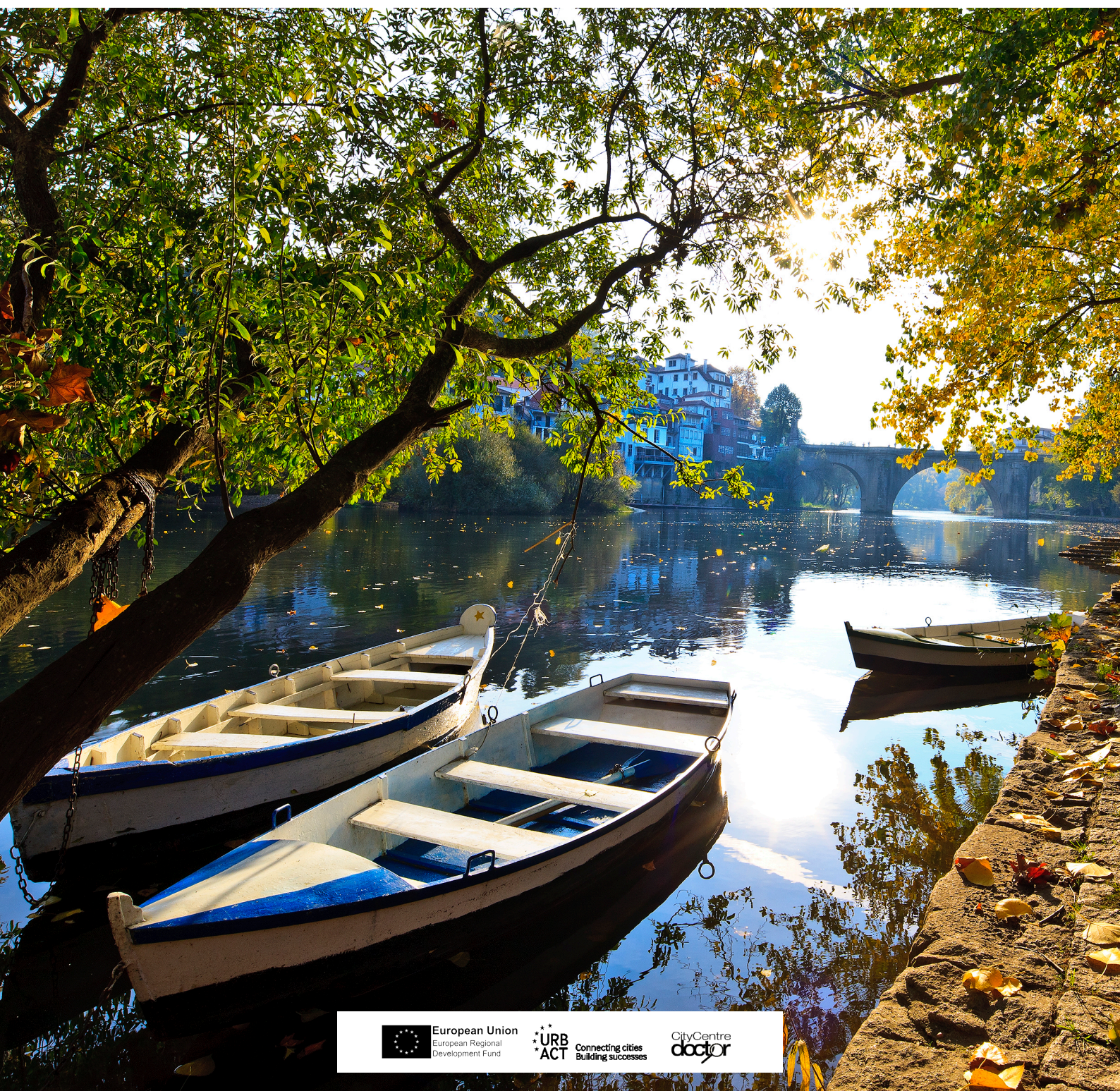


INTEGRATED ACTION PLAN

AMARANTE

CITY CENTRE DOCTOR





**INTEGRATED ACTION PLAN
AMARANTE
CITY CENTRE DOCTOR**



European Union
European Regional
Development Fund



Connecting cities
Building successes



Technical file

Designation

Integrated Action Plan Amarante - City Centre Doctor

Execution and Contents

Grupo de Ação Local do City Centre Doctor

Promotorer

Municipality of Amarante

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Municipality of Amarante

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EXECUTIVE SUMMARY

The city of Amarante is part of an European network of nine cities whose objective is to share knowledge and good practices among them in order to plan actions that transform city centres into a pole of economic competitiveness and well-being for citizens. The City Centre Doctor project, funded by the URBACT III Program, the European Union Territorial Cooperation Program, is aimed at small and medium-sized cities close to major urban centres.

This project was the right context for a participatory and collaborative approach with local stakeholders to strategically think about the development of the urban centre of Amarante, planning a set of innovative pilot actions that positively transform the city, reinforcing it as a, comfortable, culturally attractive, environmentally friendly and economically dynamic urban centre.

The Urbact methodology, described in this document, has allowed the development of intervention strategies with local agents and the exchange of experience and knowledge of good practices with other European cities, increasing the knowledge about which actions/projects are most suitable for Amarante.

