

MANAGEMENT PLAN

WORLD HERITAGE TOWN

“THE OLD TOWN OF ÁVILA AND THE EXTRA-MUROS CHURCHES”



ÁVILA



Organización
de las Naciones Unidas
para la Educación,
la Ciencia y la Cultura



Ciudad vieja de Ávila
e iglesias extramuros
inscrita en la Lista del
Patrimonio Mundial en 1985

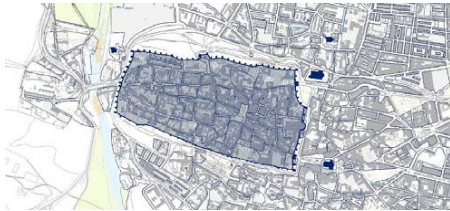


- **ÁVILA – WORLD HERITAGE: THE OLD TOWN OF ÁVILA AND ITS EXTRA-MUROS CHURCHES**
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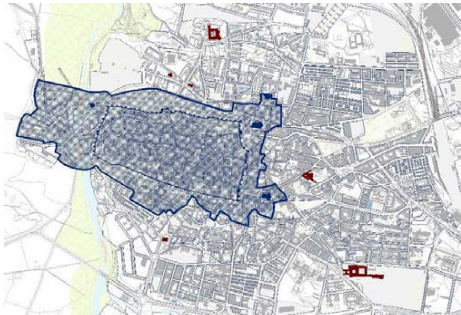


ÁVILA – WORLD HERITAGE: THE OLD TOWN OF ÁVILA AND ITS EXTRA-MUROS CHURCHES

Ávila was included on the World Heritage List in 1985



The original listing was extended in 2007, confirming the presence of universal values in the town.



The extension recovered the spatial and historical associations in the town, understanding them as more important than the isolated value of each site.

Ávila was included on the UNESCO World Heritage List in 1985 as the recognition of a collection of **Exceptional Universal Values** that need to be conserved and passed on as a legacy for the coming generations, summarised in accordance with the following criteria:

- **Criterion (iii): To bear a unique or at least exceptional testimony to a civilisation which has disappeared¹**

“Ávila is an outstanding example of a fortified city of the Middle Ages the surrounding walls of which are fully intact. The density of religious and secular monuments, both intra- and extra-muros makes it an urban ensemble of exceptional value.”

- **Criterion (iv): to be an outstanding example of a type of building, architectural or technological ensemble or landscape which illustrates (a) significant stage(s) in human history.**

Ávila is the best-known example of a fortified city resulting from the 'repoblaciones' policy of the Kingdom of Castilla on the morrow of the reconquest of Toledo. Highlighting the marked mediaeval character of the Old Town of Ávila and combining both religious and defence features”

▪ The mediaeval walls and the extra-muros Romanesque churches of San Pedro, San Vicente, San Andrés and San Segundo are the elements expressly mentioned in the listing as the main repositories of said values and those which give it its name: **“The old town of Ávila and its extra-muros churches”**.

▪ The 1985 listing, together with its designation as a Historical Ensemble, is a recognition of the town's value and its state of conservation. In 2007, the UNESCO confirmed its listing by approving an extension to the original listing, which included the churches of San Nicolás, Santa María de la Cabeza and San Martín; and the Convents of La Encarnación, San José and the Royal Monastery of Santo Tomás. Accordingly, the new listing includes not only mediaeval sites, but also sites from the 16th century, the town's period of splendour, which represents a step forward in the overall interpretation of the town.



¹ Criterion (iii) is quoted in its version as when the site was listed; it has since been reviewed. Its current definition is: “To bear a unique or at least exceptional testimony to a cultural tradition or to a civilisation which is living or which has disappeared”

THE FUTURE OF ÁVILA, A WORLD HERITAGE TOWN

Cultural heritage is the town's main competitive advantage.

- The work for protecting, conserving and recovering the old town of Ávila has been ongoing since it was listed. At the same time, its cultural values have been used as a resource for generating value on a cultural, social, territorial and economic scale. At the present time, there is a need for a firm **commitment to the sustainable development of the town, taking advantage of the potential of culture and heritage as a competitive edge for Ávila.**

The Management Plan: an instrument for coordinating the future culture and Heritage of Ávila.

- Accordingly, an **integral and integrated town management model** must be developed on the basis of this premise and on the experience gained over the last 25 years, to successfully turn Ávila into a national and international reference in cultural heritage. This model must take shape through a strategy for Ávila that takes into account the following:

- The central role played by heritage in the old town of Ávila.
- The influence of the context on the heritage and the capacity of the heritage for influencing its environment.
- The integral and integrated consideration of sectors and players, etc.
- The coordination and creation of synergies among the initiatives in the area of heritage and other lines of work in the town.

The Management Plan is an obligation arising from the inclusion on the WHL

- Accordingly, there is a need for a **summary document containing all the lines of work that are being carried out for the protection and growth of the town's value, where said document should also contribute to its focus and efficient coordination.** This document is the *Management Plan for Ávila, a World Heritage Town*.

- **Management plans are the planning instruments required by UNESCO for all the items included on the World Heritage List and they are for the effective implementation of the work designed to achieve the knowledge, conservation and dissemination of their Exceptional Universal Values.**

The Management Plan is an opportunity for improvement for the town.

- However, they are also an **opportunity for improving the town, refocusing and coordinating all the efforts made to conserve and improve the urban culture, optimising resources and maximising results.** The management plan begins with the design of a complete and integrated administration of the World Heritage Town as a complex and dynamic body.

THE DECLARATION OF SIGNIFICANCE OF ÁVILA, A WORLD HERITAGE TOWN

The criteria for inclusion of the World Heritage Town must be updated

- The inclusion of Ávila on the World Heritage List is the recognition of the fact that the town has a number of Exceptional Universal Values. For their appropriate management, it is essential to define these values and the elements that represent them. The Management Plan meets this requirement through a **Declaration of Significance**, which takes into account not only the original listing, but also the current criteria and theories on the recovery of the heritage of historical towns and cities and the evolution of the concept of World Heritage Town.
- Accordingly, the Declaration of Significance emphasises the **integral consideration of the town and the relations between its elements** rather than the individual values of its monuments. This focuses more on the integral and integrated understanding of the heritage and the town as a whole, associating its integrating elements through their historical construction, ideas and importance.

The Declaration of Significance is a guide for understanding the town

- **The updating and extension of the UNESCO Criteria for inclusion on the World Heritage List stand as a useful starting point for the reconsideration of the old town of Ávila's value and a more complete and integrated understanding of it**, making use of the documentation provided by the studies that have been made of the town in recent decades. One of the key factors of this Declaration of Significance is the consideration that the Exceptional Universal Values are not bound only to specific monuments, but rather, to varying degrees, they are present in every tangible and intangible monument in the historical town. The Declaration of Significance is not only an explicit recognition of the town's values, but also a guide for its understanding, recovery and dissemination within reach of all the stakeholders that help focus the actions taken on the town in the right way.

<u>Criterion (iii)</u>		<u>Criterion (iv)</u>	
<i>To bear a unique or at least exceptional testimony to a cultural tradition or to a civilisation which is living or which has disappeared</i>		<i>To be an outstanding example of a type of building, architectural or technological ensemble or landscape which illustrates (a) significant stage(s) in human history.</i>	
Practical Directives for the application of the World Heritage Convention 2008, D. 77			
<i>“As an example of a fortified city of the Middle Ages the surrounding walls of which are fully intact. The density of religious and secular monuments, both intra- and extra-muros makes it an urban ensemble of exceptional value”</i>		<i>As the best-known example of a fortified city resulting from the 'repoblaciones' policy of the Kingdom of Castilla on the morrow of the reconquest of Toledo. Highlighting the marked mediaeval character of the Old Town of Ávila and combining both religious and defence features”</i>	
<ul style="list-style-type: none">▪ The fortified town<ul style="list-style-type: none">▪ The walls of Ávila▪ The fortified palaces▪ The archaeological vestiges:<ul style="list-style-type: none">▪ <i>The Alcazar</i>▪ <i>The walls of Los Arrabales</i>▪ <i>The Carlist walls</i>	<ul style="list-style-type: none">▪ The density of monuments<ul style="list-style-type: none">▪ Religious architecture<ul style="list-style-type: none">▪ <i>Romanesque churches</i>▪ <i>Convent system</i>▪ Civil architecture<ul style="list-style-type: none">▪ <i>Palaces and residences of the nobility</i>▪ <i>Historical civil architecture</i>	<ul style="list-style-type: none">▪ Repopulation of the Kingdom of Castilla and the reconquest of Toledo▪ The relationship with other historical towns and cities▪ Marked mediaeval character<ul style="list-style-type: none">▪ The urban structure▪ Cultural and social diversity▪ Other signs of the Middle Ages in the town	<ul style="list-style-type: none">▪ Religion and defence<ul style="list-style-type: none">▪ Saint Teresa of Jesus▪ St John of the Cross▪ Spirituality and Mysticism▪ Traditions and legends associated with the local patron saints

DIFFERENTIATED AREAS

HISTORICAL TOWN

- Designated Historical Centre
- Town centre
- Traditional quarters and suburbs

HISTORICAL TOWN SURROUNDING

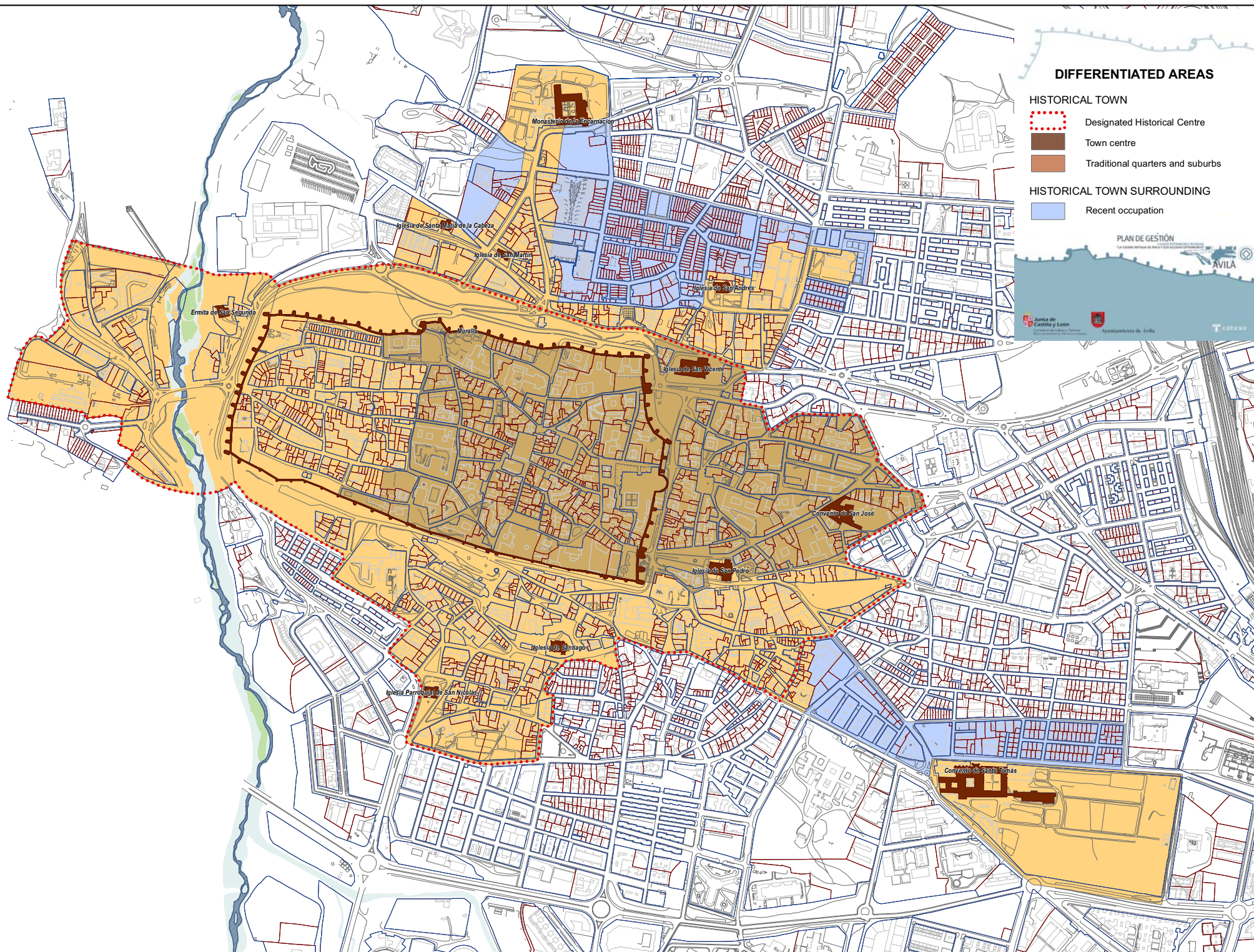
- Recent occupation

PLAN DE GESTIÓN

147 TERCER AVILA DE AVILA Y DEL MUNICIPIO DE AVILA



Ayuntamiento de Avila



THE CONTRIBUTION MADE BY THE MANAGEMENT PLAN TO THE SIGNIFICANCE OF ÁVILA

The cultural values of Ávila are in excess of those that have been officially declared

▪ The Declaration of Significance of the Town made by the management plan not only reviews the current scope of the declaration criteria, but also identifies other values that are present in the town and that form part of its historical identity. These other values must be considered in conjunction with the Exceptional Universal Values that have been declared since they contribute to the cultural construction of the town. This provides a more integrated vision of the town that contains not only the Romanesque religious architecture and the 16th-century convent system, but also the industrial heritage, popular architecture and the architecture of the nobility. In addition, it strengthens the role of the town's intangible heritage, which is particularly bound to (multi-cultural) mysticism and the figure of Saint Teresa.

