Ferro. Plot area: 8.360 m² - 38 plots - 33 buildings - 41 inhabitants.</p> <p>Vacant since: It has been declining for several decades.</p>



Location: The area of Santa Clara is located in the south-east of the historical centre, under the Luis I bridge.

Physical conditions: 70 % of the buildings are in bad state of conservation or in ruins. 50% are completely abandoned, 20% are completely occupied. 5 parcels are vacant. The Verdades block is the most degraded one. Most of the buildings have 2 to 3 floors. The highest ones have 4 to 6 floors and are located in Santa Clara's block. The site contains one building with patrimonial interest, namely the Recolhimento do Ferro. The metro is frequently passing on the bridge and is negatively impacting the quality of life (noise, vibrations).

Socio-economic conditions: Santa Clara is currently a residential area, it does not contain any social or economic activities, except for a kindergarten that is ready to move to another site. The population faces social and economic difficulties.



2 Vision & objectives for the reactivation

Vision

The elaboration process of the vision for “**Santa Clara a Regenerated Site**” with the ULG’s partners led us to state that, as part of the historical centre, Santa Clara should be a **multi-functional area**, enhancing the **quality of life** of the residents, and attractive for new habitants, entrepreneurs, visitors and tourists. The vision support itself in the strategy **LRE – Living in Santa Clara, Revitalize Santa Clara and Experiment Santa Clara**.

The requalification of residential vocation passes by Santa Clara became an area rich of new and **diverse activities**, social, cultural and economics. **Leisure, interaction and socialization of residents with visitors**, qualification the **accessibility and mobility** are the main goals of the IAP.

Santa Clara should benefit from the tourism growth while remaining accessible and useful to local population. Rehabilitated, economically and culturally active, Santa Clara will be one element of attraction to the Historical Centre, **firstly a place to live, secondly to work and third to visit**.

In resume:

1. Living in Santa Clara

The intention is create a stable community in this territory with a greater diversity of socio-cultural and economic profiles, and also attract young people and entrepreneurs capable of enhancing local daily life. It involves promotion of contemporary housing offer, adapted to local patrimonial standards with costs compatible with the local reality. It is still necessary improve mobility and accessibility, as well as promote spaces for leisure and sociability.

2. Revitalize Santa Clara

It is important to create a network of services, social, associative and economic activities that guarantee a stabilized and constant dynamic that make this area a consolidated urban space, a real alive part of the Historic Centre.

3. Experiment Santa Clara

The systematic urban animation, for residents and visitors, athwart an intensive program of events is a strategy goal is gathering cultural and leisure activities, as also promoting the spirit of community between local residents.

Objectives

The concretization of the pillar **Living in Santa Clara** has the following objectives:

- Maintain the current population, improving the living conditions of the occupied buildings, joining public and private efforts for this, as also raising alternative forms of execution and funding the needy population of the site;
- Attract new inhabitants, it is necessary diversify the offer at long, medium and short-term accommodation and generating a more structured rental offer;
- Qualify urban facilities, namely the infrastructure service with a special emphasis on energy distribution, communication networks and narrow the noise and vibrations caused by the metro passage on the bridge, promoting quality of life in a sustainable way, as well as a system for the waste collection and the public space cleaning ;
- Improve the mobility and accessibility of the site through qualifying existing streets and essentially bet on the link between the low, medium and high quota, with new solutions of modes of circulation;
- Promote spaces of sociability, regenerating some abandoned plots and creating green public park, for cultural and leisure activities.

The concretization of the pillar **Revitalize Santa Clara** has the following objectives:

- attract new activities of local and supra local scale, promoting the design of buildings that focuses on the mix of residential and tertiary functions on the ground floor in a strong and friendly articulation with the public space; find incentive models for setting up new businesses and entrepreneurship, as also as encourage anchor projects capable of having a supra local influence and generators of external demand flows.