From the work developed over two years by a collaborative and participative team, the access to the knowledge of international experts in the theme and the exchange of international experiences with the other nine cities involved in the network, resulted a shared vision that is reflected in this Action Plan. Through its execution, Amarante will be reaffirmed as a city of excellence to live in, attractive to invest and a place of choice to visit.

Throughout this document will be shared the diagnosis made to the city centre, which served as the basis and inspiration for the structuring of the pilot actions and later for the construction of the Integrated Action Plan, consisting in nine projects, whose objective is the transformation of the city centre of Amarante.

1 | CONTEXTUALIZATION

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1.1 URBACT PROGRAM

For over 15 years the URBACT program was the European Territorial Cooperation program with the aim of promoting integrated and sustainable urban development in European cities. It is an instrument of cohesion policy, co-financed by the European Regional Development Fund, the 28 Member States, Norway and Switzerland.

URBACT's mission is to enable cities to work together and develop integrated solutions to common urban challenges by networking, learning from each other's experiences, drawing lessons and identifying best practices to improve their urban policies.

Following the success of the URBACT I and II programs, URBACT III (2014-2020) has been developed to further promote integrated sustainable urban development and contribute to the implementation of the Europe 2020 strategy (link is external).

The URBACT III program is organized around four main objectives:

1. Policy delivery capacity: improving the capacity of cities to manage sustainable urban policies and practices in an integrated and participatory manner.
2. Political Project: to improve the design of sustainable urban policies and practices in cities.
3. Policy implementation: improving the implementation of integrated and sustainable urban strategies and actions in cities.
4. Building and Sharing Knowledge: to ensure that professionals and decision makers at all levels have access to knowledge and share knowledge on all aspects of sustainable urban development in order to improve urban development policies.

To achieve these objectives, URBACT III develops 3 types of interventions:

1. Transnational exchanges,
2. Training,
3. Capitalization and dissemination.

(Source: <http://urbact.eu>)



1.2 CITY CENTRE DOCTOR PROGRAM

The City Centre Doctor project is funded by the URBACT III Program, the Territorial Cooperation Program of the European Union, which aims to transform small and medium-sized urban centres located on the outskirts of large cities, in areas of economic competitiveness and well-being for citizens.

Over three years, action plans for the development of city centres have been developed, with the support of international experts, involving local action groups, and networking with 9 other European cities.

Participating cities: Amarante, Portugal; Heerlen, The Netherlands; Idrija, Slovenia; Medina del Campo, Spain; Naas, Ireland; Nort-sur-Erdre, France; Petrinja, Croatia; Radlin, Poland; San Dona di Piave, Italy; Valmez, Czech Republic.

(Source: <http://urbact.eu/citycentredoctor>)

1.3 AMARANTE CITY CENTRE

The appearance of the village of Amarante, the present urban centre, is strongly related to its geographical position. Occupying a privileged place of connection between the coast and the interior of Portugal, and being crossed by a Roman axis with great affluence, Amarante with linear organization, similar to a street, evolves from its time immemorial, distinguishing itself as place of passage and of exchange of goods. From village to city, its original design remained until the present day. Traditional trade continues to play a major role in urban dynamics and to be present in the older streets.

Crossed by Tâmega River and surrounded by Marão and Aboboreira mountains, Amarante has as a primordial image the presence of nature throughout the county. It is a green city, with a centre rich in natural spaces as are the example of the Forest Park and the «ínsuas» (islands in the middle of the river).

The heritage is also another very strong feature of the city. From the middle-ages S. Gonçalo Monastery and S. Gonçalo Bridge, brand images of the city, to the numerous Romanesque constructions spread by the county that enrich it culturally.

The Amarante urban centre suffered profound transformations as a result of the economic and social dynamics of Portuguese society, which affected the urban agglomerations. This is the case of processes like suburbanization and dispersion that have prevailed in recent decades, with the displacement of people to the outskirts of the city and to former rural areas, resulting in the sudden increase of individual mobility. This trend although attenuated is still observed, creating an enormous impact on the historical areas, contributing to their economic and social devitalisation and their inability to respond to the growing number of vehicles invading the city every day. The large distances between home-work in a city with the size of Amarante (301.33km²), associated with the lack of an effective public transport system, have significantly transformed the way of living in the urban centre.

At the demographic level, the aging of the population with the decrease in the number of births influences the city capacity for economic regeneration. It is certainly the result of this intricate causal process that, for the first time in its recent history, the county of Amarante saw its resident population decrease in the decade 2001-2011, passing from a total of 59,638 inhabitants in 2001 to 56,264 individuals in 2011 (a decrease of 5.7%).

Also, from a demographic and social point of view, there are very significant changes: in 2001, the young population, less than 20 years of age (26.0% of the total population), was higher than the elderly population (22, 6% of the total). Ten years later, this ratio was reversed, to 20.0% in the first case, and to 28.4% in the second.

In contrast to the regressive dynamics that have occurred, the tourism sector is growing thanks to the revalorisation of the historic and natural landscapes, and a better offer of events that animate the urban centre with their festive, cultural and social traditions.