The Urban Heritage System as a way of understanding the town

▪ The more integral vision of the town's cultural value requires an appropriate interpretation and management model that is innovative and in which the limits and individual elements award part of their protagonism to the relations, ideas and meanings, etc. that bind together the integrating elements of the town. Accordingly, the scope of the town that is culturally relevant is not unique, but rather comes from the superposition of the many spaces in which the town's cultural values are developed. **Based on this premise, the concept of Urban heritage System can help provide the many heritage sites in Ávila with the corresponding unity and coherence.**

▪ The Urban heritage System affords an understanding of the town as a set of meanings and ideas, represented and related to each other through tangible and intangible elements. They have all contributed to the historical and cultural construction of the towns and cities and to the definition of their identities, which is the main value that needs to be protected and transmitted. The Urban heritage System arises from the superposition of the different forms of understanding the town and, from the point of view of the World Heritage List, it can be associated with the universal and exceptional values recognised in the listing.

A summarised view of the values of Ávila as a World Heritage Town

▪ In whatsoever case, the town of Ávila must be understood as a unit that represents a common history and culture, but it arises from the combined vision of each of the Urban Heritage Systems that make up the town. The summary of the town's values represents its identity and makes Ávila different from any other historical town. **The Declaration of Significance made by the management plan focuses accordingly on a summarised description of the town that presents the most important features of the site included on the World Heritage List.**

"The city was founded in the second half of the 1st century BC. It has vestiges of all the civilisations that have lived in the place up to the 21st century. The Reconquest of these lands by the Christians from the North gave rise to the construction of the imposing walls in the 12th century. They are made up of 88 turrets and 9 gates and surround the perimeter of the old town completely.

The same period also saw the construction of the Romanesque churches and the majestic cathedral, which was completed during the Gothic period and forms part of the defence system thanks to the upper end, which also acts as another turret of the walls. The palaces and large residences of the nobility were built in the 16th century in a marked Castilian style.

The town is the birthplace of mysticism and home to the birthplace of Saint Teresa of Jesus and her first foundations."



A MANAGEMENT PLAN FOR ÁVILA

The Management Plan defines a strategy based on cultural heritage

- A Management Plan is an instrument for the integral and integrated administration of cultural heritage, coordinating and directing the objectives, actions and players involved in the protection and improvement of the World Heritage Town. It is not an intervention mechanism or a form of direct protection, but rather provides the general framework of action for the instruments that have been designed for said purpose. It is a strategic instrument based on the following premises:

The key factor behind the plan is the understanding of the historical town

- It focuses its efforts on organising, directing and coordinating current courses of action and on bringing in those that are developed in the future.
- It is of a transversal and multi-sector nature and focuses on the (social and economic, etc.) factors related to the World Heritage Town from the point of view of heritage.
- It pursues sustainable development and a commitment to cultural values.
- It develops a vision of the town's future, based on heritage as a competitive edge for the town and the main feature of its identity.

- The priority of the management plan is:

To achieve the understanding of and guarantee the conservation of the town's significant values, especially those associated with its status as a World Heritage Town.

Cultural heritage is the base for urban, social and economic development

- As a secondary priority, the management plan must be capable of:

Enabling flexibility in the administration work to ensure the best use of resources and the incorporation of new values that help improve the town without compromising existing values.

- The main contribution made by the management plan is not only the proposal of mechanisms for protecting cultural values, but also and above all laying down procedures that enable the incorporation of said values into cultural, social, territorial and economic development and, ultimately, the sustainability of the cultural legacy that is to be enjoyed by present and future generations.

CONCEPTUAL MODEL OF THE MANAGEMENT PLAN

The Management Plan is a Manager of the Change

- The management plan is applied to a complex and dynamic body: a town. Consequently, it must be capable of channelling the changes that occur in the town of Ávila so that they contribute to the protection of cultural values and enable the use of opportunities. Accordingly, it must be capable of adapting to the specific situation at any given moment in time, remaining focused on its general criteria and objectives. It must be a manager of a change that is flexible, open and effective.
- To do so, its content focuses on the administration and coordination of initiatives, players and resources and, in general, it is applied to the town's heritage while keeping the integral and transversal nature of the town's management in mind.

The importance of interactions between heritage and non-heritage sites

- Therefore, the base on which the plan stands is heritage value, a concept that is always included in every proposal. Its most important action area lies, therefore, without overlooking the central role played by the value of culture, in the interactions between heritage and the other values and factors in the World Heritage Town, acting as a mechanism for planning the integral heritage-society-economy system and going beyond the classic, isolated and independent consideration of heritage.

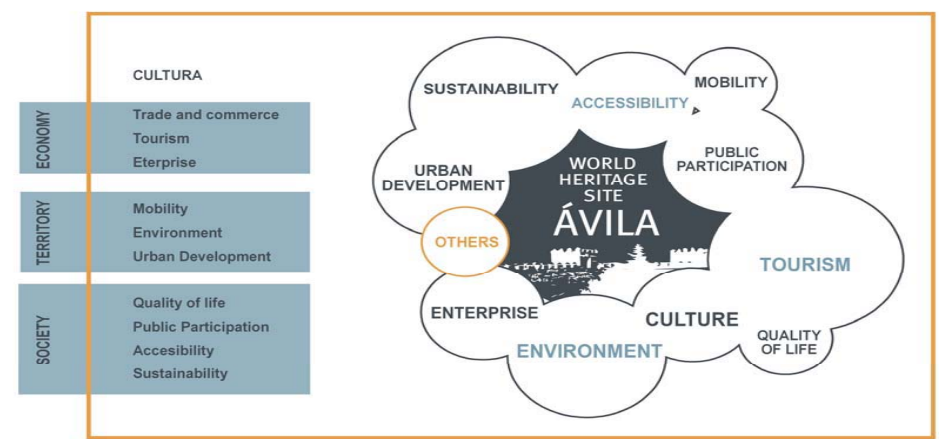
Key items of the Management Plan



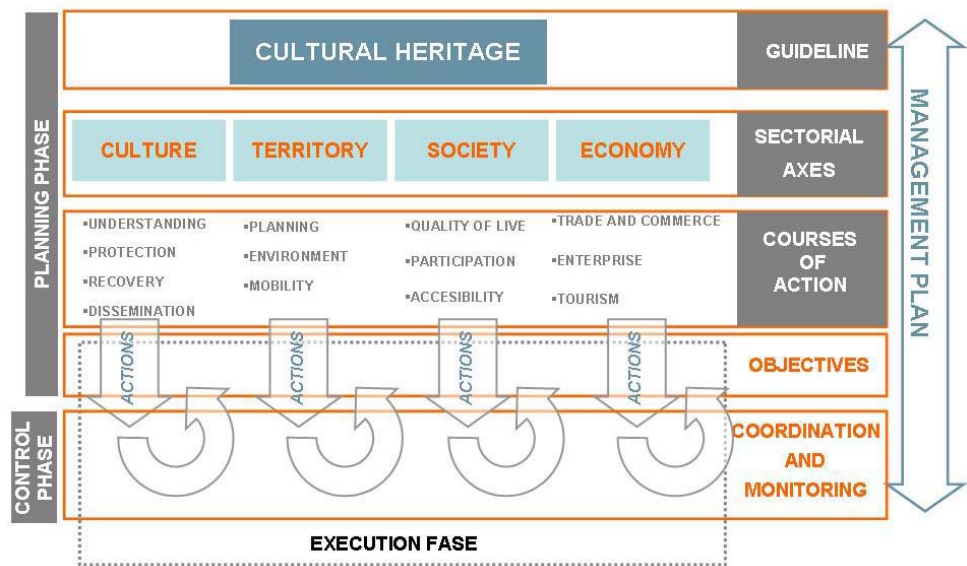
To do so, the consideration of the following in the management plan is of key importance:

- The **heritage values**, particularly associated with the Universal Exceptional Values, as a base for the plan as a whole.
- The **non-heritage values** (social, economic and territorial, etc.) as part of the exceptional nature of the town and necessary for an integral action and understanding of it.
- The **players**, stakeholders and, in general, all the organisations and individuals that may be affected by the World Heritage Town.
- The need for a coordination body or **management body** to direct the implementation of the plan in the town.
- Implementation of mechanisms for **following up, monitoring, assessing and reviewing** the management plan as a strategic, flexible and dynamic instrument.

STRUCTURE AND STRATEGIC DEVELOPMENT OF THE MANAGEMENT PLAN



- From a position that takes into account the heritage values and essential elements of the urban identity, the aim of the management plan is to guarantee the maintenance of the cultural identity and excellence of the historical town and make the construction work that is completed in Ávila in the future compatible.
- Accordingly, the areas in which the town needs to improve are identified, together with the bases for changes in the mid- and long-term, the heritage values, its historical, cultural and identity potential, using them "as a means for social and economic development and revitalisation".
- The management plan is a reference document for the planning, management and coordination of the initiatives that are directly or indirectly related to the urban heritage values within the framework of the historical town. Consequently, its scope is not limited exclusively to heritage, although the **cultural heritage** is always part of every consideration as a main resource and source of capacities for the town.



- The strategy proposed by the management plan, on which its structure is based, begins with the development of a main guideline that is directly associated with cultural heritage, developing the objectives and proposals that are directly linked to the identification, protection, refurbishment and transmission of the cultural values of Ávila, especially its Exceptional Universal Values, which have been recognised with its inclusion on the World Heritage List.
- On a lower scale and in cross-relation to the directive, four strategies are developed in correspondence with four sectors that are directly related to cultural heritage and which, as a whole, cover all the factors that influence the World Heritage Town.
 - **Culture** and heritage
 - **Territory** and heritage
 - **Society** and heritage
 - **Economy, tourism** and heritage

ANALYSIS AS A STARTING POINT: SWOT

SWOT ANALYSIS MANAGEMENT PLAN

ANALYSIS OF THE ENVIRONMENT OF THE WORLD HERITAGE SITE OF THE TOWN OF ÁVILA AND ITS EXTRA-MUROS CHURCHES	OPPORTUNITIES	Factors of the ENVIRONMENT that are used appropriately THROUGH THE MANAGEMENT PLAN can provide certain benefits and/or advantages for the WORLD HERITAGE SITE.
	THREATS	The factors of the ENVIRONMENT that can affect the WORLD HERITAGE SITE and, consequently, the successful development of the MANAGEMENT PLAN.
INTERNAL ANALYSIS OF THE WORLD HERITAGE SITE OF THE TOWN OF ÁVILA AND ITS EXTRA-MUROS CHURCHES	STRENGTHS	Internal aspects that make it possible for the WORLD HERITAGE SITE to take advantage of an opportunity or deal with a threat.
	WEAKNESSES	Limitations that prevent the WORLD HERITAGE SITE from dealing with a threat or taking advantage of an opportunity.

▪ In order to identify the objectives and most appropriate lines of work for the World Heritage Town of Ávila, the developments of the directive and strategies provided in this management plan begin with a general and particular analysis of the condition of the historical town and its surrounding area. The analysis has been made on the basis of information that has been collected and the contributions made by the various players taking part in the development of the plan. It allows for a global view of the main areas in which the town needs to work in the future and the resources and capacities that are available for carrying out the work that is required.

▪ Although the analysis is the result of a good number of contributions, a classic SWOT system has been chosen for its presentation in order to give a clear and direct view of what happens in the town itself and in its social, economic and territorial, etc. context. It reveals a number of critical strategic factors on which efforts need to focus to improve the town's heritage and turn Ávila into a place that is both unique and exceptional, as sung by the commemorative slogan of the 25 years of its inclusion on the World Heritage List.

▪ The SWOT analysis gives a summarised, related view of two types of analysis. On the one hand, an internal analysis of the town itself, which identifies the strengths (S) and weaknesses (W) of the urban system from a multi-sector viewpoint. On the other, an external analysis of what happens in the town's surrounding area and context, which identifies the potential opportunities (O) and threats (T) for the town.

ANALYSIS OF THE ENVIRONMENT

INTERNAL ANALYSIS OF THE WORLD HERITAGE SITE OF THE TOWN OF ÁVILA AND ITS EXTRA-MUROS CHURCHES	OPPORTUNITIES	THREATS
STRENGTHS	MAIN COURSES OF ACTION	DEFENSIVE COURSES OF ACTION
WEAKNESSES	COURSES OF ACTION ADAPTATION	COURSES OF ACTION SURVIVAL

