

## Summary

Lisbon Atlantic Capital of Europe aims to establish itself as one of the cities in the world with best quality for live, work and visit.

This is the great challenge facing the global economy where cities play an increasingly important role.

Lisbon has now grown to the limits of its territory and is the center of the metropolitan region with nearly three million inhabitants. Today we face a new paradigm of urban development: "intervene in the existing city." The new Master Plan of Lisbon (PDM) is the plan of the 3 R's: Reuse, Rehabilitation, Regenerate. With the plan to raise the quality of life, we set goals to pursue, through a flexible regulatory incentives and tax credits for construction, a schedule of municipal investment and active citizen participation.

The new PDM is an instrument for achieving a new strategic vision of Lisbon, which translates in 7 major goals: attract more inhabitants; attract more businesses and jobs; stimulate urban rehabilitation; qualify public space; return the riverfront to the enjoyment of the people and promote sustainable mobility; increase environmental efficiency.

It is transparent: the rules are strict, clear and accessible to all.

It is widely reported: thousands of contributions resulted in a participatory process.

It is evolving: its period of validity is 10 years but promotes on its review after five years, to ensure an adequate response to changes in society and the uncertain times.

Meet the new PDM at <http://pdm.cm-lisboa.pt/>

## **Project description**

The vision of a city with a better quality of life faces two main challenges (which are also two strategic objectives): attract more people and families and create more jobs. Thus, the new Master Plan is an instrument to achieve seven major objectives, a new strategic vision for Lisbon.

### **1. ATTRACT MORE INHABITANTS**

Recover lost residents over the past decade, the next 10 years.

How?

- Program for affordable housing;
- Proximity to employment;
- Parking for residents;
- Good public transport;
- Healthy urban environment (noise and air quality);
- Public facilities with quality.

The New Master Plan aims to reverse the trend of declining population of Lisbon, creating conditions to attract more people.

**Education:** New vacancies in preschool; Rehabilitation of schools of the 1st Cycle.

**Health:** Reserve space for a new hospital; Programming health center; Transfer of areas for continued care units.

**Social Welfare:** New vacancies in nursery; Construction of equipment for seniors; New University Residences.

**Culture:** construction and rehabilitation of Libraries.

**Sports:** Construction of new equipments; Rehabilitation of existing equipments.

### **2. ATTRACT MORE BUSINESS AND JOBS**

Capacity to accommodate more jobs in the next 10 years.

How?

- The location of businesses is possible anywhere in the city - city multifunctional;
- Reserve space for companies in the future urbanizations;
- Intervention in the market to compete with the business parks of neighboring counties;
- Better use of existing business areas;
- Extended networks of high speed internet to the entire city;
- Increased edificability and reduced concessions in urban polarities and business districts;
- Placing municipal assets in land market with rules for determining the final cost;
- Promotion of business incubators, continuing the model Start-up existing;

Capacity to accommodate more jobs in the next 10 years.

### **New Poles of Economic Activities**

The new Master Plan invests in urban regeneration, promotes the conversion of the central areas of the city for innovative activities, support the traditional shops, setting new rules for the legalization of shops in traditional axes and discouraging the creation of large commercial surfaces.

### **3. STIMULATE URBAN REHABILITATION**

Actions in Priority Intervention Areas.

How?

- Classification of the entire urban area built as historic district, with tax incentives and edificability covering practically the entire city;
- Clarification of the role of each actor (buildings by the responsibility of private sector, public spaces and collective facilities by the responsibility of the City Council);
- Allow better use of basements, ground floors and first basement (higher compaction of the city);
- Accelerating construction permits;
- Municipal intervention through participatory process in Neighborhoods or Priority Intervention Zones;
- Encourage actions to reinforce the resistance of buildings to earthquakes.

#### **Urban Rehabilitation Area**

The new Mater Plan clearly invests on urban rehabilitation over new construction. For this, classifies the entire urban area built as historic district, assigns credits for building rehabilitation and penalizes those who leave their crumbling heritage.

### **4. QUALIFYING PUBLIC SPACE**

Qualify more public space in the next 10 years.

How?

- Reduction of areas reserved for motor traffic;
- Increased permeable areas in public space;
- Planting more street trees;
- Choose flooring and modulation solutions terrain that ensure accessibility, confort and safety to all;
- Develop a network of pedestrian access to the hills with the support of elevators, funiculars and escalators.