The concretization of the pillar **Experiment Santa Clara** has the following objectives:

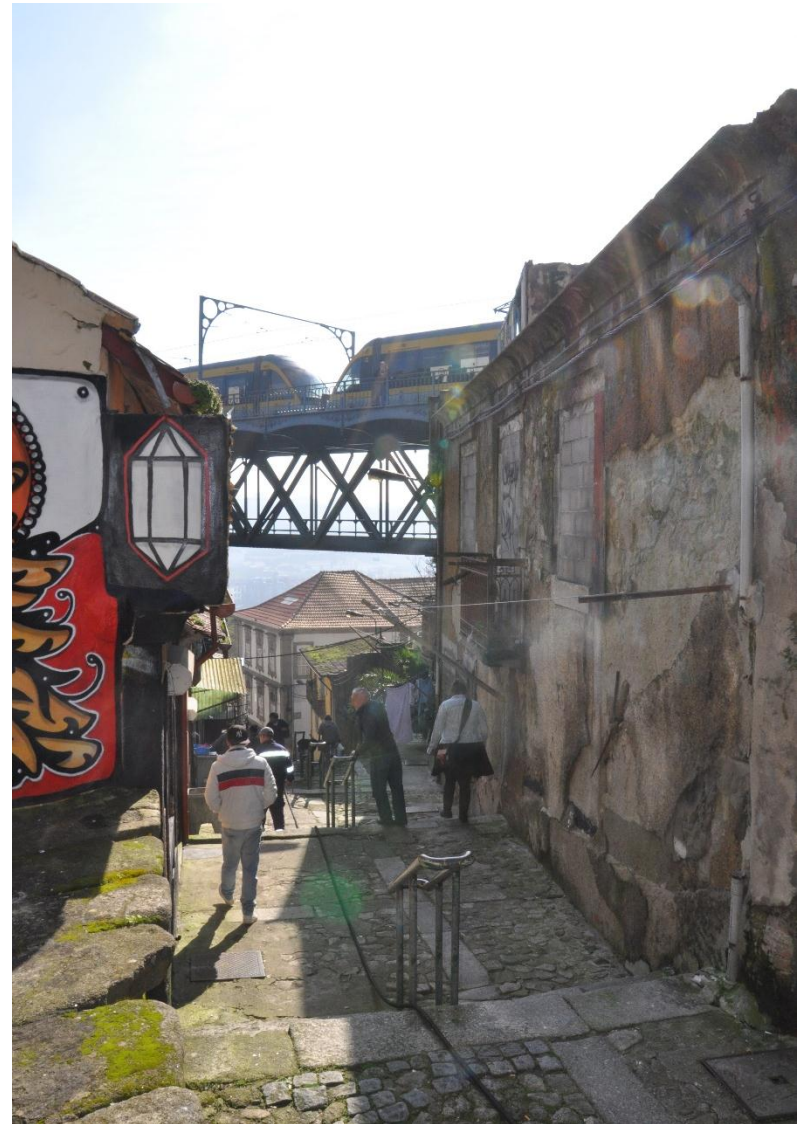
- promote the socialization, the associativism and the spirit of community of local population, involving the inhabitants in the project and fomenting the creation of a local association;
- promote share projects between local residents increasing interaction with visitors. Grounding the existence of common spaces of meeting, exhibition and celebration of events.
- promote the site with a systematization of intangible projects that will improve the site image and attract non-residents (communication actions, cultural events, workshops ...).

Benefits

The first group of project beneficiaries are the current inhabitants, whose living conditions will greatly improve and will benefit from the change of the area's image. They will be helped and formation by a technical team as also by another stakeholders in order to gain knowledge to develop works in their own houses to qualify them with reduces costs and financing external help, as an alternative model of financing works of buildings rehabilitation.

In a second phase, the project will benefit people who could come live or open an activity in the historical centre, namely here at Santa Clara, or just use this territory as a new site of cultural and leisure activities.

Finally, it will benefit Porto itself, as it will reinforce its image of a well-preserved, dynamic and historical city, where people from different backgrounds meet and collaborate, and principally where the ghettos disappear over the public intervention and the public and private partnership under a clear strategy.



3 Functions & uses for the site

Santa Clara, despite tourist attraction, will be, at the base, a place to **live & work**. The main functions, in this context, will be: i) residence; ii) trade; iii) services.