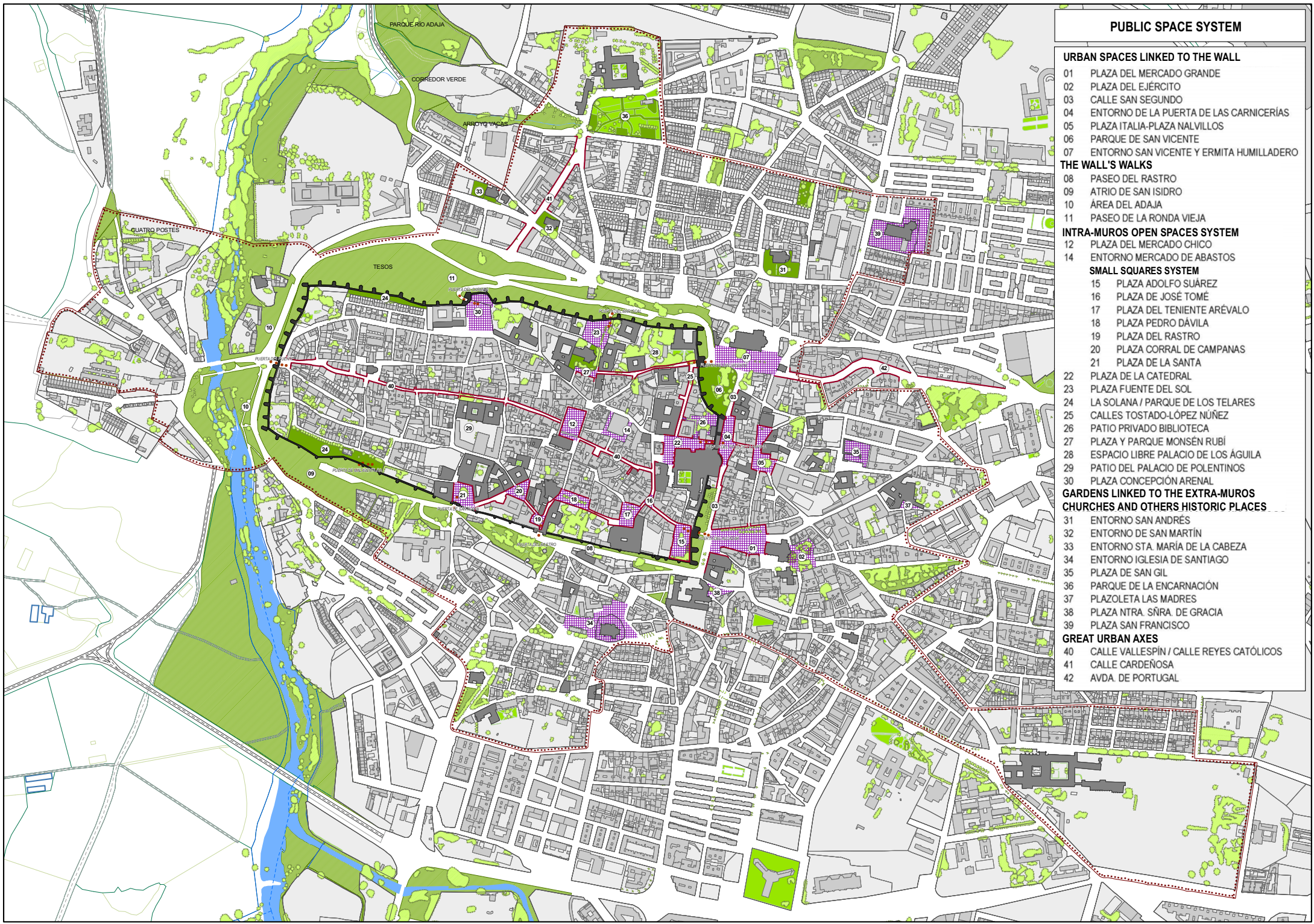
▪ The **SWOT analysis** answers questions such as: what is the best part of the town? What makes it different from the rest? What makes it unique? What needs to be improved? What needs to be avoided? Which features limit its success? In addition, the combined vision of the internal and external factors reveal ways of implementing the strategies proposed by the plan, which will range from the more proactive (the more the town reveals favourable internal and external factors for implementing certain lines of work) to the more protective and those geared for survival.

▪ The **objectives** that are to be pursued with the various strategies then focus on **maximising the positive features and, above all, minimising the negative features**. The aim is for the weaknesses to gradually become strengths and the threats to be approached with guaranteed success. It also presents the existing or potential opportunities so that the strengths can be consolidated and used positively and future opportunities can be prepared for.

ANALYSIS AND OBJECTIVES

GLOBAL ANALYSIS

DIRECTIVE	CULTURAL HERITAGE
COURSES OF ACTION	Protection, Conservation, Refurbishment, Recovery, Transmission and Dissemination of Cultural Heritage.
STRENGTHS	<ul style="list-style-type: none"> • Good general state of conservation of the town. • Stability of heritage resources. • High-level preparation of the town in various sectors: tourism, congresses, etc. • The walls as a consolidated brand image. • Presence of several international references: mysticism, the walls, etc. • Reference for accessible tourism. • Consolidated work on improving the town, based on the Plan for Tourist Excellence (1999-2004). • Awareness of authorities and citizens of the role to be played by heritage as a resource. • High level of citizen involvement and the involvement of associations and security corps in the town's management. • High-level complexity of the town, with multiple historical and cultural interpretations. • Relationship between the town and reference personalities: Saint Teresa of Ávila, St John of the Cross. • High-level performance of the town, even when only a small percentage of its potential is used.
WEAKNESSES	<ul style="list-style-type: none"> • Complexity of urban mobility, which makes access to some elements of high cultural value difficult (Santo Tomás, for example). • Difficulty in the coexistence and harmonisation of the values and structure of the historical town with certain requirements of modern life, such as traffic mobility. • Highly limited promotion and projection of the town on a regional and national scale, with a lower level of international projection. • Tourist demands are not permanent, which leads to a need for implementing a mechanism to balance supply and demand in terms of both seasonality and time.
OPPORTUNITIES	<ul style="list-style-type: none"> • Presence of ways of seeing and understanding the town that have not yet been developed (in terms of culture and tourism, etc.). • Various events that can help improve knowledge and the promotion of the town: 25th anniversary of its inclusion on the World Heritage List (2010), 5th Centenary of the birth of Saint Teresa of Jesus (2015), etc. • Presence and membership of various groups that generate synergies and opportunities: <i>Grupo Ciudades Patrimonio de la Humanidad de España</i> (Group of World Heritage Towns and Cities of Spain), <i>Red de Juderías</i> (Network of Jewish Quarters), <i>Camino de la Lengua</i> (The Language Way), <i>Ciudades Catedralicias</i> (Cathedral Cities) etc. • Future implantation of national cultural centres (Management of Deposits of the Prado Museum). • Becoming a national reference for congresses, as an alternative to Madrid, through the new "Lienzo Norte" Congress Centre. • Existence of important and numerous elements of high cultural value that have not yet been included in the town's offer. • Possibility of turning Ávila into a reference for the management of World Heritage Towns and Cities through the World Heritage Towns and Cities Centre, based in the Palace of Los Verdugo.
THREATS	<ul style="list-style-type: none"> • Scarce and ageing population inside the historical centre. • Tendency towards the disappearance of traditional trade and commerce inside the historical centre. • Competition with other towns and cities as a cultural tourist destination. • Current economic situation.



PUBLIC SPACE SYSTEM

URBAN SPACES LINKED TO THE WALL

- | | |
|----|--|
| 01 | PLAZA DEL MERCADO GRANDE |
| 02 | PLAZA DEL EJÉRCITO |
| 03 | CALLE SAN SEGUNDO |
| 04 | ENTORNO DE LA PUERTA DE LAS CARNICERÍAS |
| 05 | PLAZA ITALIA-PLAZA NALVILLOS |
| 06 | PARQUE DE SAN VICENTE |
| 07 | ENTORNO SAN VICENTE Y ERMITA HUMILLADERO |

THE WALL'S WALKS

- | | |
|----|---------------------|
| 08 | PASEO DEL RASTRO |
| 09 | ATRIO DE SAN ISIDRO |
| 10 | ÁREA DEL ADAJA |
| 11 | PASEO DE LA RONDA |

INTRA-MUROS OPEN SPACES SYSTEM

- 12 PLAZA DEL MERCADO CHICO
14 ENTORNO MERCADO DE ABASTOS

SMALL SQUARES SYSTEM

- 15 PLAZA ADOLFO SUÁREZ
16 PLAZA DE JOSÉ TOMÉ
17 PLAZA DEL TENIENTE ARÉVALO
18 PLAZA PEDRO DÁVILA
19 PLAZA DEL RASTRO
20 PLAZA CORRAL DE CAMPANAS
21 PLAZA DE LA SANTA

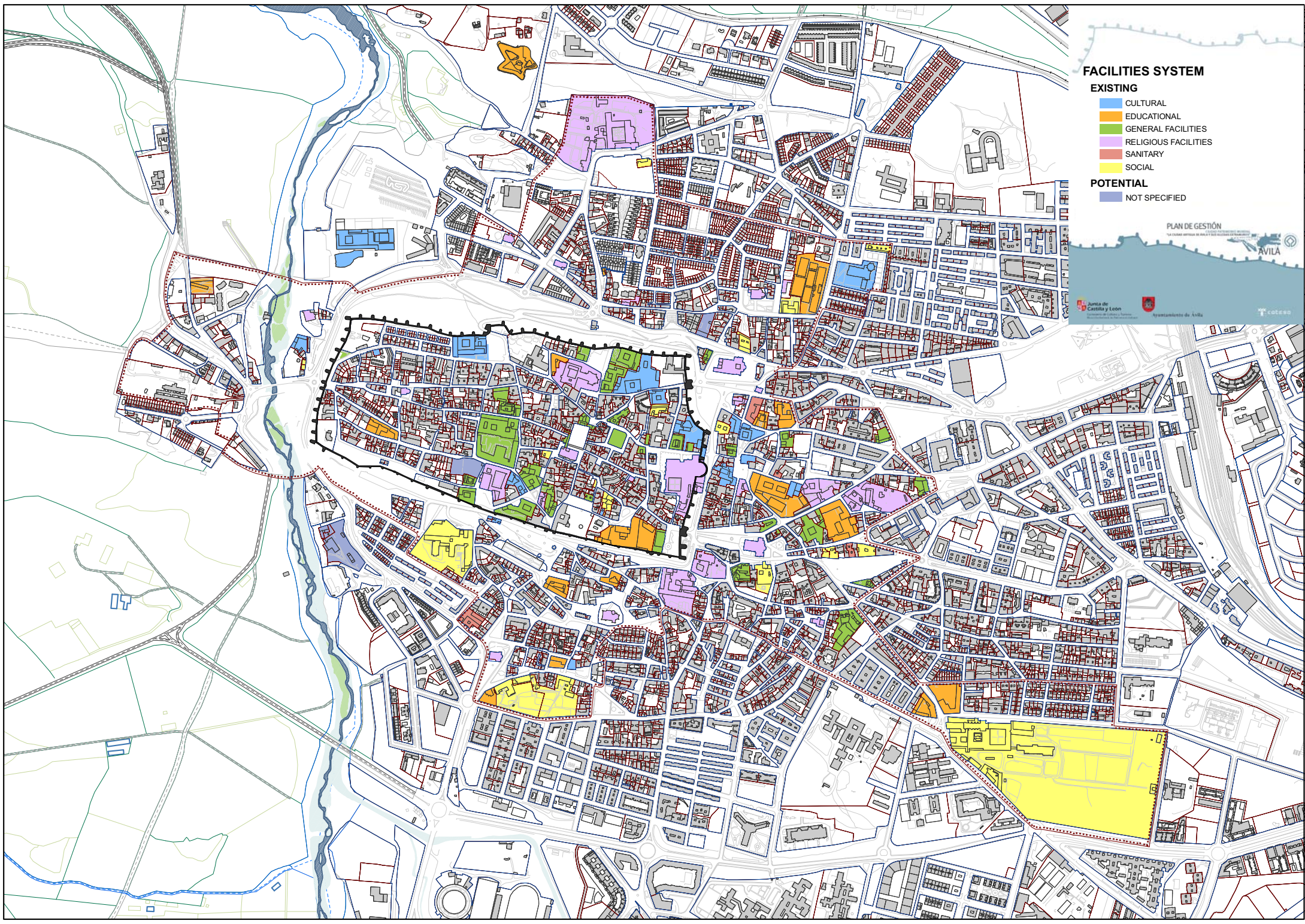
- 22 PLAZA DE LA CATEDRAL
23 PLAZA FUENTE DEL SOL
24 LA SOLANA / PARQUE DE LOS TELARES
25 CALLES TOSTADO-LÓPEZ NÚÑEZ
26 PATIO PRIVADO BIBLIOTECA
27 PLAZA Y PARQUE MONSÉN RUBÍ
28 ESPACIO LIBRE PALACIO DE LOS ÁGUILA
29 PATIO DEL PALACIO DE POLENTINOS
30 PLAZA CONCEPCIÓN ARENAL

GARDENS LINKED TO THE EXTRA-MUROS CHURCHES AND OTHERS HISTORIC PLACES

- 31 ENTORNO SAN ANDRÉS
32 ENTORNO DE SAN MARTÍN
33 ENTORNO STA. MARÍA DE LA CABEZA
34 ENTORNO IGLESIA DE SANTIAGO
35 PLAZA DE SAN GIL
36 PARQUE DE LA ENCARNACIÓN
37 PLAZOLETA LAS MADRES
38 PLAZA NTRA. SÑRA. DE GRACIA
39 PLAZA SAN FRANCISCO