Amarante is located near a large urban centre - Porto, which gives it a constant challenge to maintain the city's attractiveness and to offer attractive jobs. However, Amarante considers this reality and takes advantage of it to attract investment, adding a set of reasons that guarantee advantages in this area. For example, the fact that Amarante is located in the center of an R & D triangle in several areas: proximity to higher education institutions such as the University of Porto, University of Minho, UTAD or Politecnico do Porto (which are only 40 minutes away by car), the privileged location 40 minutes from the International Airport and from Leixões Port and great road connections. These factors add to the fact that Amarante is part of the youngest region of the country, with excellent opportunities to find good human resources, as well as being a vibrant city rich in culture, sport, nature and tradition, which allows enjoy a good quality of life.



1.4 URBACT LOCAL GROUP

The Urbact methodology promotes the creation of a URBACT Local Group, adding a set of entities to strategically think the city centre, resulting in an articulated intervention.

For the construction of the Urbact Local Group, a survey was made to identify the entities that had intervention in the city centre, with the perspective of gathering a good representation of the various themes related to urban revitalization such as: culture, environment, economy, youth, social action, urbanism and sport.

The interaction with the partners was always done through a representative chosen by the entity itself, making the communication more fluid and certifying the presence in the meetings of the ULG.

The entities that constitute the ULG are:

Entity	Description	Representative
CMA - Municipality of Amarante	City authority	Tiago Ferreira Lúcia Andrade Aida Guerra Cláudia Montenegro Elisabete Macedo
ADA – Amarante Sports Association	Association with great impact in the awareness to the importance of sports.	Luís Mendes
AEA – Amarante Business Association	Businessmen Association	Julieta Oliveira João Pedro Soares
AEVM - Vila Meã Business Association	Businessmen Association	Rosário Meneses
ATHOS - Association of Humanitarian Work and Social Organization	Volunteer Association	Cláudia Pereira
Aventura Marão Clube	Youth promotion association	Miguel Pinto
CCA - Cultural Centre of Amarante	Cultural and educational association	António Laranjeira Lima Margarida Oliveira
Dólmén	Local Development Association	Gabriel Carvalho Diogo Pereira
Teia +	Community Development Project	Manuel Oliveira
IET - Tâmega Business Institute	Business Incubator	Luís Miguel Ribeiro Vera Márcia
Inova +	City Innovation Consulting Company	Pedro Soutinho
Politécnico do Porto	Polytechnic Higher Education	Vítor Braga
CCDR-N	Regional Extension of the Government of Portugal	Fernando Gomes
RUA	Urban Revitalization Project	Sara Leite
Individual Members		Pedro Portela, specialist in complex systems.

Throughout the two years of the City Centre Doctor project meetings were held and some topics were discussed, according to the following table:

Date	Topics discussed
20.06.2016	Presentation of the City Centre Doctor project Validation of the pertinence and contribution of each entity to the project theme
14.07.2016	Presentation and discussion of the Urbact methodology Diagnostic brainstorming of Amarante city centre
28.09.2016	Presentation and discussion of diagnosis performed Preparation of a questionnaire to gather the vision of the residents and users of the city centre.
26.10.2016	Analysis and discussion of the city centre according to the following areas: Abandoned spaces; Training; Urban Planning; Culture and Heritage; Energy Efficiency; Housing; Strategic planning; Urban Mobility and; Disadvantaged Neighbourhoods (methodology available at http://urbact.eu/)
15.02.2017	Generation of ideas to combat the challenge found in the previous session.
15.03.2017	Presentation and discussion of challenges by each of the entity's representatives Presentation of the interview in the magazine Smart Cities Preparation of the next visit to the city of Nort-sur-Edre, France
10.05.2017	Presentation of the action plan for the next 4 years of each organization Discussion on the 'Economy' challenge for the city of Amarante Preparation of the next visit to the city of San Donà di Piave, Italy
07.06.2017	Discussion about the 'Environment' challenge for the city of Amarante Preparation of the next visit to the town of Idrija, Slovenia
20.06.2017	Discussion about the 'Inclusion' challenge for the city of Amarante
02.10.2017	Project balance Building the Action Plan Discussion about the action areas for beta actions
06.12.2017	Presentation of the initiative Christmas Market (Beta Action) Discussion about the contribution of each entity to the animation of the Market
16.01.2017	Construction of the Integrated Action Plan (definition and structuring of projects / actions, identification of leading entities and partner entities)



2 | INTEGRATED ACTION PLAN CONSTRUCTION

“Cities have the capability to provide something for everybody, only because, and only when, they are created by everybody.”

Jane Jacobs

2 | INTEGRATED ACTION PLAN CONSTRUCTION

The structuring of the action plan was based on the analysis made to the city centre and, subsequently, the definition of three major priority areas to be addressed in the plan and from there, to debate the ideas for the revitalization of the centre and definition of the pilot projects to be tested.

2.1 CITY CENTRE ANALYSIS

For the analysis of the Amarante city centre several methodologies were implemented, with the intention of gathering as much information as possible and listening to the different audiences:

Methodology	Target Audience
ULG Brainstorming	The Local Action Group identified the main challenges of the Amarante city centre
Questionnaire	Produced by the project expert and applied to all partner cities. Gather the view of the residents and users of the city centre.
Start Stop Continue Improve (1)	City specialists from the partner cities of the City Centre Doctor
Start Stop Continue Improve (2)	General public present in the Municipal Market of Amarante
Thematic Meetings	The Local Action Group discussed specific issues during the meetings.