To enhance the ability to attract people and businesses, the city has to offer a quality public space. The new Master Plan focus on the redevelopment of public space combined with mobility and urban regeneration.

### **5. RETURN THE RIVERFRONT TO THE ENJOYMENT OF THE PEOPLE**

Qualify more Riverfront in the next 10 years.

How?

- Conversion of the riverfront with predominantly urban use recreational, leisure and watersports;
- Harnessing new interventions in Riverfront, namely on Av Ribeira das Naus and the new cruise terminal, to create more public space;

- Reduce the importance of riverside promenade as main road axis;
- Increasing cases of transposition of the railway and roads, access to the riverfront for pedestrians.

With the construction of landfills and the Port of Lisbon, in the late nineteenth century, the city was deprived of his interaction with the Tagus river. Recently, some port and riverside areas were being released and converted to be enjoyed by people. The new Mater Plan is intended to qualify more space dedicated to recreation, leisure and tourism.

## 6. PROMOTING SUSTAINABLE MOBILITY

**Main pedestrian network:** 92 Km

**New bike lanes:** 161 Km

**New bus lanes:** 75 Km

How?

- Creating traffic calming zones;
- Increased cycling network;
- Create a bicycle sharing system;
- Reducing the number of vehicles entering the city, controlling the supply of parking;
- Modelling the supply of parking for public use on the distance to the offer of public transport;
- Recovery tram network;
- Creating conditions to increase the network of subway;
- Creating a safe and inclusive city by removing barriers, adapting the built environment to the topography and choosing appropriate materials.

### Main Cycling Network

Decrease the number of cars circulating in Lisbon is one of the goals of the new Master Plan. For this purpose several measures are envisaged: implementing a new parking policy, enhancing public transport system and creating better conditions for walking and cycling.

## 7. INCREASE ENVIRONMENTAL EFFICIENCY

**Reduce energy consumption in 9,4%**

**Water in 7,8%**

**Materials in 10%**

Increase the green areas

The new Master Plan bet on incentives to improve the environmental efficiency of the city.

**Increasing separate collection in 29%**

**Increasing use of recycled water to 3,1 m<sup>3</sup> Inhabitant per year**

How?

- Increase green areas of the city, looking for continuity, particularly in the areas of the valley;
- Increase the presence of green and permeable areas in the consolidated city, particularly in public spaces, interior of the blocks and roofing buildings;
- Incentives for energy efficiency in buildings;
- Adapting the city to electric vehicles;
- Incentives for reutilization buildings;
- Incentives for recycling materials.

## Content

What mainly distinguishes the new PDML from its (1994`s) earlier version:

**A policy plan** (instead of a police plan, with strong administrative control)

**Support and incentives** (instead of restrictions on the decision)

**Strategic and operational** projects and programs (rather than regulatory)

**Flexibility and adaptability** (instead of rigidity of rules as for permitted uses)

**Municipal/Local autonomy** (instead of dependence on Central Administration)

**Simplicity and clarity** (instead of complexity and opacity)

**Local management: at street to quarter level** (instead of bigger areas)

It aims to establish a new paradigm, a more strategic and less prescriptive Plan: set goals and encourages their implementation.

It is a more flexible instrument, transparent, interactive and prepared for the administrative reorganization of the city. It also looks to encourage participation and improve the governance model.

**Lisbon Master Plan** establishes a new territorial model, based on clear defined urban policies. The most relevant technical aspects are: consider the entire territory as urban space, classify the entire built area as historic district, promote the compression of the consolidated areas as well as increase green areas and gardens, promote "execution units" as more flexible mechanism of plan implementation and create a credit system for construction transfer.

## Process

The Master Plan is mandatory for national execution, covers the whole municipal territory and establishes all the municipal policies with territorial impact. This plan is the result of two approaches (bottom up and top down) and is based on a long term vision which goes beyond its legal time span. Its preparation or revision involves several public regional and state entities in the process of monitoring and approval. The law establishes two moments of public consultation, involving the citizens: a preliminary round, with a view to the presentation of suggestions and proposals, and the final stage before the plan final version, to submit complaints or again, suggestions. However, in the case of the PDML review, it was intended to go beyond the formality. Therefore, a Communication Plan has been established at each stage to appeal the various sectors of the population **active participation**.