GREAT URBAN AXES

- 40 CALLE VALLESPÍN / CALLE REYES CATÓLICOS
41 CALLE CARDEÑOSA
42 AVDA. DE PORTUGAL



FACILITIES SYSTEM

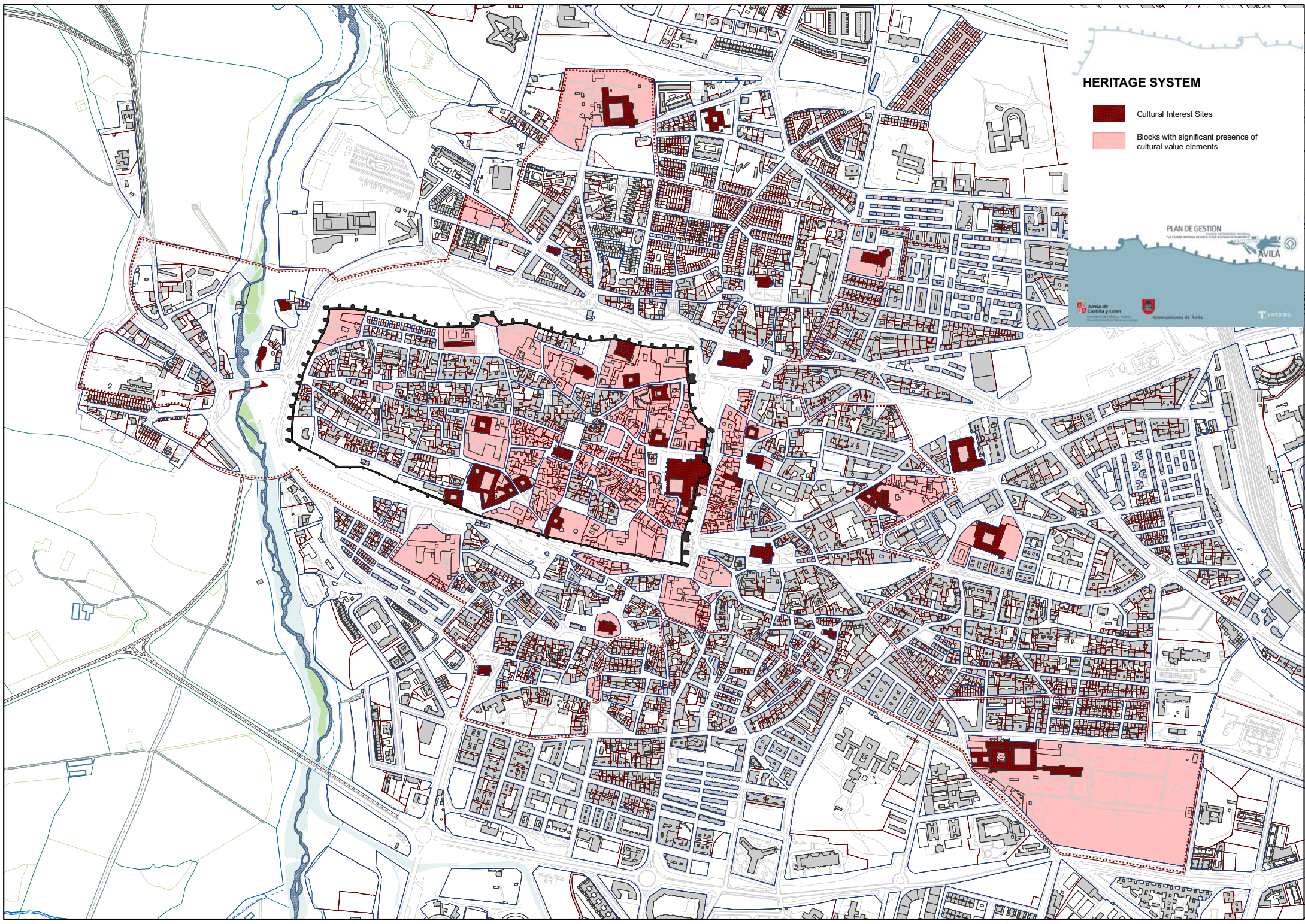
EXISTING

- CULTURAL
- EDUCATIONAL
- GENERAL FACILITIES
- RELIGIOUS FACILITIES
- SANITARY
- SOCIAL

POTENTIAL

- NOT SPECIFIED





HERITAGE SYSTEM

- Cultural Interest Sites
- Blocks with significant presence of cultural value elements

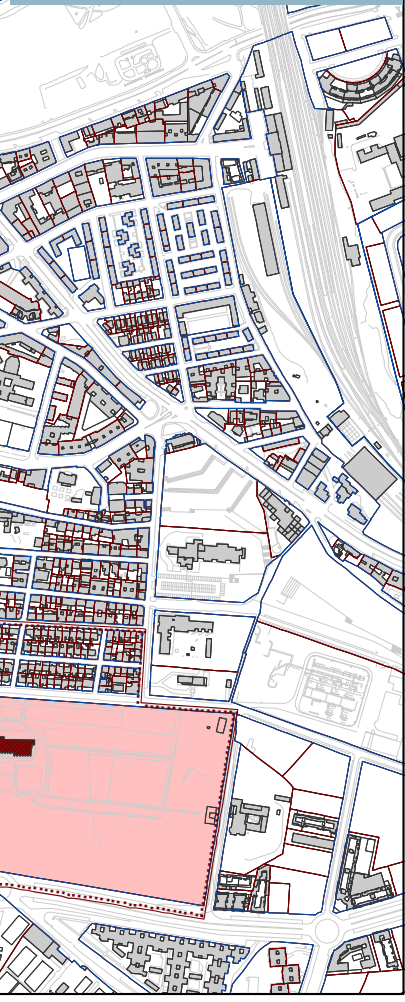
PLAN DE GESTIÓN

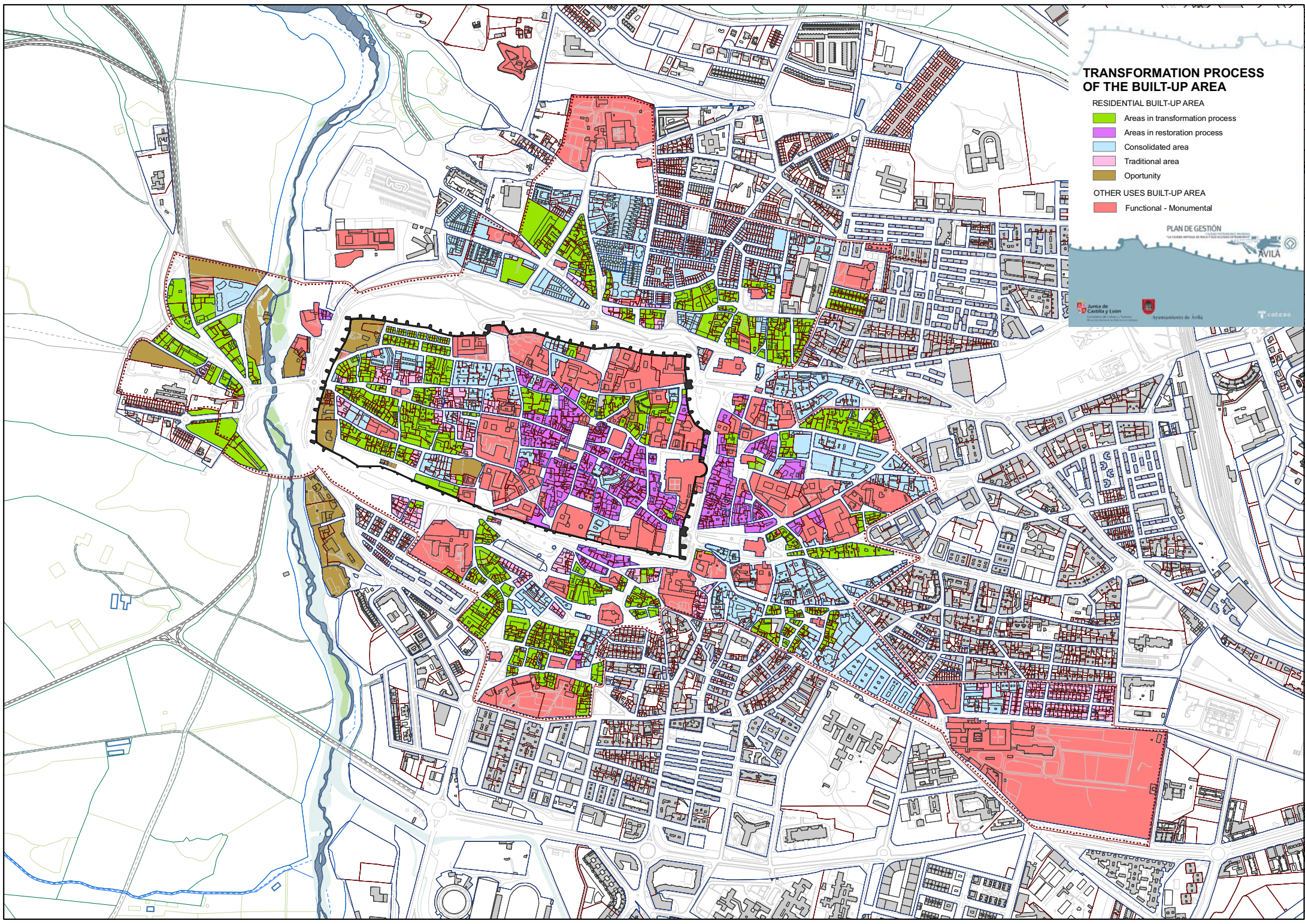
TEMA 1. ORDENACIÓN DE AVILA Y SU ENTORNO

AVILA

Junta de Castilla y León

AYUNTAMIENTO DE AVILA





**TRANSFORMATION PROCESS
OF THE BUILT-UP AREA**

RESIDENTIAL BUILT-UP AREA

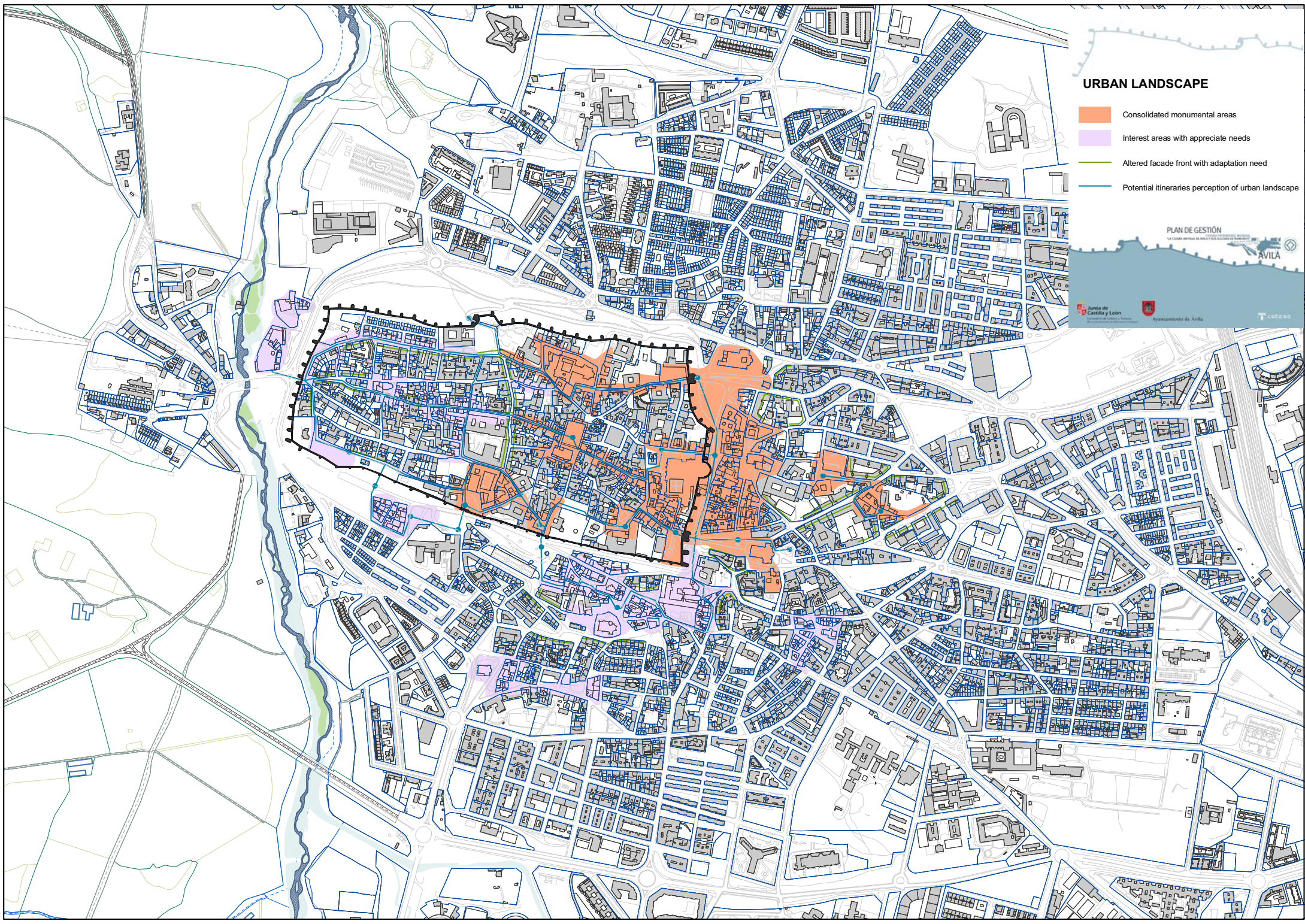
- Areas in transformation process
- Areas in restoration process
- Consolidated area
- Traditional area
- Opportunity

OTHER USES BUILT-UP AREA

- Functional - Monumental

PLAN DE GESTIÓN
Tercer Plan de Gestión de Ávila y sus Entorno

Junta de Castilla y León
Ayuntamiento de Ávila



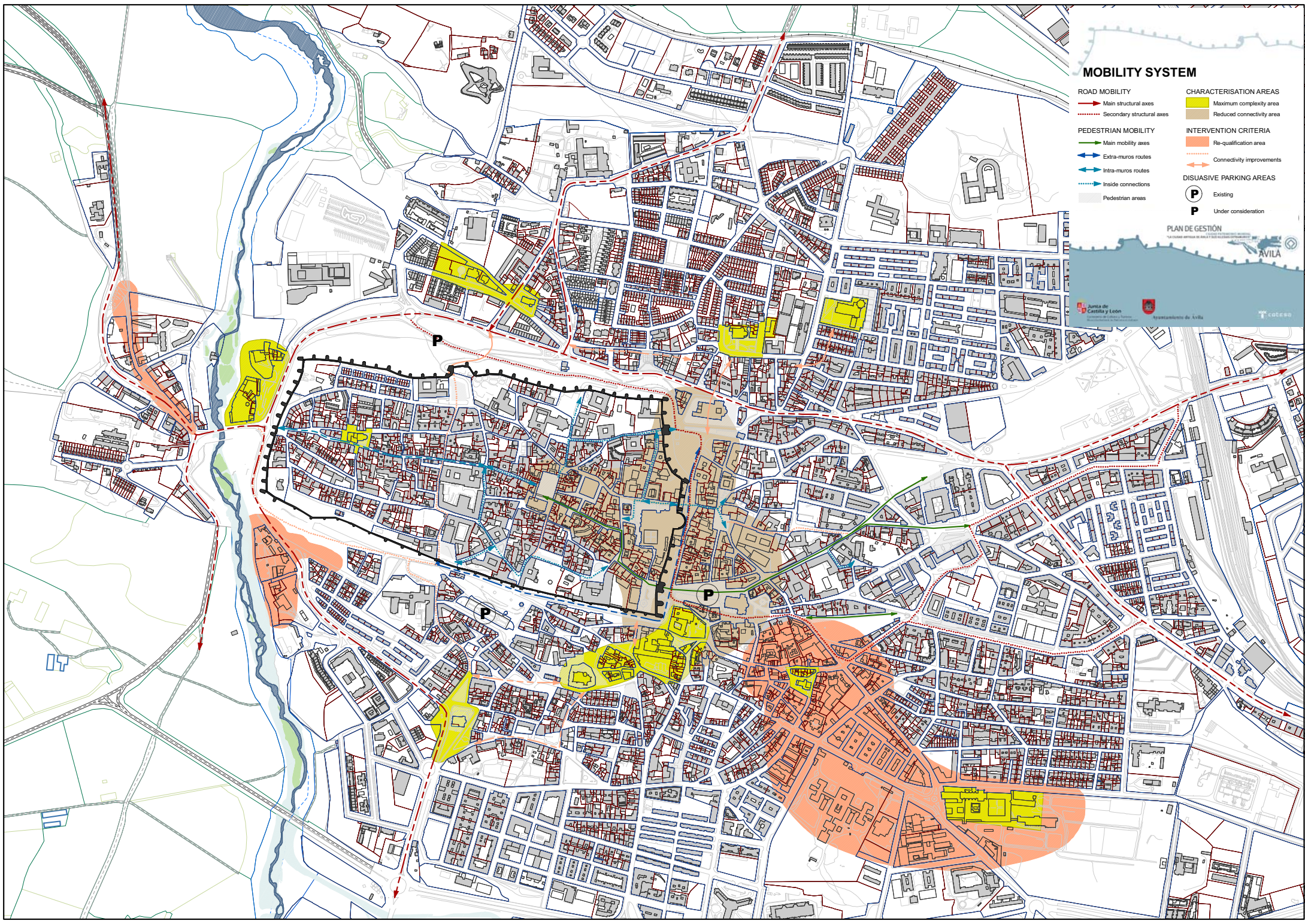
URBAN LANDSCAPE

- Consolidated monumental areas
- Interest areas with appreciate needs
- Altered facade front with adaptation need
- Potential itineraries perception of urban landscape