Short Term

The goal is requalify the buildings where the actual residents live, recreating an housing program in good conditions of use. Also to motivate an intervention in the vacant buildings generating tertiary activities in the ground floors, destined to stores, offices, ateliers, ..., and the upper floors is for housing of varied typologies.

Urban animation plays an important role showing Santa Clara as a framework of sustainability for the local community and allowing local and foreign' tours. Porto Lazer and Fine Arts Faculty students will implement together artistic and cultural activities in the vacant storages, as well workshops and other events.

Medium Term









At medium term IAP bets in the public space conditions, qualifying streets, accessibility, mobility and preparing an intervention at leisure park. This strategy trys to respond the tourism demands to the attraction of visitors and increase sustainability of the relationship between local community.

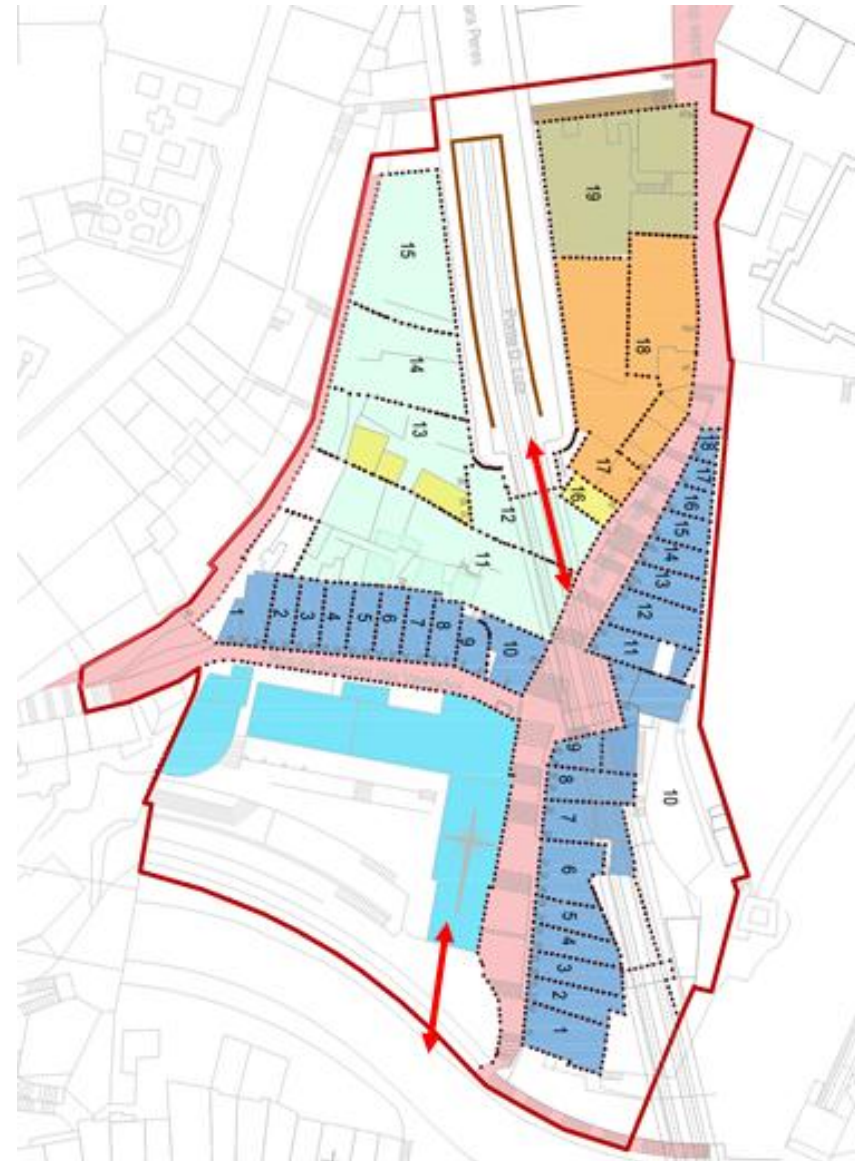
Moreover, Santa Clara will also be used as an area to host young people, students and tourists. For this the existent project of Recolhimento do Ferro as a short and mid-term accommodation, should be implemented by its owner/investor in terms of physical works.

