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## **Managing Urban Heritage Areas in the Context of Sustainable Tourism: Planning and Management**

In this chapter, the case examples relate to planning and management, which encompasses urban planning, governance, implementation, holistic approaches, integration, carrying capacity and empowerment and participation.

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## A protection and management plan for the historic centre of Macao

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Macao's heritage has been managed since 1953 based on legal frameworks that were put into effect at that time. Changes in the law in 1976 have since led to more systematic management. This has enabled the most representative examples of the rich cultural and architectural legacy of the city, with its history of more than 450 years, to endure.

Nonetheless, the historic core needs particular care. For this, a protection and management plan is required. This very important institutional development will specify the most appropriate city management instruments for protecting the principal attributes associated with the cultural value and visual interface of the group of buildings and surrounding urban setting inscribed in the UNESCO World Heritage list in 2005.

As well as fulfilling the aspirations put forward in Heritage Protection Law 11/2013, in effect since March 2014, the protection and management plan for the historic centre of Macao will also provide a sustainable basis for ensuring compliance with the recommendations of the World Heritage Committee. Moreover, it will provide a solid foundation for the long-term vision communicated by the Government of Macao S.A.R. in its efforts to preserve the city's invaluable cultural resources.

The protection and management plan is based on a public-consultation process, which has included numerous clarification sessions and a broad debate in the media, with input from people from all walks of life. Interventions by the public demonstrate a good level of research into the subject, the gathering of technical knowledge and a will to share constructive ideas.

The positive dialogue that has ensued from the consultation process was motivated by the rich content of the plan, which identifies the most notable visual corridors and streetscapes of the historic centre and construction restrictions for each district and architectural unit. It also demands a strong scientific basis for conservation works, greater accountability, and a sense of purpose for the day-to-day action-plans, maintenance tasks and conditions of usage. These are strongly supported by risk-assessment monitoring that recognizes the principal latent pressures, including the ongoing development of the city, an increase in tourist numbers, and the need for an efficient disaster response system.

The plan presents an integrated approach for the protection and management of the character and livelihoods of the historic centre, including the intangible heritage expressions of the city, while also providing for the continuous updating of infrastructure to support quality cultural tourism experiences, a balanced transportation and circulation network, coherent urban furniture installations and public facilities, the maintenance of green spaces, and continued investment in education, research and the promotion of cultural values, along with efficient interpretation support to enhance the story-telling capacity of Macao's heritage legacy.

In tune with the plan's specifications, 11 important visual corridors, 19 picturesque streets and 24 significant urban fabric structures have been identified. Detailed descriptions of the respective attributes and protection mechanisms have been prepared for these, thereby ensuring adequate safeguarding of the most important features associated with the historic centre.

The plan's attention to detail is reflected in the sub-division of the visual corridors into three types of visual linkages, namely: between the monuments and the seaside, between the monuments and relevant public spaces and between the monuments themselves, as well as the various viewpoints and their inherent articulation. This indicates a clear understanding that the historic centre is a living organism that requires a complex network of evaluation channels to assess its condition at any given time.

Centred on the core spatial units targeted for protection, the plan focuses attention on the actions and interventions that could impact the preservation of these units, including the quality of the conservation works, further specified as a list of basic principles for such works, and the need for construction restrictions specific to each block and street and their surrounding environments.

The plan also provides for the design of efficient usage and maintenance action plans, with the identification of practical factors such as capacity limits, circulation of visitors and human resources for management and monitoring tasks. Furthermore, the plan recognizes that the functions and uses of heritage sites need to be consistent with the spirit of each structure and each place. Recognizing the key threats to heritage properties in Macao, including fire, typhoons and termites, the plan also includes risk-assessment measures and takes a preventive stance, while also recognizing the importance of regular monitoring.

The upcoming implementation of the protection and management plan for the historic centre will hopefully inspire the spirit of a future master plan for the entire city, with the necessary coordination of principles and actions.