PLAN DE GESTIÓN
Tercer Plan de Gestión de la Ciudad de Avila

AVILA

Junta de Castilla y León
Ayuntamiento de Avila



MOBILITY SYSTEM

ROAD MOBILITY

- Main structural axes
- - - Secondary structural axes

PEDESTRIAN MOBILITY

- Main mobility axes
- Extra-muros routes
- Intra-muros routes
- Inside connections
- Pedestrian areas

CHARACTERISATION AREAS

- Maximum complexity area
- Reduced connectivity area

INTERVENTION CRITERIA

- Re-qualification area
- Connectivity improvements

DISUASIVE PARKING AREAS

- P** Existing
- P** Under consideration

PLAN DE GESTIÓN

Elaborado por el Ayuntamiento de Ávila

Actualizado en 2023

Ávila

Junta de Castilla y León

Ayuntamiento de Ávila

T. 910 000 000

GENERAL OBJECTIVES

DIRECTIVE	COURSES OF ACTION	OBJECTIVES
CULTURAL HERITAGE	Conservation and protection of heritage	<ul style="list-style-type: none"> • Need for passing on the cultural legacy to future generations. Commitment to future generations. • Increased knowledge of the heritage of the town of Ávila and its surrounding area. Study and dissemination. • Understanding and appreciation of the significant elements. Enriching and increasing heritage.
	Integral improvement of the town and promotion of the role played by heritage in it	<ul style="list-style-type: none"> • Achieving a balance between the maintenance of the urban heritage and quality of life, identifying the historical centre as an area for quality of life. • Giving citizens a positive view of the conditioning factors of heritage value as something that gives them uniqueness, personality and quality values. • Highlighting the positive features: to counter the resignation/acceptance of the fact that the defence of heritage implies limitations to everyday life, emphasising the positive features of such conditions. • Improving the quality of life and accessibility to the historical centre to satisfy the needs of the internal social groups and the town's visitors.
	External promotion and dissemination of Ávila – World Heritage Town	<ul style="list-style-type: none"> • Consolidation of heritage as a sound economic pillar for the future in Ávila. • Development of the various specialities: cultural tourism, language tourism, family tourism, congress and convention tourism, life experience tourism. • Making use of elements that differentiate the potential of language as a resource (Ávila, a Castilian town, where people speak well, it is accessible, safe and nearby, where history is the medium for cultural immersion; a nearby town that is a place for learning Spanish). • Strengthening and reinforcing the recognition as a World Heritage Town and other relevant decisions: Base for the World Heritage Towns and Cities Centre, delegation of the Prado Museum, Town on the Camino de la Lengua, etc.

SECTORAL ANALYSES

	CULTURE AND HERITAGE	TERRITORY AND HERITAGE	SOCIETY AND HERITAGE	ECONOMY, TOURISM AND HERITAGE
COURSES OF ACTION	Protection, Conservation, Refurbishment, Recovery, Transmission and Dissemination of Cultural Heritage.	Improvement of Urban Development.	Quality of Life, Participation, Accessibility and Integration.	Enterprise, Commerce, Tourism
STRENGTHS	<ul style="list-style-type: none"> • Possession of historical and artistic heritage of high value. • World Heritage Centre in the Palace of Los Verdugo. • Forms part of the Group of World Heritage Towns and Cities (in Spanish, GCPHE). • Courses of action in progress: Plans and Programmes, Integral Refurbishment Area (IRA), etc. 	<ul style="list-style-type: none"> • Good state of conservation of the town. • Start-up of a transport centre. • Near to Madrid (117 km) and near to airports (Salamanca, Valladolid and Madrid). • Plans in progress: Accessibility Plan and Mobility Plan. 	<ul style="list-style-type: none"> • Citizen participation and involvement of associations and security corps. • Citizen awareness of the heritage of Ávila. • Accessible cultural tourism offer. • Recognition in urban hygiene and waste management. • Promotion of awareness and the dissemination of heritage by the authorities: Patromonitos Programme. 	<ul style="list-style-type: none"> • Stability of heritage resources. • Reference for accessible and heritage tourism. • International reference for mysticism. • Work on improving the town, based on the Plan for Tourist Excellence (1999-2004). • "Taking care of Heritage with Tourism", as one of the Town Hall's objectives.

WEAKNESSES	<ul style="list-style-type: none"> • Complexity of the historical town. • Management difficulties owing to the large amount of heritage and refurbishment needs. • Complexity of the administrative organisation and distribution of competencies. 	<ul style="list-style-type: none"> • Difficult access to some of the exceptional heritage sites located extra-muros. • Traffic congestion and difficulties parking in the historical area. • Lack of perception of the short distances between heritage sites of interest as a result of the urban configuration, etc. • Insufficient interregional communication. 	<ul style="list-style-type: none"> • Weakness of the population inside the walls (ageing and stagnation). • High-level sectorisation of the population and creation of homogeneous quarters. 	<ul style="list-style-type: none"> • Awareness and dissemination of the town is more limited than Ávila can offer. • Low-level promotion of the town on an international scale. • Valuable buildings, elements and resources that have not yet been used (for tourism, socially and commercially, etc.).
OPPORTUNITIES	<ul style="list-style-type: none"> • Deposits Management Centre for the Prado Museum. • Historical and artistic material of high-value in storage and open to recovery. • Camino de la Lengua, associated with language tourism. • 25th Anniversary of the Designation of Ávila, World heritage Site (1985-2010). "Ávila única". • Transformation of the built-up area of the historical town. Integration of the new building under the Special Plan for the Protection of the Historical Centre. 	<ul style="list-style-type: none"> • Review and updating of the urban development plan: PGOU and PEPCH. • The walls as the visual control element on the territory and as a visual landmark of reference in the distance. • Promotion of spatial axes: the corridor of the River Adaja. 	<ul style="list-style-type: none"> • Promotion of the quality of life in the town (diversity, proximity, etc.) in comparison with large cities. • Become a reference for balanced and inclusive management of heritage. 	<ul style="list-style-type: none"> • High potential for development of the town. • Congress and meeting centre as an alternative to Madrid (Lienzo Norte) for becoming a national reference. • Creation of demand for tourism all year round.
THREATS	<ul style="list-style-type: none"> • Deterioration of unused buildings. Ruin of buildings and the presence of plots of land in the historical urban area. • Loss of cultural identity. 	<ul style="list-style-type: none"> • Incompatibility of urban and market demands and uses and the characteristics of the elements of heritage interest. • Negative effect of atmospheric contamination on heritage. 	<ul style="list-style-type: none"> • Loss of population through migration to extra-muros areas or even to larger cities. • Excessive focus of the historical town on tourism in detriment to residents. • Excessive tertiarisation of part of the historical town. 	<ul style="list-style-type: none"> • Weakness and tendency to disappearance of traditional trade and commerce. • Competition with other towns and cities as a cultural tourist destination. • Current economic situation.

SECTORAL OBJECTIVES

SECTORAL AXES	COURSES OF ACTION	OBJECTIVES
CULTURE AND HERITAGE	Conservation, Refurbishment, Recovery, Transmission and Dissemination of Cultural Heritage.	<ul style="list-style-type: none"> • Identification and understanding of heritage. • Protection and Conservation. • Refurbishment and Recovery. • Transmission and Dissemination.
TERRITORY AND HERITAGE	Urban Development, the Environment, Mobility.	<ul style="list-style-type: none"> • Taking into consideration and analysing the effects territorial transformations can have on the town centre (growth, displacement of uses, demographic movements, etc.). • Protect and recover the Urban Heritage System (unique elements, ensembles and their relations). • Respect and consolidate the historical structure of the town, its identity and values, as an area that is fundamentally residential, complex and diverse, capable of integrating commercial and non-residential uses, etc. • Improvement of public urban spaces. • Promotion of sustainable urban and territorial development, committed to the values of economic progress, social cohesion, conservation of the natural and cultural heritage. • Improvement of mobility, with a commitment to pedestrians instead of vehicles. • Study of the visual relations from and towards the historical city, minimising the effects of internal and external actions and fostering a better perception and understanding of the town, especially inside the walls and its reference landmarks.
SOCIETY AND HERITAGE	Quality of Life, Participation, Accessibility and Integration, Youth, Training.	<ul style="list-style-type: none"> • Improvement of the quality of life of citizens and visitors. • Involving Institutions, collectives and citizens in the preparation and implementation of the various action tools and instruments for the historical town (Management Plan, sectoral plans, dissemination actions, citizen participation, etc.). Consolidate and increase their level of involvement with the town.
ECONOMY, TOURISM AND HERITAGE	Business, Commerce, Tourism	<ul style="list-style-type: none"> • Creation, development and promotion of commerce. • Development of employment and business initiatives. • Development and promotion of tourism. • Cultural dissemination and revitalisation

ACTIONS OF THE MANAGEMENT PLAN

ACTIONS		
SECTORAL AXES	COURSES OF ACTION	ACTIONS
CULTURE AND HERITAGE	<ul style="list-style-type: none"> • Identification and Understanding 	<ol style="list-style-type: none"> 1. Preparation of thematic inventories and catalogues of Ávila's cultural heritage 2. Compilation, organisation and classification of the existing historical documentation 3. Application of new technologies for documenting the heritage 4. Preparation of specific studies on elements and systems of the cultural heritage 5. Development of a model of understanding of the historical town in its territorial, social and economic context 6. Analysis and development of innovative models for the protection, intervention and management of heritage 7. Implementation and maintenance of cultural heritage monitoring tools (conservation, management, etc.) 8. Creation of consultancy bodies in World heritage: World Heritage Centre (in Spanish, CCPM)
	<ul style="list-style-type: none"> • Protection and Conservation 	<ol style="list-style-type: none"> 9. Provision of a specific legislative framework for the protection of Ávila's urban heritage 10. Preparation of a detailed catalogue of the elements that make up Ávila's cultural heritage and the allocation of measures for its protection-intervention 11. Implantation of security and protection protocols for risks affecting the heritage 12. Incentives for the conservation of elements of cultural value that make up the historical town 13. Actions for the conservation of the archaeological elements that appear in interventions 14. Preparation of intervention, conservation and preventive protection programmes 15. Improvement of procedures for the administrative management of heritage
	<ul style="list-style-type: none"> • Refurbishment and Recovery 	<ol style="list-style-type: none"> 16. Motivation for private refurbishment actions - Development of subsidy programmes for the refurbishment of the historical fabric 17. Implantation of measures for eliminating negative impacts on buildings 18. Actions for the regeneration of the fabric (Renovation-Regeneration) 19. Functional recovery of heritage sites 20. Intervention for the regeneration and provision of services 21. Regeneration and re-qualification of the public space 22. Promotion of the archaeological ensembles in the town 23. Recovery of the museum system of the town of Ávila
	<ul style="list-style-type: none"> • Transmission and Dissemination 	<ol style="list-style-type: none"> 24. Recruitment of assistance and collaborators for the dissemination of the town 25. Promotion and dissemination of good practices in the intervention and dissemination of heritage 26. Use of the opportunities for strengthening the links between Ávila and World Heritage 27. Development of innovative models for the dissemination of heritage based on new technologies