This is the time to incentive intensive investment in the private buildings, in complement of the **live & work** strategy.

Long Term

Behind these main projects/ functions/ interventions is the moment to build a leisure park and concretize the qualification of the mobility under a mechanical system and maintain the normal realization of urban animation programs as a systematic tool of Santa Clara daily life.

-  Infrastructures- ParkingLot
-  Hotel Unit – Private intention (actual vacante storages)
-  Live and Work spaces
-  Mid and Short Term Residence (Recolhimento do Ferro)
-  Equipments (elevator, local association headquarter, services...)
-  Green Park
-  Public space requalification /mobility
-  Link between upper and lower levels



4. Actions & next steps for the reactivation

Intended Results									
Priorities	Objectives		Action - Description	Action - Sources	Responsability (involved stakeholders)	Deadlines (start and end of projects)	Financing	Connection to other objectives	Observations
LRE_process	Objective 0 Make things happen <i>Tools to start and implement the Santa Clara's Project</i>	0.1	Constitute a Technical Team		Responsible	May 2017/,,,	Responsible	1.1	
			Physical surveys of the buildings and public space		Porto Vivo SRU		Stakeholders	2.2	
			Detailed characterization of the structural system of buildings, as well as the constructive techniques, and the global state of conservation of the support elements.		Stakeholders			9.1	
			Identification of the architectural values of the buildings		CESAP, FEUP, Critical Concrete,				
			Realization of architectural and engineering projects.						
		0.2	Create of a Urban Area Managment Cabinet		Responsible	April 2018/,,,	Responsible	6.3	
			Promotion of the monotoring of the conditions of the public space		Porto Vivo SRU		Stakeholders	7.1	
			Increase a strong relationship with the population		Stakeholders				
			Improve a partnership with the local enterprises aiming the strongness of the economie and the urban animation		Municipality, Parish Council, IHRU (Heritage Regional Department), Porto Lazer, Porto Digital.				

Living Santa Clara	Objective 2 Attract new residents <i>Attract new inhabitants of the most diverse socio-cultural and economic profiles, rather young and entrepreneurs, improving a mix community</i>	2.2	Rehabilitation of Recolhimento do Ferro with transforming it into a medium and short-term housing unit mixing residence and tourism	Responsible Private Investor Stakeholders Technical Team	May /July 2017	Private, IFRRU (Urban Rehabilitation Financial Framework)	0.1 2.2	
			The Technical Team will support Recolhimento do Ferro rehabilitation, this project is a plus for the dynamic of the site attracting other kind of population.					
		2.3	Promote Tax Benefits <u>National incentives:</u> Reduction of VAT of the works <u>Municipal Incentives:</u> Reduction of the Income Tax of the rents for the owners Exemption of Property Tax and Property Transfer Tax Reduction the tax of Occupancy of Public Space during the works, Reduction of the Licensing tax.			Existent		
	Objective 3 Requalify facilities <i>Improving urban infrastructures in a sustainable way of promoting the quality of life</i>	3.1	Improve local infrastructures	Responsible ADE Porto (energy agency of Porto)	May 2017/ October 2018	ADE Porto		
			Bet in energy efficiency and reducing costs of energy. Identify energy recovery measures to be implemented in the projects of rehabilitation. Create a urban suply of energy, based in the use of renewable energies, as micro-energy systems.					
			Creation of telecommunications infrastructures and WIFI hotspots in the public space.	Porto Digital Society	July 2019/ Decembre2020	Municipality / IFRRU (Urban Rehabilitation Financial Framework)		
			Improve solid waste collection services.	Municipality of Porto	July 2019/ Decembre2020	Municipality / IFRRU (Urban Rehabilitation Financial Framework)		
			Reduce the noise and vibrations caused by the passage of the subway on the bridge.	FEUP / Metro do Porto Society	April 2018/ October 2018	Metro do Porto Society		