The methodologies developed:

1. Amarante ULG Initial Brainstorming

At the first meeting of the Amarante Local Action Group, the main challenges for the city centre of Amarante were discussed. After this brainstorming were identified and shared by all members of the group, the identified challenges of the centre of the city of Amarante:

Education & Qualification:

- Retention of the most talented human resources with greater added value;
- Low average levels of qualification of the population.

Mobility:

- Absence of an integrated and efficient urban and interurban public transport system;
- Pedestrian circulation vs. Vehicles;
- Parking in the city centre.

Housing:

- Very limited real estate market in the city centre, whether for rent or for purchase.

Leisure & Culture:

- Absence of good spaces for cultural and / or recreational enjoyment;
- Communication of the city, its events and its points of interest;
- Qualification of cultural offer: promote better, mobilize more.

Economy:

- Lack of employment opportunities;
- Young employment, alternatives to fixation;
- Scale of economic activities, and the implications on competitiveness required for export and internationalization;
- Absence of a detailed plan for the internationalization of the city.

Trade:

- Need to modernize trade;
- Adequacy of trading hours to the schedules of potential consumers.

Tourism:

- Qualification of tourism offer: promote better, mobilize more;
- Need for a strategy to promote Amarante's international competitiveness.

2. Questionnaire “Place Survey”

The questionnaire was developed by an expert URBACT and applied in all partner cities of the City Centre Doctor. This questionnaire was adapted to Portuguese and made available online, aiming to obtain the view of residents and users of the city centre of Amarante. The members of the ULG participated in the review, adaptation and distribution of the research questionnaires. The survey was conducted in October 2016.

This tool was composed of 19 questions and with the following data sheet:

- There were 308 responses. 55.27% of the respondents were women and 44.73% were men;
- Most of the answers obtained with the questionnaire were in the age range of 26-44 years, with a total of 60.7% (187 responses), followed by the 18-25 age group with 17.9% (55 responses), 46-64 years with 9.1% (28 responses), <18 years with 1% (3 replies) and finally +65 years with 0.6% (2 replies). 10.7% of the respondents did not answer the question that identifies their age group;
- Most of the people surveyed were born in the city of Amarante - 158 people;
- Close to 50% holds a bachelor's degree and 21.1% the master or doctorate degree. Primary education is the one that shows the lowest expression with 1.4%, followed by secondary education, with 22.5% and, finally, level 5 present 5.4%.

This survey enabled the following indicators to be collected:

- The majority of respondents, 65%, go to the city centre by car, followed by more than 27% that go to the city centre on foot. Bus and bicycle are the transportation facilities with less expression, 4.3% and 3.1% respectively;

· People feel safe in the city centre - at night and on foot (4.2 and 4.4 points, respectively, on a scale from 1 (little) to 5 (too)). The cyclists feel less safe (average of 3.8 points);

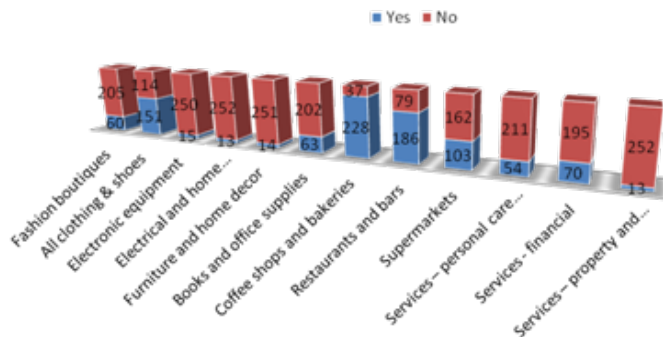
· The city centre is rated as GOOD for leisure during the summer, contrary the winter that is less attractive, as can be seen from the tables below:

How many times do you go to the city centre for leisure purposes when it is the summer?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Every day	75	24.4	29.6	29.6
	Two to three times a week	93	30.2	36.8	66.4
	Once a week	29	9.4	11.5	77.9
	Once every two weeks	9	2.9	3.6	81.4
	Once or twice a month	20	6.5	7.9	89.3
	Only occasionally (less than once a month)	27	8.8	10.7	100.0
	Total	253	82.1	100.0	
Missing	System	55	17.9		
Total		308	100.0		

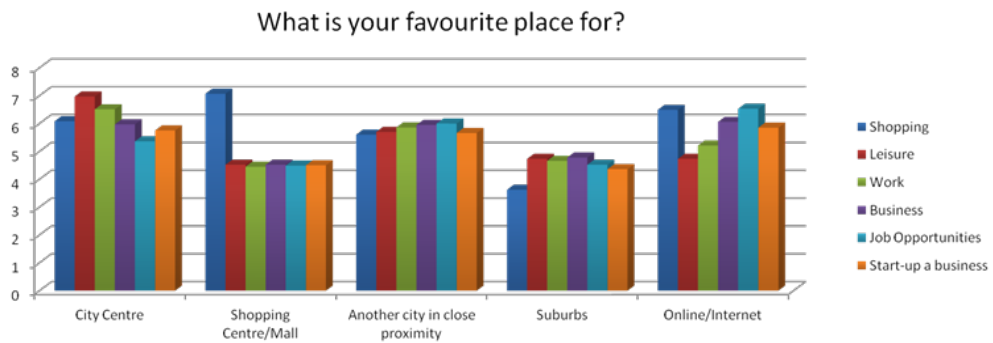
How many times do you go to the city centre for leisure purposes when it is NOT summer?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Every day	31	10.1	12.4	12.4
	Two to three times a week	75	24.4	30.0	42.4
	Once a week	59	19.2	23.6	66.0
	Once every two weeks	13	4.2	5.2	71.2
	Once or twice a month	23	7.5	9.2	80.4
	Only occasionally (less than once a month)	49	15.9	19.6	100.0
	Total	250	81.2	100.0	
Missing	System	58	18.8		
Total		308	100.0		

· The centre is good and conducive to business, as there are various businesses, from the commercialization of clothes and shoes, to cafes, restaurants and supermarkets:

For which categories of retail do you prefer to shop in the city centre?