ACTIONS

SECTORAL AXES	COURSES OF ACTION	ACTIONS
TERRITORY AND HERITAGE	<ul style="list-style-type: none"> Urban and Territorial Planning 	28. Preparation of the General Urban Development Plan 29. Preparation of the Special Plan for the Protection of the Historical Centre
	<ul style="list-style-type: none"> Coordination of the Plans 	30. Coordination of the urban and territorial planning instruments 31. Coordination of initiatives in the town's accessibility and mobility: Mobility Plan 32. Road safety and urban mobility coordination and control centre
	<ul style="list-style-type: none"> Other plans and actions 	33. Visual plan 34. Spatial axes for cultural promotion - The corridor of the River Adaja 35. Promotion of the concept of "distance is no problem" for citizens and visitors - Routes that connect the town's heritage 36. Integral Refurbishment Areas - Historical Centre Refurbishment Office
SOCIETY AND HERITAGE	Quality of Lives, Participation, Accessibility and Integration, Youth, Training.	37. Involvement of young people in the awareness, protection and dissemination of heritage – Patrimonitos Programme 38. Urban development and social transformation 39. Increase of society's involvement in the town's conservation - Urban governance and participation 40. Training and skills 41. Improvement of social development and cohesion
ECONOMY, TOURISM AND HERITAGE	Creation, development and promotion of commerce	42. Trade and Commerce Observatory of the Town Hall of Ávila - Regular commercial studies 43. Development and promotion of traditional retail trade 44. Creation and development of concepts for attracting commercial activity in the Historical Town 45. Actions for recovering commercial activity in areas in which it is missing and for the occupation of empty premises
	Development of employment and business initiatives	46. Municipal Employment Plan 47. Business Nursery: new business initiatives associated with culture and heritage
	Development and promotion of tourism	48. Promotion of the town's cultural tourism - Tourist planning (Plan for Tourist Excellence, Strategic Plans, Programmes, etc.) 49. Development of active management and monitoring systems for the tourist sector 50. Ávila, town of mysticism 51. Promotion of cultural-tourism activities associated with language 52. Promotion of cultural tourism associated with local products and gastronomy
	Revitalisation and dissemination of culture	53. Improvement of the dissemination and awareness of architectural heritage for citizens and visitors - Open days 54. Development of cultural dissemination and revitalisation initiatives associated with heritage 55. Consolidation of the town as a meeting, Fair and Congress Centre, promoting its association with cultural heritage 56. Progress in the implantation of the Integral Tourist Quality at Destination System (in Spanish, SICTED)

SUMMARY OF THE CONTENT OF THE MANAGEMENT PLAN ACTIONS

CULTURE AND HERITAGE

1. Preparation of thematic inventories of Ávila's cultural heritage

- This action proposes a **joint view of the inventories and catalogues that exist or that may be drawn up with regard to the cultural heritage of the Historical Town of Ávila in order to gain a joint perception of it.** First of all, the action requires the identification and classification of its elements through thematic inventories that provide as much knowledge as possible of different aspects of the town. Accordingly, there is a need for continuing work on the compilation, re-information and systematisation of the information on groups of heritage sites, which have compilations of documents that are less systematised (heraldry, crosses, industrial architecture, modern and contemporary architecture, urban elements, trees and plants, customs, traditions, intangible heritage, etc.).
- For the preparation of these inventories, the aim will be to use information technologies for the systematisation and organisation of the alphanumeric, photographic and cartographic data. The ultimate aim of these sectoral inventories will be the creation of a Local Heritage Inventory as a unique, integrated and connected base that can be used as a reference for managing the heritage information of the Historical Town.

2. Compilation, organisation and classification of historical documentation

- A significant part of the historical and cultural information about the town and its elements has already been analysed and studied in the past. Its separation into several archives, the absence of unified and systematised databases, the huge amount of existing documentation, etc. constitute an obstacle not only for full knowledge about the town, but also for any investigation work that is to be carried out on it. Consequently, there is a need for **compiling and organising these dispersed materials since they may contribute to improving the knowledge about the town.**
- In recent years, besides the work related to the organisation and classification of the documents in the archives (state, regional and local), initiatives have been developed by individuals and public and private organisations for the compilation, organisation and, indeed, public dissemination of this information. **This work must be applied to other areas and materials that act as repositories for the town's history, such as the compilation of existing historical cartographic material,** which is currently dispersed, **the unification of documents for the designation of Cultural Interest Sites** (Ministry and JCyL) and **the systematisation and analysis of information from the archaeological actions that have been taken in the historical town.**

3. Application of new technologies for heritage documentation

- The action on the heritage requires precise and systematic knowledge. In this work, new technologies provide extremely useful tools for attaining knowledge which, at least from a material point of view, was unthinkable only a few years ago. Techniques such as digital photography, photogrammetry, spectrometry techniques, etc., make it possible to gain accurate information for taking decisions on the conservation of heritage. It also offers materials that can be of great interest for the dissemination and transmission of heritage through a variety of platforms (paper, web, etc.).
- The Town Hall of Ávila has now started variety of studies on its heritage based on said techniques and their success and value have been recognised. **In the immediate future, work must be carried out on increasing the information provided by these technologies, their application to other elements of the historical town and, above all, the development of practical applications for the information obtained** from the point of view of its technical and scientific use and for dissemination purposes.

4. Preparation of specific studies on cultural heritage elements and systems

Having identified the elements that make up the cultural heritage of Ávila, **it is necessary to look at work for increasing knowledge about them (material, historical, etc.), as well as their understanding, in other words, their objective knowledge and interpretation.** Importance is given in this work to clinical study and documentation, as well as to the analysis of the historical development of the cultural sites.

5. Development of a model for understanding the historical town and its territorial, social and economic context

- As part of the current courses of work for identifying and understanding the heritage, the understanding of it in its context (spatial, social, economic, etc.) is fundamentally important.

- For an appropriate implementation of heritage management policies, **consideration must be given to these factors as another part of the cultural value that is to be protected, especially in the case of a historical town like Ávila, in which the spatial and social component is closely linked to its meaning.** Thus, if no consideration is given to its high position, territorial control, its proximity to the River Adaja or its road network, the understanding of the town is incomplete. On a lower scale, the **Declaration of Significance of this management plan** has proposed ways of understanding the town's other elements on a spatial level.

6. Analysis and development of innovative models for the protection, intervention and management of heritage

- **The new models of understanding heritage require innovative instruments for its protection and management.** In addition, new technologies offer interesting possibilities for the documentation, information and control of the cultural heritage. Accordingly, there is a need for monitoring the possibilities in place for applying, in the historical town, the most appropriate methods for conserving the cultural heritage.

- The development of this management plan implies an initial step along this road, which must be followed by others, such as the incorporation of innovative regulation mechanisms in the urban development plan instruments in order to go beyond the traditional urban development framework, or the incorporation of heritage parameters into other sectoral planning instruments.

7. Implantation and maintenance of monitoring tools for cultural heritage (conservation, management)

- The situation and needs of heritage vary over time, as do the resources that are available for dealing with said needs. Therefore, **for the appropriate decision-taking, prioritisation and planning of actions and the allocation of resources and accurate, updated knowledge of the state of each heritage site are necessary.**

- The availability of this type of systematised information through a **monitoring mechanism** (which may have different levels of scope and updates) **can help optimise the resources that are available and provide a regular assessment and analysis of the effects of the actions designed to improve the town.** It may also provide basic information for the preparation of Periodical UNESCO Reports on the assessment of World Heritage Towns and Cities, together with the other indicators that may form part of the global monitoring system of this management plan.

8. Creation of advisory bodies on World Heritage matters: World Heritage Centre (in Spanish, CCPM)

The location of the **World Heritage Towns and Cities Centre in Ávila is an opportunity for fostering the development of activities that focus on the investigation and analysis of the issues shared by said towns and cities.** The options for discussion forums will motivate the role played by Ávila in a "group of excellence", as well as knowledge and dissemination among groups of national and international experts.

9. Provision of specific legislation on the protection of Ávila's urban heritage

- At the time of writing this management plan, the new **Special Plan for the Protection of the Historical Centre of Ávila** is being prepared and it will cover the area that has been designated as a Historical Ensemble and the surrounding areas which, owing to their proximity to elements of unique cultural value, must be taken into account for their effective protection. This Special Plan will be the basic instrument for the reference framework and conservation criteria for the historical fabric.

- In whatsoever case and although this Plan develops specific action conditions for the Historical Centre of Ávila, it must be complemented with partial developments and sectoral developments that proceed further in criteria for interventions on the unique sites of the historical town. This regulating framework may be subject to a particular bylaw (signs, advertising, etc.) or to specific protection-intervention plans.

10. Preparation of a detailed catalogue of the elements that make up Ávila's cultural heritage and implementation of protection-intervention measures

- As already mentioned, the cultural value of the historical town of Ávila is not the result of the sum of the individual values of certain representative elements, officially designated as sites of cultural value, but rather comes as the result of an overall view and the relations between all the parts.
- However, not all the parts of the town present the same individual value or contribute to the definition and conservation of the town's importance to the same extent. **The treatment given to these elements, which, besides forming part of the historical town, provide some type of individual value, must be necessarily distinguished in terms of their identification and the protection mechanisms that are to be applied.**

11. Implantation of security and protection protocols for risks that affect heritage

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- The current policies and standards in cultural heritage advocate the maintenance and conservation of cultural sites, establishing a protection system that seeks to guarantee their safekeeping. As a result, it establishes a number of **rights and obligations designed to avoid actions that damage cultural heritage and to foster those that contribute to its survival.**
 - The town of Ávila has already begun to approach these mechanisms for protecting its cultural heritage. On the one hand, risk studies, which cover the so-called seismic risks, floods, fires, land movements, etc., and those caused by contamination (physical, chemical and acoustic), climatology, etc. based on studies, control, safety and protection measures and recommendations, have been developed on a preventive scale and must be applied to protect the historical town.

12. Incentives for the conservation of sites of cultural value in the historical town

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- The conservation and maintenance of the heritage must not be only an administrative task, but rather be based exclusively on the existence of legislation that provides for the survival of cultural heritage. **The conservation of the town's tangible and intangible cultural values is a commitment that must be assumed by citizens as a whole and it must be exercised as far as possible.**
 - The current mechanisms, such as tax exemptions, reductions or bonuses for buildings or elements of recognised cultural value, enable the reduction of the financial burden associated with the conservation of elements of the historical town. Work needs to be continued, however, on citizen awareness to increase the role of cultural value as opposed to financial value, as well as on the speeding-up of procedures for receiving subsidies.

13. Actions for the conservation of archaeological sites that appear during the interventions.

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- The legislative framework provides procedures for **obligations and incentives for the owners or developers that make the corresponding assignments, as well as the on-site maintenance of the archaeological and historical elements that appear during their interventions.** In this context, both the Provincial Museum and Las Bóvedas del Carmen constitute the fundamental repositories for the pieces that are recovered from the archaeological interventions made in the town and its province.
 - **The aim is to take the opportunity to provide information to everyone planning to act in an area included in the zones in which archaeological sites must be opened** or in places in which buildings are to be refurbished so that they can take the possibility into account. One way of motivating this would be to include an explanation of this option in the administrative documents (e.g. municipal licences) received by said people.

14. Planning of preventive intervention, conservation and protection

The heritage managers and authorities must assume the commitment to make **efficient and coherent plans for the conservation of heritage values**, considering an appropriate allocation of resources to meet the town's requirements and satisfy its priorities. This should include the **design of multi-annual programmes for interventions on heritage, which should define, in terms of strategies, objectives, actions and resources, the work required to conserve the cultural values**, establishing a monitoring, conservation and prevention system for the historical town as a whole.

15. Improvement of administrative heritage management procedures

- One of the usual difficulties involved in the management and conservation of heritage comes from the **complexity of the administrative organisation and the current distribution of competencies**. The coincidence in one single space of local, regional and national competencies, together with the corresponding international assistance, generates, more often than would be desirable, problems caused by the lack of coordination and excessive periods of time taken for decisions.
 - As a result, **there is a need for the modernisation and improvement of the quality of administrative procedures for the management of cultural heritage, which must involve an improvement of the coordination of and cooperation between the authorities and the regulation and simplification of the more common procedures** (telematic systems, official forms, processes and clear terms for citizens, etc.).
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16. Motivation for private refurbishment actions - Development of subsidy programmes for the refurbishment of the historical fabric

- One of the fundamental factors in a town like Ávila is action on the residential fabric, which must be direct (the improvement of services, quality of life, etc.) and indirect through the improvement of buildings.
 - Accordingly, there is a **priority for continuing the current IRA through a new, similar programme to complement it** (new objectives, focus on other areas of the historical town, etc.) and/or through the Historical Centre Refurbishment Office.
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17. Implantation of measures to eliminate negative impacts on buildings

- Despite the level of conservation of the town and the actions carried out for its maintenance, including active and passive intervention programmes, the town still has certain elements that lower the level of the urban image, which, owing to the cost of their replacement or, occasionally, underlying technical difficulties, have not been eliminated.
 - In order to progress in this area, specific legislation must be developed (through the planning instrument or a specific bylaw) to regulate the location of installations and utilities, prohibiting the location of new installations on building fronts, requiring them to be channelled and focusing actions for reducing those that can still be identified as integrated inappropriately in the historical fabric.
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18. Fabric-regeneration actions (renovation-regeneration)

- The necessary process of change in the town has occasionally given rise to **two situations that do not help the conservation of its cultural value and distort its historical image**. On the one hand, the **situations of ruin**, which are more numerous than would be desirable in the historical town, are occasionally associated with traditional residential buildings that are not lacking in value. On the other, **there are vacant plots of land** at an intermediate stage of a building replacement process that has been interrupted.
 - It is therefore necessary to incorporate tools into the town's management that enable the identification of the situations and their intervention, such as the registration of plots of land, periodical studies on the state of the building, the identification of properties and elements that need to be renovated, etc.
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19. Functional recovery of heritage sites

- In recent decades, the town's authorities have made notable efforts to recover the sites of heritage value and their functional integration in the town. These efforts have also been made by private players, such as banks and businesses from the hospitality sector (the majority), which have seen the town's cultural heritage as an opportunity for recovering the town, as well as the promotion and creation of value (representativeness, attraction for the general public).
- Preventive protection mechanisms need to be adopted for the elements that make up the town's cultural heritage, designed to recognise the possible risks of abandonment of buildings and to develop models for its functional reconversion or recovery, avoiding situations of ruin that affect the town as a whole.

- One of the main challenges facing the conservation of any historical town is the maintenance of its residential capacity and the availability of services and non-residential facilities for the resident population to guarantee a certain level of quality of life inside the walled enclosure.