Living Santa Clara	Objective 4 Improve site mobility and accessibility	4.1	Qualify accesses		Responsible Municipality of Porto - Public Space Department	July 2020/ Decembre2020	Municipality / IFRRU (Urban Rehabilitation Financial Framework)		
			Requalify existing streets	<i>Projects</i>					
			Rebuild access through the Viela das Indulgências (medieval way abandoned and physical interrupt by a building).						
		4.2	Create a mechanical access system		Responsible Municipality of Porto - Mobility Department	July 2020/ Decembre2020	Municipality / IFRRU (Urban Rehabilitation Financial Framework), Private		
	Develop connections between low, medium and high territory level.		<i>Project for a escalators and/or lifts</i>						
Objective 5 Promote spaces of sociability	5.1	Build a green public park		Responsible Municipality of Porto - Environment Department	July 2020/ Decembre2020	Municipality / IFRRU (Urban Rehabilitation Financial Framework)			
		Regeneration of some existing abandoned plots from the Municipality, and one from a private owner, aiming to create a public space for cultural and leisure activities	<i>Acquisition of private parcel</i>						
Revitalizing Santa Clara	Objective 6 Attract new activities	6.1	Create a space offering for tertiary activities		Responsible Porto Vivo SRU	July 2019	Private		
			Regulate design of buildings introducing partial or total tertiary activities in ground floor.	<i>Intervention Units</i>					
		6.2	Support entrepreneurship and self employment			September 2018/,,			
			Promote the creation of an office in order to help societies and citizens						
		6.3	Reinforce the dinamyc of the creation of anchor activities.		Responsible Urban Area Managment Cabinet	September 2018/,,		0.2	
Looking for investors and investement adquated to the main strategy and helping their instalation in the site.									

Experiment Santa Clara	Objective 7 Promote the socialization, associativism and the community spirit of the local population.	7.1	Encourage a Local Association		Responsible Urban Area Managment Cabinet	September 2018/,,,		0.2	
			Promote community spirit creating a local association made up of local residents, owners and entrepreneurs, in order to reinforce the relationship between the local agents	Place					
	Objective 8 Promote share projects between the local residents and its interaction with visitors. <i>Motivate the existence of a common space of meeting, exhibition and celebration of events for the local population and for its visitors;</i>	8.1	Create an identity space for meetings and dynamics of sociability of the local community and relationship with visitors		Responsible Municipality of Porto - Environment Department Stakeholders Local Association	July 2020/ Decembre2020	Municipality / IFRRU (Urban Rehabilitation Financial Framework), Private		
			Rehabilitate the existing ruin in the "green park" plots and transform it into the headquarters of the local association. This space can have an economic activity of local support (coffee) and help in events of the association and the local community, in order to dynamize the area.	Expropriation of private parcel					
	Objective 9 Promote the site <i>Promote the location outside of the area of intervention through cultural and artistic activities integrating community.</i>	9.1	Development of cultural and artistic activities in vacant spaces during the implementation of the project.		Responsible Porto Lazer Stakeholders FBAUP, FEUP, Critical Concrete, Local Association	January 2018/ October 2018	Porto Lazer	0.1	
			These activities will integrate the resident community, and will attract new visitors, starting to develop the habit of visit and promoting Santa Clara outside the local community. Occupation and dynamization of the vacant storages "						
Casa do Projeto Santa Clara " with the realization of artistic residences, exhibitions by institutions of artistic education (FBAUP) and a program of workshops integrating the local community.									

Experiment Santa Clara	Objective 9 Promote the site <i>Promote the location outside of the area of intervention through cultural and artistic activities integrating community.</i>	9.2	Promote a systematic cultural and urban animation		Responsible Porto Lazer Stakeholders FBAUP	January 2018/ October 2018	Porto Lazer/ URBACT		
			Organize a photography contest "Re.Ver Santa Clara" will promote the visit and a new look about the area. The photographs of the selected participations will be part of an exhibition to be held in the area.						
			Promote artistic interventions in public spaces.						
		9.3	Communication of the 2nd CHANCE project.		Responsible Porto Lazer	January 2018/ October 2018	URBACT		
			Development of a Logo tha identify the project and the site.						
			Conference - Final presentation event of the IAP project, promoted by the partners and held in Santa Clara. This presentation is open to the community.						
			Documentary video - realization of a video presenting the site and the actions carried out during the project. This will also include testimonies of the residents.						
			Production of flyers for presentation and dissemination of the project.						
			Publication in social networks and in local and national communication.						