· When evaluated on the preferential space for shopping, leisure, work, business, employment opportunities and creating the company, it is verified that the centre of Amarante faces some challenges: employment opportunities, entrepreneurship, business and shopping centres.



3. Exercise of Public Participation with the community in the Municipal Market of Amarante

Activity developed by the Local Action Group that for more than two hours invited the people who went to the Municipal Market of Amarante to think about the centre of Amarante - was used the methodology:

- START – what should start to be done
- STOP – what should stop being done
- CONTINUE – what should continue to be done
- IMPROVE – what should be improved

The various contributions collected have been recorded and, for this reason, they can demonstrate contradictory elements. The obtained results were:

START

Urban Rehabilitation:

- Development of an incentive policy and / or legislation to manage and encourage the rehabilitation of the building;
- Requalification of abandoned factories.

Continuing cultural offer:

- Creation of a night clubs for young people;
- Opening of the Cineteatro de Amarante, with an interesting cultural agenda.

Bet on tourism

Rethinking urban mobility:

- Opening of the train line;
- Creation of car parks.

Increased attractiveness and capture of city fixation:

- Capture of an institution of higher education;
- Investment capture (creation of jobs and retention of the population);
- Creation of sector fairs (promote the creativity of people, crafts, art, ...).

Capturing international companies

CONTINUE

Summer Festivals and Community Parties:

- MIMO Festival;
- Festival with Music, cinema, poetry, workshops and lectures.

Preservation and enhancement of the landscape and heritage of the centre:

- Access to «Ínsua dos Frades» river island;
- Promotion of writer from Amarante;
- Exhibitions at the museum;
- Preservation of the assets of Amarante (sympathy and art of well receive of the inhabitants, gastronomy, natural resources - mountains, river, etc.).

Focus on young people:

- Bet on the level of education (basic and secondary);
- Supporting students through youth volunteering.

Public transport:

- Transport company: VIA | Viagens de Amarante.

Projection of the city - Tourism:

- Wellness tourism (e.g. Spa);
- Promotion and dissemination of the city;
- Initiatives to promote trade and tourism.

Promotion of sport and sports activities

STOP

Presence of the car in the city centre:

- Circulation of traffic in the centre of the city;
- Limit the parking in the centre to improve trade.

Lack of Commercial Urbanism (strategic thinking):

- Limit the installation of cafes and clothing shops in the city centre.

Environmental neglect:

- Pollution of the river Tâmega;
- Eliminate or mitigate odours, during the summer, on «Arquinho» site.

Careless with the city centre:

- Existence of graffiti on walls;
- Abandonment of the Teixeira de Vasconcelos Street.

Excessive festivities in high season:

- Mercado da Música (Music Market) and other events that do not bring added value to the city;
- Reduction of existing festivities.

IMPROVE

Preservation and environmental valuation:

- Maintenance of green spaces;
- Cleaning and collection of waste;
- Flow regulation of the river to avoid 'lake' effect;
- Rehabilitation of green spaces on the banks of the Tâmega River;
- Remodelling of the forest park;
- Use of Quinta de Fridão, the landscape and the history of the city.

Parking in the city centre:

- Parking and accessibility to specific locations (Municipal Market and historic centre);
- Greater regulation in compliance with traffic rules (parking and traffic signals).

Economic dynamics of the centre (local trade and Municipal Market):

- Revitalization of the Municipal Market, with an architectural and organizational intervention, providing better climatic conditions;
- Increase users of the Municipal Market;
- Strengthen the competitiveness of the Municipal Market in relation to large areas (increase the quality of products);
- Parking flexibility on fair and market days;
- Adjust local trading hours.

Involve the community:

- Creation of more public participation initiatives;
- Greater advertising of events, museum, cultural centre of Amarante, market.

Feeling of safety associated with nightlife:

- Public lighting in the cycling path.

Improve the conditions of the hospital, health centre and municipal swimming pools

4. Exercise START - STOP - CONTINUE - IMPROVE developed by the City Centre Doctor Group

START

Prioritize pedestrians in the centre of the city:

- Develop a mobility plan;
- Impose a speed limit 30 km / hour;
- Develop projects for people with disabilities.

Valorise the river:

- Implement a continuous river cleaning plan;
- Attractions near the river so children can enjoy the space;
- Use the river for sporting events.

Promote work in community:

- Transforming the old post office into a co-working space;

- Social sofas.

Signal more and better the points of interest:

- Creation of Mobile app that can enhance and transform the experience of tourists in the city of Amarante.

CONTINUE

Business dynamics in the centre:

- Excellent diversity of shops and cafes around the river.