20. Intervention for the regeneration and provision of services

- **The actions for promoting the town's areas**, owing to the problems associated with their implementation in the historical town (availability of ground space, cost of the operations, need for a detailed and approved project, etc.), **must be carried out with both public and private participation. First of all, it will be necessary to identify the town's needs, the availability of spaces in which the intervention is viable, the suitability and capacity of such spaces for achieving the objectives.**
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21. Regeneration and reclassification of public space

- The conservation and refurbishment of historical towns usually focuses on intervention on the built-up elements or on specific elements of historical value. **It is necessary to carry out actions which, together with those designed directly for property heritage sites, contribute to the overall improvement of the context in which they are located.**

- The work, which has already begun, for improving the urban structure and road system must be identified through instruments such as the Special Plan or specific plans and continue the priority action spaces, which include, for example, Calle Estrada and Plaza Adolfo Suárez
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22. Promotion of the archaeological sites in the town of Ávila

- **Archaeological heritage differs from building heritage owing to the fact that it is directly related to its research, museumisation and recovery.** Accordingly, it requires different treatment designed fundamentally for the recovery of its final use as a means for learning about the town's past. In many cases, this heritage is associated with the building itself as an integral part of it and, in other cases, with public spaces that can benefit from the provision of the historical and archaeological value.

- From this point of view, **the management plan describes five archaeological ensembles in the town whose promotion is an opportunity** (Archaeological Ensemble of Las Tenerías, Post-mediaeval Furnaces of Calle de Santo Domingo, Gardens of Prisciliano, Archaeological Ensemble of the Walls and the Archaeological Remains of the Palace of Los Águila).
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23. Recovery of the museum system of the town of Ávila

- The museums of the town of Ávila require a strategy that coordinates the actions designed to recover its resources, managing them from the viewpoint of heritage and the Exceptional Universal Values, recognised by UNESCO, in a way that is both sustainable and profitable.

- The **Museumisation Plan must develop a detailed inventory and characterisation to approach the systematisation of its use as a resource and the specialisation and interconnection of the museums, and it must establish the appropriate courses of action.** Some of the work may focus on attaining funds through the Single Ticket, which enables and guides visitors to the museum network in the town. On the other hand, it must help establish routes that contribute to relating the museum elements that are located in different parts of the town and to organising multi-centre exhibitions, etc.
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24. Recruitment of assistance and collaborators for the dissemination of the town

- The **work for the dissemination, promotion and transmission of the historical town** is necessary as part of the obligations assumed by its inclusion on the World Heritage List, but **they also represent a significant investment for the town, which must be sustained over time.**

- This is a task whose size is beyond the scope of one single authority, especially in the case of local authorities. Consequently, collaboration between public and private players becomes necessary, creating synergies that contribute to increasing the scope and dissemination of the town's values. **The development of a portfolio of projects that assess, prioritise and programme future projects for intervention in the World Heritage Town becomes necessary.**

25. Promotion and dissemination of good practices in the intervention and dissemination of heritage

- The main mechanism for the protection, conservation and management of cultural heritage is not legislation or the direct intervention of the public authorities, but rather the awareness of citizens and players as a whole with regard to the heritage and the creation of a culture of conservation.

- **One important part of the work designed to create awareness is the dissemination and knowledge of the cultural value of the town and the local identity as the right mechanisms for intervention.** The aim is to inform players not only of the need for action, on which elements and why, but also the most appropriate ways for carrying out said action. Accordingly, the development of training and skills programmes is important, but there must also be examples and models that can be taken as references (good practices), such as the Patrimonitos Programme.

26. Use of the opportunities for strengthening the ties of World Heritage

- The initiatives for the dissemination and promotion of the town require the **recovery and promotion of the genuine character of the inclusion on the World Heritage List: the presence of exceptional values, relations with other sites on the list, heritage as an identity, the uniqueness of the sites included on the list, etc.**

- In this context, actions such as those associated with the celebration of the town's 25 years on the World Heritage List, which took place in Ávila in 2010, contribute to recovering the cultural aspects associated with the inclusion and making the population aware of the importance of said recognition.

27. Development of innovative models for the dissemination of heritage based on new technologies

- The citizens of and visitors to a town like Ávila demand information that is more complete and of better quality. The increase of accessibility to information media, including traditional methods and new technologies, has increased the demands and requirements for quality in information, as well as requests for new and innovative ways of accessing said information.

- Technological innovations, especially in aspects associated with Information and Communications Technologies, offer numerous mechanisms for generating this type of information and for offering it in a way that is simple, accurate and open. All without taking into consideration the multiple possible uses for the information that is generated or the capacity for permanent updating.

TERRITORY AND HERITAGE

28. Preparation of the General Urban Development Plan

- The **General Urban Development Plan** (in Spanish, PGOU) is the main instrument for the town's urban development and it is essential for defining the town's global urban structure and its territorial planning. Therefore, **it lays down the bases on which the evolution of the town is to be organised and planned.** Accordingly, it is an essential document for laying down the action guidelines that guarantee the most appropriate town model, which **must take into account the main role played by cultural heritage in Ávila.**

- The General Urban Development Plan must include in its strategy for the town issues associated with the protection and improvement of its cultural heritage, especially in areas that imply a broader and more territorial vision or when they involve areas beyond the limits of the Special Plan.

29. Preparation of the Special Plan for the Protection of the Historical Centre

- The **Special Plan for the Protection of the Historical Centre is an instrument for the planning and protection of cultural heritage** that forms part of the General Urban Development Plan and develops the determinations in the area of urban development and heritage protection in the historical centre of Ávila and its surrounding area. Consequently, **it is one of the fundamental instruments of this management plan since it focuses on some of its priorities, such as the conservation of cultural values and the historical urban fabric.**

- Its main purpose is the protection and recovery of all the historical, cultural and urban elements that have led to the designation of the town of Ávila as a Cultural Interest Site with the Category of Historical Ensemble, as well as its inclusion on the World Heritage List. It also seeks to provide the measures required to allow the urban, social and economic development in a way that is compatible with its significant cultural values.

30. Coordination of the urban and territorial planning instruments

- The General Urban Development Plan (in Spanish, PGOU) and the Special Plan for the Protection of the Historical Centre (in Spanish, PEPCH) are the instruments through which the municipal territory is organised basically from the point of view of urban development. **Both instruments develop concurrent determinations on the area of the historical town that must be coordinated and made compatible.**

- In order to guarantee the coordination of both instruments, the General Plan may establish basic detailed planning for the historical town and the Special Plan, as a specific instrument, may assume said planning and make the necessary adjustments to it in order to guarantee its objectives.

31. Coordination of initiatives in mobility and accessibility in the town: Mobility Plan

- One of the main problems with towns and cities in general, especially in their historical centres, is mobility. The increasing number of vehicles and journeys, the shortage of parking spaces, the difficult compatibility between the various forms of travel, etc. create situations for which the consolidated town or city is not prepared.

- There will be a need for **the preparation of an integrated mobility plan** that acts as a framework of reflection and direction for strategies in this area. It must also develop, among others, the aspects of limitation of the ways in which the **walled enclosure is accessed**, adjustments to the **public transport system** and the completion of the dissuasive parking actions already in place (El Rastro to the south and Santa Teresa to the East) with the study of the need for locating dissuasive parking areas in the North, on the axis of Avenida de Madrid.

32. Road safety and urban mobility coordination and control centre

- In order to progress in the appropriate management of the town's mobility, the Town Hall of Ávila has now started to put in place an Urban Mobility Coordination and Control Centre. Its objectives are complementary to the other actions taken in this field and must be coordinated with a future Mobility Plan. They also focus on improving mobility management and, in particular, vehicle traffic, to help improve the convenience and safety of travel.

- Although it is a system whose purpose is to control the urban traffic as a whole, its implantation may significantly help improve traffic management in the area of the historical town.

33. Visual Plan

- **The visual aspects are of key importance for the protection and recovery of the historical town and they are being given special attention by national and international bodies that have incorporated territory and landscape as an element of cultural value with a rank that is equal to that of the monumental elements.** In the case of Ávila, this interest has been shown expressly by UNESCO, which has repeatedly insisted on the need for studying the visual effects of the historical town regarding the view of the surrounding countryside from the town (view from the historical town) and the perception of the town from the territory (view towards the historical town).

- The need is considered for implementing the tools required to establish the levels of visual protection of the territory, which may give rise to a **specific visual plan, responsible for the study and accurate regulation of the action conditions in the territory** and for coordinating the measures adopted by said instruments and developing a precise procedure for analysis, assessment and action criteria.

34. Special axes for cultural promotion - The corridor of the River Adaja

- The corridor of the River Adaja that runs along the edge of the current town centre to the west has been a forgotten area until the recent urbanisation of the large areas of Las Huertas de San Nicolás. From that moment, various actions are being carried out in the surrounding area. Its particular interest lies in the combination of environmental values and certain cultural attractions that are both historical and new.

- The constitution of these sites includes the **promotion of the interventions in the San Segundo and San Nicolás areas, with an integrated view of the elements as a whole.** Accordingly, an agreement must be reached by and between the various authorities and owners.

35. Promotion of the concept of "distance is not a problem" for citizens and visitors - Routes that connect the town's heritage sites

- In accordance with the analysis, the heritage elements, most of which are located in the town centre, not connected to those located on the periphery, either due to the loss of the historical urban section on the route that connects them or to the local lie of the land.
- The proposal is a line of work associated with improving urban mobility and, at the same time, the recovery of ALL of Ávila's heritage; a Plan is proposed that could be called **"In Ávila, distance is not a problem"** or "in Ávila, everything is nearby", **to make citizens aware of the proximity of the various heritage elements that are distributed around the town, making it possible for visitors and citizens to see all the heritage values**, whose importance is occasionally relegated as a result of their location outside the historical centre.

36. Integral Refurbishment Areas - Historical Centre Refurbishment Office

One of the main challenges facing the conservation of the historical town is its preservation as a residential area, affecting the social component (avoiding population loss, ageing, minimising social specialisation processes, etc.) and the material element (slowing down the deterioration of the building, providing services and non-residential facilities, etc.). With this in mind, the Integrated Refurbishment Area (IRA) has been developed in the town.

- In view of the social involvement and demand in the town, partly thanks to the important work carried out for the dissemination of the programme, **the continuity of the Integrated Refurbishment Area - Historical Centre Refurbishment Office is an option of great interest for the conservation of the historical town**. In whatsoever case and depending on the results obtained, the future urban refurbishment tools must focus more closely on aspects that have to do with building types and on the regeneration of urban space.

SOCIETY AND HERITAGE

37. Involvement of young people in the knowledge, protection and dissemination of Heritage - Patrimonitos Programme

- **The conservation of heritage is a task that must involve all society to create a culture for the recovery and recognition of heritage values as part of our identity, inherited from our forebears, which must also be bound to the coming generations.** Social programmes must therefore focus not only on the conservation of heritage today, but also on starting to make these coming generations aware of the value of their cultural legacy, thus guaranteeing its continuity. In this way, **Ávila has pioneered the participation of young people in the conservation and dissemination of heritage through the Patrimonitos programme.**
- The work with this sector of the population can vary. They can be created ex novo and through the creation of "alliances" with other initiatives that have been launched, such as youth associations or leisure and training programmes for young people. Accordingly, the town of Ávila has two initiatives that can be used to channel efforts in this way to achieve the highest level of involvement of the population: the **"Alberto Pintado" Municipal Space for Youth** and the so-called **Casa de las Ideas (House of Ideas) or Youth Nursery**.

38. Urban development and social transformation

- The conservation of the historical town must not be limited to the maintenance of its formal structure and material elements, but also cover the social components in it, in other words, its resident population and social structure. These are the bearers not only of an important part of the town's values, but also include the main players involved in its material maintenance.
- The conservation of the town must be provided for in specific policies on both a passive and active scale. The base for said policies lies in the **definition of an integral urban model**, not specific to the historical town, which covers the needs for development and growth and makes a **commitment to the sustainability of the historical town, providing it with functions within the general urban structure**.

39. Increase of society's involvement in the town's conservation - Urban governance and participation

- The conservation and growth of the town's values cannot be limited to a task that is to be carried out by the public authorities, but rather must be one that is shared by every player and level of society, since they are ultimately the receivers and beneficiaries of the contributions they make to the town. It is therefore essential to **foster citizen participation in the action processes and in the decision-taking and assessment processes**. General society must be turned not only into a passive receiver, but also into an active player in the government and management of the town.

40. Training and skills

- One fundamental factor for achieving a better integral social improvement of the town is to equip its citizens with the skills they need to contribute to the active tasks designed to make the town grow. In order to guarantee the effectiveness of all these mechanisms, **citizens should be furnished with knowledge, information, skills and capacities, etc.**

- The mechanisms, objectives and focus of citizen training must be based on the town's management strategy and that of its heritage. **It must be approached from an individual perspective** (specialised or directed knowledge) and a **collective perspective** (generation of attitudes, awareness, etc.) and closely linked to the levels of citizen participation in the management and improvement of the World Heritage Town.

41. Improvement of social development and cohesion

- One of the aspects required to guarantee the maintenance of the historical town's social values is related to the creation of an urban context that makes room for access to the minimum conditions that may be required by all its inhabitants.

- Children, young people, adults, the disabled, individuals with little purchasing power, etc. are all part of the historical ensemble despite the difficulties which, for some of them, come from living in the World Heritage Town, and they are essential for its maintenance. Therefore, it is necessary to **adopt measures that guarantee their permanence, furnishing the town with the required services, which also contributes to improving the quality of life of the other residents.**

ECONOMY, TOURISM AND HERITAGE

42. Trade and Commerce Observatory of the town of Ávila - Periodical commercial studies

- In order to gain accurate figures for the commercial sector in the town of Ávila for the purposes of analysis and the taking of decisions in relation to the evolution of the commercial supply and demand, there must be a set of tools for collecting, analysing and assessing data regularly and with the same method in all cases.

- The challenge of **developing specific indicators for the particular targets of the management plan must be accepted, where said targets are associated with the relationship between trade and heritage**, the capacity of economic activity for consolidating the population, actions designed to improve the urban landscape that are linked to trade, etc. These indicators will make it possible to complement those which, in general, are associated with the commercial system and that could also be incorporated into a future World Heritage Town Management Monitoring System.