In addition to the permanent update on the CML website, there were held numerous meetings in neighborhoods and local communities; professional organizations, and universities were heard, as well as real estate developers and professionals of recognized merit. There were also held exhibitions and workshops all over the city. Specific communication programs were organized for children and youth, owners and developers, technicians and professionals. Considering the amount of participation and interest, the goal of bringing the population into the strategic planning process has been achieved.

(for more information: [www.cm-lisboa.pt/en/living-in/urban-planning/plano-diretor-municipal](http://www.cm-lisboa.pt/en/living-in/urban-planning/plano-diretor-municipal): Monitoring Committee, Consultation Report and Public Discussion - Participation Report)

## Innovation

The Master Plan contains complementary measures to **combat climate change**, integrating "initiatives and measures to reduce the vulnerability of natural and human systems against the effects of climate change, actual or expected", for example: Creating a Green Structure based on continuous macro green corridors, and spaces with greater resilience to dryness; Upgrading of the

alluvial soil areas, promoting the reallocation of urban ecological structure; Strengthening and improving the operating conditions of the Hydrological System, through the implementation of retention basins, permeable paving, capture and storage in buildings; Amendments in parking provision, in order to promote mobility in public transportation; Selective densification along the interfaces of public transportation, to inhibit the movements in individual transport, in particular those visiting, coming from outside the city.

Besides the financial incentives, a system of other incentives by objectives are foreseen: 1. Housing offer subject to maximum value of income or sales price; 2. Rehabilitation of buildings; 3. Restoration and rehabilitation of buildings to preserve, with municipal interest; 4. Transmission to the public domain of green areas; 5. Demolition of buildings with no interest in recreational green areas; 6. Recover and increase permeable areas within/contained by urban blocks; 7. Bioclimatic concepts and energy efficiency integration in buildings, urban structures and public spaces; 8. Additional parking offer in residential areas with parking deficit;

This system is found to be a way to build rights in exchange for support of social responsibility and public interest and sharing of responsibilities and risks, which should not be left to an arbitrary negotiation. This is a highly regulated mechanism, main purpose, to obtain downtown's rehabilitation funding through a transfer of financial flows between private developers.

## **Sustainability**

### **Priority to urban regeneration: Lisbon Urban Rehabilitation Strategy**

We define an intervention strategy based on the following guidelines: 1. The intervention in existing buildings should focus their conservation and maintenance done regularly. 2. Urban regeneration is not confined to the physical rehabilitation of buildings or urban space, but implies interventions with the community support, economic and cultural activities, security, coexistence of various cultures and generations, equipment locations, associations and collectivities and raising awareness of the historical and heritage values of each building, street, square, neighborhood or hills. That considered, the following measures were established: 1. Declare as Urban Renewal Area entire consolidated city, excepting the recently urbanized areas, major equipment and cemeteries, covering 60% of the municipal territory land. 2. Guide investments for the rehabilitation of the city, particularly in public spaces and in its buildings, using european funding (FEDER), through the European Investment Bank loan and the remaining contracted with other financial and revenues from the Casino. 3. Promoting municipal incentives for rehabilitation, especially for the reduction or exemption of urban taxes. 4. Promote new actions to reclaim heritage, or by the simple disposal of municipal buildings or through the program Rehabilitation First, Later Pay. This program is intended to sell vacant municipal fractions, in poor condition, with the obligation to carry out rehabilitation works, allowing the deferral of payment (<http://www.cm-lisboa.pt/fileadmin/VIVER/Urbanismo/urbanismo/Reabilitacao/estrat.pdf>).

Main example: Ai Mouraria (<http://www.aimouraria.cm-lisboa.pt/ha-vida-na-mouraria.html>)

### **BIP/ZIP Program (/Priority Intervention Neighbourhoods)**

Areas of the city with the worst socio-economic indicators, environmental and urban planning were identified as BIP-ZIP, giving rise to a program that is to make available to the Parish Councils, local associations, local or non-governmental organizations and the economic support necessary for implementation of projects to change their neighborhoods.

It is an innovative program based on a "do it yourself" system. Applications are considered by the Program BIP/ZIP jury, such as: occasional interventions, community services; small investments and integrated actions (<http://habitacao.cm-lisboa.pt/index.htm?no=2709001>).

In parallel, there is an independent process - participatory budget – which is open to individual ideas and projects in any part of the city:

<http://www.lisboaparticipa.pt/pages/orcamentoparticipativo.php>