5 Management & Governance structure for the site and the reactivation process

In order to steer and manage the implementation of the project, 2 specific bodies will be created: the first is in charge of ensuring strategic direction, the so call Urban Area Management Cabinet (UAMC), the second manage the operational rehabilitation works, the so call Local Technical Team (LTT).

Reactivation process

The body in charge of the steering of the overall reactivation process is the Urban Area Management Cabinet. It is coordinated by Porto Vivo SRU and its central core is composed by main institutional partners: the Municipality of Porto, the Parish Council, the Regional Direction of Culture and Porto Lazer. Other partners involved in the project will be associated to the UAMC's works: inhabitants, owners, Energy Agency etc.

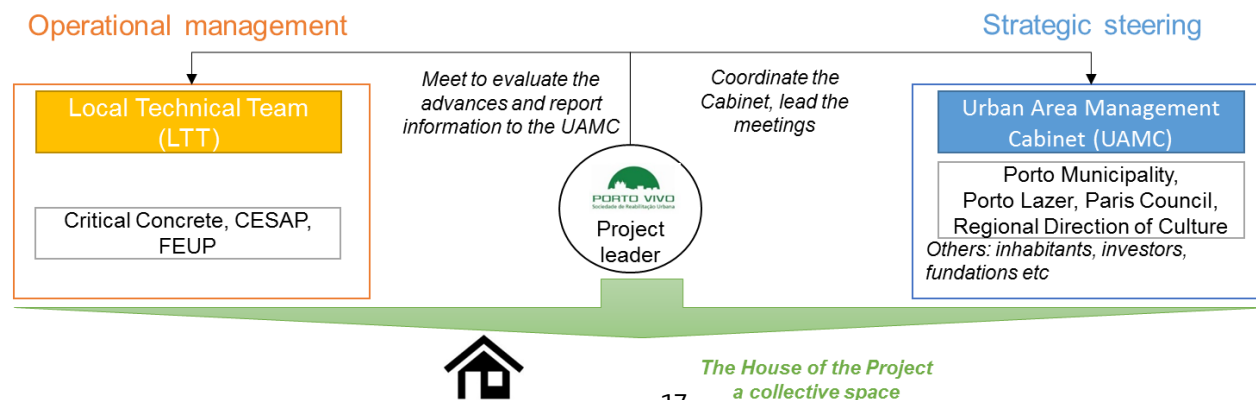
The UAMC will ensure the maintenance of the strategic direction during the project's implementation. It will evaluate the advances, discuss the difficulties and risks, and if necessary, complete and reorient the action plan. It's also monitor the conditions and quality of public spaces, infrastructures, security and animation, ... It will gather on a regular basis.

Management of the property

The Local Technical Team will cooperate to rehabilitate the buildings and the public space. It is composed by architects and engineers, members of the faculties CESAP and FEUP and of the association Critical Concrete. It will be in direct contact with the inhabitants, the owners and the investors. It will work closely with Porto Vivo, in charge of the overall project supervision

The connection between the LTT and the UAMC will be very important.

The Casa do Projeto Santa Clara (Santa Clara's House of the Project), initially located in ancient storages, managed by Porto Lazer to host cultural activities, will also enable partners to meet on the site, and in the future in the equipment to create in the leisure park.



6 The elaboration process of the reactivation strategy

General overview

Porto Vivo, SRU was in charge of conducting the process of elaboration of a multi-stakeholder strategy for the reactivation of Santa Clara. After a preliminary intern framing, the external partners were associated to the process, learned the basic ideas Porto Vivo, SRU already had, and had been defined a shared strategy, public and private, in order to promote and renewal Santa Clara.