43. Development and promotion of traditional retail trade

- One of the main challenges for the future of the historical town is the maintenance of its economic activity, since its presence alone is enough to motivate the permanence of the residential fabric and the social value of the town which, as we have already said, is also the fundamental base for the material conservation of the urban fabric. In the economic activities in the town, trade occupies a prominent position owing to its proximity to citizens and its capacity for revitalisation.

- Accordingly, **the conditions for developing commercial activities must be improved, since they contribute not only to its maintenance, but also to its consolidation, the increase of activity and a better contribution to the historical town's cultural value.** These tasks must be carried out jointly for the entire commercial system of historical Ávila and individually for each of its commercial establishments.

44. Creation and development of poles of attraction for commercial activity in the Historical Town

- Strengthening the commercial activity in the Historical Centre of the town of Ávila cannot only be based on the maintenance of an active commercial fabric, but also be necessary for making the fabric attractive, refurbishing it with elements of reference. The presence of these landmarks seeks to bring activity, which can be used to its advantage by the environment.

- The creation of these reference models on a local but also supralocal scale can be associated, as we have already mentioned, with the establishment of some of the modern models of commerce linked to large brands or franchises. However, given the value awarded to traditional small commerce by this Management Plan, the recommendation is for the **adoption of models that make it possible to award these small establishments sufficient potential for assuming the functions of revitalisation that are required through joint actions.**

45. Actions for the recovery of the commercial activity in poor areas and empty premises

▪ One of the main weaknesses of economic activity and, in particular, commercial activity in the Historical Town is the imbalance between its spatial distribution in the town, with a high concentration at the top of the town between the plazas known as El Chico and El Grande, which more or less cancels out the western side of the walled enclosure. Accordingly, the reduced or zero presence in this area of commercial establishments of proximity associated with daily consumerism (food, newspapers, etc.) is particularly significant. A type of commerce which, in the town centre, also has a low profile since priority is given to establishments associated with the hospitality or textile commerce sectors.

▪ **The actions designed to improve the commercial premises must be extended, however, to establishments that are in operation and that, in a high percentage, are lacking in services, capacity, product adaptation and image.** These actions can be developed in parallel to those which, with a view to recovering the residential activity and the improvement of the state of buildings, are being carried out intra-muros.

46. Municipal Employment Plan

▪ The current Municipal Employment Plan proposes various lines of work that are to be developed in the town to achieve the highest possible quality of employment with a target of full employment and equality. In this context and as said plan provides, industry is a determining consolidated element of the development of employment, with a low-level effect on the historical town. However, it can also come from activities that are much more readily associated with the historical town and which can develop new opportunities for the creation of employment based on the town's cultural and social values.

▪ As an objective for the midterm and by taking advantage of the competitive edge offered by the town in this area, **Ávila could become, through its local business fabric, a reference for the creation of employment associated with activities related to heritage and culture**, with the confluence of various initiatives in the area. A business-cultural group, based on the town's exceptional values, which will be able to contribute to diversifying the driving forces behind local development.

47. Business Nursery: new business initiatives associated with culture and heritage

▪ The Business Nursery of Ávila initiative can be an opportunity for providing new entrepreneurs in the sector with access to information, consultancy services and the infrastructures and services they need to start up their activities. Accordingly, they must be provided with the information they need to assess the projects in the sector correctly, developing methods for analysing their viability, taking into account the direct benefits of the implantation of the company (jobs, capacity for revitalisation, viability and continuity, etc.), those that arise from the association of the activity with the urban development linked to culture and heritage, taking into account public interest, convenience and opportunity.

▪ Accordingly and bearing in mind the success gained at the start of the nursery activity, the recommendation is for the progressive extension of its capacity regarding the number of businesses authorised and services offered. It is also proposed that these extensions can be considered with certain focuses on (or priorities for) certain activity sectors that may be considered as strategic for the town's future, contributing to the emergence of a pole of development that can become a regional reference in the midterm.

48. Promotion of the town's cultural tourism - Tourist planning (Plan for Tourist Excellence, Strategic Plans, Programmes, etc.)

▪ The tourist market, especially that which is associated with culture, is becoming increasingly competitive and it is no longer enough to have exceptional heritage values, such as those endorsed by the inclusion on the World Heritage List. **It is necessary to provide value added for the town (products, services, etc.), which make Ávila different, attract visitors and, above all, make them return**, thus achieving the repetition of the visit and the transmission of the town's values to future visitors.

▪ The town of Ávila has been aware of this need for more than one decade now, as shown by the Plan for Tourist Excellence of Ávila 1999, a document that has remained in place and operated as a driving force for the transformation of the sector through the objectives it proposed and its permanent, implicit and explicit inclusion in the town's annual activity programmes. Despite its effectiveness in terms of concept and strategy, **the town needs an integral review of said instrument in order to update the lines of work to the town's current situation and that of the sector, considering Ávila as a town with exceptional heritage values. It also needs to examine the new profile of visitor and competition**, which in some cases may require the adoption of collaboration strategies to create synergies.

49. Development of active management and monitoring systems for the tourist sector

- The definition and application of active policies in tourist management requires perfect knowledge of the sector if it is to be successful, as well as the permanent maintenance of updated information for taking decisions and assessing the results of the actions that are taken. After defining the Plan for Tourist Excellence and in collaboration with the University of Madrid, the town of Ávila created the Tourist Observatory of Ávila in 2002. It was a pioneering instrument that has gradually spread to other towns and cities and its model has been promoted by the Group of World Heritage Towns and Cities since 2006.

- **The continuity of this monitoring system is essential for improving the town, managing its heritage and managing one of the economic sectors that is most directly associated with it.** Steps must be taken, however, to improve the system and to achieve a higher level of operation of it.

50. Ávila, town of Mysticism

- **Mysticism in the town of Ávila is its most important intangible heritage and the one with the strongest drive and recognition on a world scale.** The town itself, aware of its intangible heritage, has made great efforts to develop initiatives associated with the study and dissemination of mysticism, such as opening the Interpretation Centre for Mysticism - International Centre for Mystic Studies, the Mysticism Documentation Centre and the University of Mysticism, all as part of the project titled *Ávila Mística*, with the aim of combining cultural elements with the vital elements that are inherent to Mysticism, beyond mere dogmatic theology.

- All these mysticism-related initiatives attract a cultural tourism that is interested in mysticism-related matters, but they also complement the usual route covered by visitors through the traditional, Mystic Ávila, fundamentally based on the figure of Saint Teresa. This universal resource (mysticism as a reflection on transcendence rather than dogmatic positions) and specific resource (link to specific areas and places) has great scope and potential. **The actions aimed at creating tourist routes associated with heritage, mysticism and Saint Teresa must be implemented.**

51. Promotion of the tourist-cultural activities associated with language

- Ávila is in a privileged position for assuming part of the work for the promotion, dissemination and teaching of Spanish. It is a Castilian town that was one of the focal points for the historical development of the Spanish language, which has subsequently developed an important literary tradition in the language, particularly associated with Saint Teresa. This must be combined with the fact that, from the point of view of current language development, it is a town in which people still speak Spanish of high-quality, which can be accessed, given the number of visitors, by an important segment of the population and foreign tourists.

- Together with the work that has been carried out through the Fundación de la Lengua Castellana, associated more directly with the teaching of the language but also with the dissemination of Spanish culture (art, customs and traditions, etc.), **other forms of disseminating and promoting Spanish must be employed as a concept capable of generating activity not linked exclusively to education but also to leisure, as another cultural resource of the town, capable of assuming an important role in the town, as is the case in other historical towns and cities.** As a result, the town can continue to progress and consolidate its position with regard to linguistic heritage.

52. Promotion of cultural tourism associated with gastronomy and local products

- For citizens and tourists alike, therefore, the development, knowledge and enjoyment of a gastronomical culture of significant quality is becoming a need, which in the case of visitors to the town, also becomes an important part of the experience of the town and, on occasions, the main part of it. As a way of learning about a place, it is also one of those that remain in the memory for the longest period of time.

- That is why **the presence in the town of a high-quality gastronomical offer must be promoted. It can be complementary to the town's heritage values and endorse its role as a part of the town's culture.** The work in this direction must involve the authorities that are responsible for managing the town, through promotion, dissemination and training, etc. activities and the entrepreneurs in the sector, who must be capable of transmitting this culinary tradition to their clients with products and services that have the quality deserving of a World Heritage Town.

53. Improvement of the dissemination and knowledge of architectural heritage to citizens and visitors - Open days

- One of the main mechanisms for learning more about the town, its history and its culture is through its architectural heritage, which is the main attraction for Ávila's visitors, owing to its quality, number and diversity. However, this sign of identity of the town is, as in many other towns, the most visible yet the least accessible.
- The increase of the offer and the greater complexity of the open day programmes can be a good resource not only for learning more about the heritage, but also for making visitors want to return. Only by increasing the offer and its annual diversification is it possible to ensure, with the quality of the initiative as the base, that visitors and citizens will repeat the experience of visiting the town year after year, seeing their knowledge and understanding of Ávila increased.

54. Development of cultural dissemination and revitalisation initiatives associated with heritage

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- Although the town's heritage is priceless, which, on its own, is a resource capable of attracting visitors and generating social and economic activity in the surrounding area, the increased competition from other towns and cities and the growing requirements of visitors mean that it is no longer enough simply to offer this type of static resource. **More and more value is being given not only to the "product" itself, but also to the services associated with it, especially the cultural activities and revitalisation actions that use the heritage as a medium.**
 - The services contribute to its knowledge and dissemination, but they do not provide the highest contribution of value added to the cultural sites. They are not an attraction or a way of making citizens loyal; they are tools that focus greatly on visitors and single consumption. A significant provision of cultural value to the town comes from other services and activities, which also contribute to citizen involvement. These are the cultural activities that use history and monuments as a source of inspiration for creation and innovation in the way of transmitting culture. **The Management Plan proposes two lines of work: on the one hand, the system of its monumental heritage and network of museums; and, on the other, the promotion and characterisation of the public space through art, more specifically, urban sculpture.**

55. Consolidation of the town as a centre for congresses, conferences and fairs, promoting its association with cultural heritage

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- The construction of the **"Lienzo Norte" Congress Centre has opened up new opportunities for Ávila** by furnishing it with the infrastructure for playing host to new events of a certain size. The facility is relevant and sufficiently flexible and stands in a location of great quality and symbolism.
 - The availability of a Congress Centre has meant the possibility of developing medium-sized congresses in a town that is near and well-connected to Madrid; it is a very competitive alternative that proposes an environment of heritage quality and an urban scale that provides quality, all with the necessary services. **This work is of particular interest owing to the effect it has on the local economy and the dissemination of an urban brand image on national and international professional scenarios.**

56. Progress in the implantation of the Integral Tourist Quality at Destination System (in Spanish, SICTED)

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- In accordance with the integral consideration of the quality offered to visitors, but also of the quality enjoyed by resident citizens, the town has joined the implantation of the so-called **Integral Tourist Quality at Destination System** (in Spanish, SICTED), an initiative that can be considered as the successor of the Excellence Plans in 2003, in conjunction with other World Heritage Towns and Cities. This initiative is a **commitment to the integral quality of the town, adopting a number of standards to guarantee said quality in a wide range of local services**. It also represents the recognition of compliance with said standards through specific distinctions (Q for Quality, Commitment to Tourist Quality, etc.) and through the global control and coordination of the town in tourist sectors through a Management Body and various guidance and monitoring mechanisms.
 - This work, which has an integral benefit for the town and its residents, requires the firm commitment of public and private players to allow the dissemination and guarantee of compliance with a commitment to quality and to involve the businesses and individuals in the adoption of the aforementioned quality standards. Accordingly, **progress must be made in the improvement of the services provided in the town so that they can be enjoyed by users and gain their express recognition.**

OTHER PHASES AND PROCESSES

Special importance must be placed not only on knowing who the players that can take part in the management plan are, but also what their possibilities for taking part in it are, which begins with information about their assessment of the town (demands, concerns, etc.) and ends with the direct implementation of the lines proposed by the management plan.

INTEREST OF THE PARTICIPATION

The Management Plan must allow for the incorporation of the various players in the strategies for the integral improvement of the World Heritage Town in various aspects of its preparation and implementation:

- **Participation**

Involving players in the discussion phases (providing their direct and specific knowledge of the actual situation of world heritage, their requirements and concerns) and in the definition of courses of action and their implementation. Accordingly, both these objectives and the instruments must be assumed by the various players by agreement and consensus and through approval mechanisms from a position of responsibility that corresponds to their role in the global management of the heritage system. Consequently, the existence of the Local Sustainability Board includes all the social players and can be considered as a resource and mechanism for encounter and participation.

- **Dissemination**

Designed for learning about the plan and its implementation and about the site itself, its values, etc., to enable its understanding and transmission. It is aimed mainly at the players involved in the town's management, but particularly at those not associated with it. Its objectives include the active and passive incorporation and participation of new agents for achieving the objectives laid down in the management plan.

- **Awareness**

This is considered essential for achieving the targets. It focuses on creating social awareness of the need for and importance of improving the World Heritage Town and cultural heritage in general, which fosters an increased involvement in its conservation and recovery. It increases the value of the sum of small voluntary efforts made in the management of cultural heritage in comparison with large-scale interventions (and investments) or the imposition of legislation.

- **Cooperation and agreement**

Aimed basically at the public authorities and possible financial players to find the strategies and actions of the management plan regarding the (technical, financial, etc.) resources that are required for its implementation.

ABOUT MANAGEMENT AND MONITORING

- The process for drawing up this management plan needs to focus on two significant aspects for its development over successive phases: **the definition of the management body, the monitoring and follow-up instruments and, finally, the commitments to finance.**

- Basically, the management body will be municipal and will involve the creation of an office in which the competent bodies will take part in accordance with the framework of competencies and protection established by current legislation. They will lay down the issues that are to be assessed, the ways and monitoring mechanisms for assessing the active measures and policies so that they can be redirected and reviewed as necessary.