Involvement of people in the dynamism of the city centre:

- Community events in public spaces (project with schools);
- Casa da Juventude (Youth Centre).

Presence of green areas in the city centre:

- Forest Park of «Ribeirinho».

Preservation of heritage:

- Churches renovated.

STOP

Unsuitable Urban Furniture:

- Do not use metal banks (for example those that are situated on the riverside).

Insecurity caused by the prevalence of the car in the city centre:

- Circulation of vehicles on the bridge, as they put pedestrians at risk;
- A speed limit level must be imposed for vehicles in the city centre (e.g. 30 km/h).

High sidewalks - above street level

IMPROVE

Quality and Attractiveness of the Public Space:

- Give an identity to the square;
- Development of public space around the river (chairs, tables);
- Better places of rest (benches), so that people can enjoy the city centre;
- More colour in the centre.

Tourist information points (hotels, bus station and history of old buildings)

Urban mobility:

- Pedestrian-only areas;
- Improve the organization of parking in the city centre.

Competitiveness of local trade:

- Schedule and delivery time of goods (for loading and unloading of the trade);
 - Improve the image and the look of the stores (light, design, organization).
-

5. Thematic Meetings

In order to better understand the challenges that the city centre faces, thematic meetings were structured in the Local Action Group to discuss specific themes: Environment, Economy, Inclusion and Integrated Development, and identified possible actions / solutions to combat and / or mitigate these challenges .

The following table presents the themes and challenges facing the city centre:

Themes	Challenges
Built Heritage Preservation	<ul style="list-style-type: none"> · Existence of several vacant properties, or in poor state of preservation in the centre of the city; · Lack of knowledge about instruments to support rehabilitation; · Vacant and poorly maintained factory units; · Requalification and revitalization of the building.
Education and Employment	<ul style="list-style-type: none"> · Absence of higher education offer; · Low average qualification of the population; · Loss of the most qualified and talented human resources; · Need to attract new companies; · Absence of collaborative workspaces in the city centre.
Development of the local economy	<ul style="list-style-type: none"> · Devitalized Municipal Market; · Traditional trading schedule misfit to the consumer needs; · Little attractiveness of local commerce (shop windows, ...); · Need to prepare economic activities for competition in foreign markets; · Lack of logistics planning of the distribution (cargoes and discharges of merchandise ...).
Furniture and Urban Signs	<ul style="list-style-type: none"> · Insufficient city signage (points of interest, services ...); · Disarticulation of urban furniture with the needs of the city users (inappropriate material, locations with no strategic view, diversity of solutions that compromise urban unity).
Public Space	<ul style="list-style-type: none"> · Insufficient public lighting (feeling of insecurity in the usufruct of the city in the nocturnal period); · System of collection of urban waste with need of revision (trash of the commercial spaces in the street, cigarettes in the streets, ...); · Increased presence of colour in the city centre; · Vandalism in public space.
Natural Heritage	<ul style="list-style-type: none"> · Preservation and conservation of the river side (pollution, odours, ...); · Eutrophication of the Tâmega River.

Cultural Heritage	<ul style="list-style-type: none"> · Absence of a good space for cultural shows; · Insufficient communication of the cultural and recreational offer of the city to the population; · Lack of promotion of the greatest amaranthine authors. 	
Housing	<ul style="list-style-type: none"> · Improvement of the real estate market offer in the city. 	
Tourism	<ul style="list-style-type: none"> · Lack of urban marketing and elements that represent the city; · Develop the tourism sector; · Internationalization of the city. 	
Attractiveness of the city	<ul style="list-style-type: none"> · Improvement of the attractiveness of the city in the winter period; · Attract young people. 	
Public Participation	<ul style="list-style-type: none"> · Increased the involvement of the population in the creation of projects and public activities. 	
Mobility	<ul style="list-style-type: none"> · Too much presence of the car in the city centre (S. Gonçalo bridge); · Need for new parking areas; · Lack of safety in the pedestrian circulation (speed of the automobile circulation in the city); · Lack of safety in the circulation of bicycles; · No railway connection to the city centre; · Improvement of the intermodality of the public transport system. 	
Inclusion	<ul style="list-style-type: none"> · Absence of spaces suitable for children. 	

A colour coding was used to easily understand the link between the challenges identified in the diagnosis, the priority areas of intervention and the projects presented in this document. In the following section (2.2 Priority Areas of Intervention) a priority was assigned to each of the priority areas and corresponded to the challenges that have direct intervention and that will contribute to their mitigation, as well as to the projects that make up the action plan and which contribute to the identified priority area.

2.2 GENERATION OF IDEAS

During the work sessions, thematic meetings were organized to discuss specific issues and identify possible actions and solutions to address these challenges. The following table presents the various ideas developed in each of the areas:

ENVIRONMENT

Mobility:

- Standard and electric bicycles;
- Promote intermodality;
- Ten seat vans system;
- Electric shuttle.

Waste / scrap:

- Generate green spaces and / or reforest;
- Policy of use of public space in events.

Environmental education:

- Awareness actions;
- Community Involvement;
- Measures of garbage measurement;
- Specific actions for specific target audiences (e.g. smokers);
- Work with community leaders.

River:

- Lighting and Riverside Cleaning;
- Comfort: structures to support the use.