Stakeholders involved

The main stakeholders involved in the elaboration process were: the Municipality of Porto (Departments of Environment, Mobility and Patrimony), Porto Lazer (municipal company in charge of the artistic, cultural and sportive animation), Porto Digital (association in charge of the digital network of the city), Critical Concrete (local association developing social architecture projects), the Faculty of Engineering of the University of Porto (FEUP), the Artistic Education Cooperative of Porto (CESAP- which has an architecture department), and the Porto Energy Agency. We also punctually involved other actors: the inhabitants, the owners, the Parish Council, Domus Social (municipal company in charge of social housing), AICCOPN/CICCOPN (association of civil constructors), Foundation Manuel António da Mota (a private Foundation which cares of social issues and social housing problems) and private investors.

Key activities

The first phase, diagnosis and basic strategy, has as key activities the organization of collective meetings and survey of the territory, its residents, buildings and social and economic dynamics.

In a second phase, was completed the action plan through:

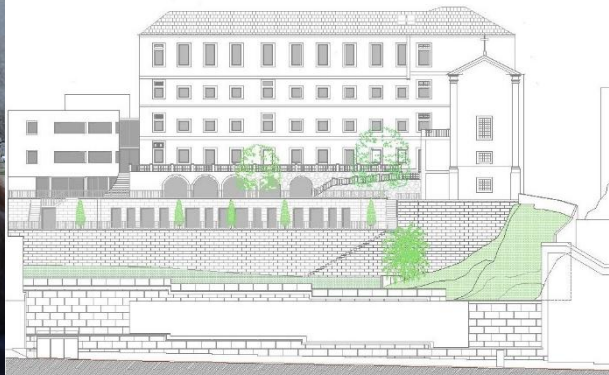
- bi-lateral meetings with every partner, specially the Municipality, to consolidated the strategy and to specify their own actions;
- the Local Technical Team started working about the rehabilitation of the buildings;
- development first contacts with the population;
- close working with investor of the Recolhimento do Ferro and others that pretends to build an hotel near Santa Clara;
- presentation of a plan and a strategy to Foundation Manuel António da Mota attracting it to be a stakeholder;
- the definition of the program of animation with Porto Lazer and the preparation of ancient storages where activities will take place.

Lessons learnt & Recommendations

Associate public and private stakeholders is a good way to solve urban issues/problems, sharing responsibilities, competences and visions.

Perhaps the timetable of multi-stakeholder meetings should be on more frequently, the tightening relationships between all.

The communication with local population on a regular basis could facilitated the process.



7 General prospect dealing with vacant sites in Porto

In the future the example of Santa Clara's process could be followed in other territories.

First of all it's crucial to define, as the Portuguese law allows, *Áreas de Reabilitação Urbana* (urban rehabilitation areas) since it allows to apply tax benefits, and tools of managing of the territory as the expropriation and forced sell, and also to guarantee a priority access to financing national or European funds. Also because in these cases it's possible to define *Unidades de Intervenção* (intervention units) which allows to define uses to the buildings and schedules to rehabilitate them by their owners or other investors which substitute them.

Althought these several pillars provided from the urban rehabilitation areas the main axis of this kind of strategies is the stimulation of private investment through tax incentives (p.e. Reduction of the income Tax of the rents for the owners, Exemption of Property Tax and Property Transfer Tax, Reduction the tax of Occupancy of Public Space during the works, Reduction of the Licensing tax and financial/technical support , promoting protocols with companies to get services and materials with better prices, protocols with banks that offer better conditions for credit, and inform people about the some national financial programs like "IFRRU", "Reabilitar para arrendar" , "Prohabita", etc.

Gathering public and private actors to work out a collective strategy for a specific site is really important and makes the difference in the promotion of urban renewal projects, aiming to act in material and immaterial issues.

Moreover, the 2nd Chance project in Santa Clara stands out by one original and innovative component: the collaboration with faculties and local associations in order to rehabilitate buildings at a low cost. We intend capitalize this experience in order e to extend it to other projects, so as to support the rehabilitation of private buildings whose owners and inhabitants face financial difficulties, looking for financing support of Foundations, as it happens already in other contexts.

By doing so, Porto aims ensuring the maintenance of the local and traditional population in the Historic Centre and attracting new and young population, keeping a sustainable balance fulfilling the residential functions articulated with desirable implement other social, cultural and economic dynamics in a mix of uses, and safeguarding heritage updating their using conditions.

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