Abandoned Spaces:

- Urban Garden Amarante (Kmo).

ECONOMY

Entrepreneurship:

- Continue with initiatives of support and focus on young Entrepreneurship: Jumpbox, Coworking spaces - «Casa da Juventude»;
- Betting on the Creative Industries;
- Mapping and facilitating the use of empty ground spaces for the establishment of 'headquarters' of new companies;
- Position Amarante on the radar of the Digital Nomads (residences, coworking and branding);
- Closer relationship with universities - there is a need to get students / teachers to have incubators for their projects;
- Strengthen the linking of structures that support promoters who want to create new businesses and promote spaces for creative reflection in the city;
- Privilege new companies in public contracting;
- Community Centre - Group of senior entrepreneurs to accompany new entrepreneurs - Creation of the figure of tutors / mentors - sharing sessions of 'testimonies', experiences, knowledge, ...;
- Local Entrepreneur Forum (young + senior) - funding opportunities (Shark Tank), ...;
- Creation of the «House of Associations» - as an alternative to stimulating the creation of companies, the idea is to encourage the creation of an association, with much lower costs, to test its services / products - concept: learning, erring;

Tourism:

- Development of activities in the city related to the local culture (sightseeing, singular events, ...);
- Create and disseminate the city's cultural agenda (annual);
- Free Walking Tour Amarante (Guided Routes);
- Info Entertainment;
- Wine tourism;
- Giving visibility to Religious Tourism;
- Qualified and integrated offer of tourist agents;
- Take advantage of the geographical location near Porto and Douro - create reasons to stay in

Amarante and to invest in Amarante;

- Bet on Nature Tourism – sports that use the river Tâmega, green spaces;
- Holding of congresses (health, ...).

Investment Capture:

- Partnerships with colleges for the development of jobs in the area;
- Creation of business reception areas with adequate infrastructures;
- Allocation of tax benefits;
- Urban rehabilitation – real estate investment;
- Energy production (solar / renewable);
- Information Technology Event – technology solutions for Smart Cities;
- Support the creation of a mid-range hotel;
- Promotion of the necessary actions for the installation of a Research Centre.

Trade:

- Creation of an information platform on the commercial offer;
- Carrying out a mapping of existing trades evaluating parameters of competitiveness and attractiveness;
- Creation of a “Friends of local products” label;
- EVA DREAM;
- Night Open Street – Trade Opening at night, 1x / month;
- Creation of parks for children – make close to shops;
- Creation of a local / community currency;
- Competition: ‘My street is better than yours’;
- Creation of a database with up-to-date information on the possible spaces to be leased to attract trades and services;
- To favour public spaces for pedestrian use;
- Creation of a street manager.

INCLUSION

Aging:

- Nursing home in the centre;
- Urban gardens.

Housing:

- Foster elderly people’s housing in the city centre;
- Implementation of a project similar to RHIS – Housing Rehabilitation and Social Intervention | <http://www.gasporto.pt/portugal/rhis-2/>

Health:

- Race Groups;
- Health Fair.

Disadvantaged neighbourhoods:

- Transformers – classes in the neighbourhoods (volleyball, painting, ...).

Education:

- OPJ (Participatory Budgeting for Youth) 2.0;
- Linking of student associations.

Culture and Heritage:

- Cultural Clubs.

GOVERNANCE

Public participation:

- Capacity building and creation of lasting public / citizen participation institutions;
- Creation of spaces for the promotion of community initiatives;
- Greater involvement of the population with the city.

Image of the city:

- Create the storytelling of Amarante;
- Strengthen the identity of the city and its citizens;
- Creation of a city agenda, which includes all initiatives, sports, cultural, festivals - with the aim of not overlapping.

For the Generation of ideas were used several methodologies, namely, some already referenced in the analysis / study of space, which together resulting from the analysis to the city centre resulted in innumerable ideas for intervention in space.

2.3 PRIORITY AREAS OF INTERVENTION

After the detailed analysis of the diagnosis made and the difficulty of acting on all the identified themes, it was considered prudent to find three areas with a significant scope to structure an action plan based on these three focus. It was tried to understand how the areas to be intervened would contribute to attenuate the identified problems:

1. Attractiveness of the Public Space for community development

Built Heritage Preservation
 Furniture and Urban Signs
 Public Space
 Housing
 Mobility
 Inclusion

2. Economic dynamization and modernization

Education and Employment
 Development of the local economy
 Attractiveness of the city

3. Local Identity

Natural Heritage
 Tourism

2.4 BETA ACTIONS

The Urbact methodology presupposes the creation of beta actions / pilot actions to test and evaluate certain actions in the context of the promotion and revitalization of the city centre. These pilot actions were developed prior to the construction of the Action Plan to test whether the results achieved would contribute to alleviating the problems identified.

In order to structure the pilot projects to be tested, we attempted to identify the challenges of the city centre, to address the most pressing areas of intervention and to contribute to urban revitalization.

The following Beta Actions were developed and implemented in the centre of Amarante:

1. MIMO a minha cidade (Mimo my city)
2. Free Walking Tour
3. Lojas de Rua com História (Street shops with a History)
4. Mercado de Natal (Christmas Market)

Beta Action | MIMO a minha cidade (MIMO my city)



Area of intervention: **Attractiveness of the Public Space for community development**

Activity Description:

The action “Mimo a minha cidade” had as main goal to promote the street trade of Amarante, taking advantage of the week when the city was prepared to receive the MIMO Festival, a time of peak tourist influx. The action was developed in the **shop windows** of the main streets of the Urban Rehabilitation Area of Amarante (ARU), personalizing them with **the incorporation of a story that combines illustration with a narrative.**

For the creative work (narratives and illustrations), was invited the writer Adelia Carvalho, and the illustrators Anabela Dias and Diogo Cardoso. The narrative constructed consisted in the reencounter between **key figures of the historical universe of Amarante**, namely Amadeo de Souza-Cardoso, Teixeira de Pascoes, S. Gonçalo, and the Trovador (creator of the Amarantina guitar), in which all of them express a very typical missing (in Portuguese Saudade) of the Portuguese culture, in which the main nostalgia is the Amarante landscape, and various elements of the city and its culture.

Results achieved:

- Interventions in **Cândido dos Reis Street, 5 de Outubro Street and 31 de Janeiro Street**
- A total of **78 shops** involved.
- Raising the awareness of traders to the importance of shop window design, in increasing the attractiveness of trade. After the beta action some traders looked for experts (artists) for designing their shop windows.

Beta Action | Free Walking Tour



Area of intervention: **Local Identity | Tourism**

Activity Description:

As part of the celebration of World Tourism Day, on 27 September, the Amarante City Council held **two sessions of “Free Walking Tours”** in the centre of Amarante.

The activity took place in two periods of the day: the first at 10:00 a.m., with a session in Portuguese and the second at 3:00 p.m., with session in English.

The initiative intended to **make known the centre of Amarante** through its history and stories, free of charge.

Results achieved:

- 5 Participants in the period of 10:00 a.m. | 4 Participants in the 3:00 p.m.
- Visit Rating – 4.8 points (1 - bad to 5 - excellent)
- Duration of visit – 4.3 points (1 - poor to 5 - excellent)
- Route chosen – 4,8 points (1 - bad to 5 - excellent)
- Relevance of activity – 4.9 points (1 - poor to 5 - excellent)

Beta Action | Street Shops with History



Area of intervention: **Economic dynamization and modernization**

Activity Description:

“The commerce of a city can, and must, be one of the distinctive and differentiating elements between cities.” In the scope of Urban Revitalization, the dynamism of local commerce becomes decisive. Besides their importance in the creation of urban dynamics, these trades, when historical, preserve unique and differentiating characteristics, whose history is confused with that of the city itself. For this reason, it is extremely important to **map and monitor these trades**, transforming them into a testimony of the city’s experiences and an integral part of its **material and immaterial heritage**.

The «Lojas de Rua com História» (Street Shops with History) initiative is promoted by the RUA and inspired by the program Shops with a History of Lisbon City Hall, recognized by URBACT as a good practice.

Selected Shops:

Ferreira da Cunha | Adegas Kilowatt | Confeitaria da Ponte | Café Bar - Restaurante S. Gonçalo | Restaurante Zé da Calçada | Doçaria Mário | Novélia

Results achieved:

- **7 selected shops**
- 6 selected shops consider that this action has increased the interest in their shop.
- 6 selected shops are totally identified with the concept “Street Shops with History”
- All traders consider the development of a municipal program “Street Shops with History” relevant.
- Traders believe that this initiative has more impact on increasing sales to tourists than locals.

Beta Action | Christmas Market



Area of intervention: **Local Identity**

Activity Description:

The first Amarante Christmas Market was developed, inspired by the markets already carried out in countries such as Germany, Estonia and the United Kingdom. It was intended to develop a small pilot version that tested the concept.

The implementation area chosen for the Market was Alameda Teixeira de Pascoaes. This site was chosen not only for its municipal importance, area of support to the facilities of the City Hall and the Amadeo Souza Cardoso Municipal Museum, but also for its centrality and proximity to the main commercial areas and the Amarante Municipal Market. It was proposed the installation of nine wooden houses, with gable roof, to accommodate the exhibitors, and a covered stage where the concerts and animations of activation of the Market will take place.

Exhibitors:

Filhos de Moura (pork sandwiches) | Apimarão – Associação de Apicultores da Serra do Marão (honey and derivatives) | RI_TE Wine Bar (wine, craft beer, juices and coffee) | APR Cogumelos – Associação Portuguesa de Cogumelos (fresh mushrooms, mushroom patties, mushroom sautéed) | Projeto AMARTE (identity craft) | Maria Amarantina (sweets) | POP-UP Artesanato (traditional handicrafts represented by different artisans on different days) | Oficina Noctua (Urban Art) | Diwia (fashion) | FOL POP-CORN (popcorn)

Results achieved:

- 9 Stands for 16 Exhibitors
- 9 Concerts
- Overall assessment of the event – 3,8 points (1 - bad to 5 - good)
- Relevance to the promotion of products– 4,0 point (1 - little to 5 - very)



3 | INTEGRATED ACTION PLAN

“Designing a dream city is easy;
rebuilding a living one takes
imagination.”

Jane Jacobs

3 | INTEGRATED ACTION PLAN

After the analysis of the city centre and its diagnosis, a coherent action plan was drawn up, with the Local Action Group and other stakeholders, duly aligned with the work and actions already considered by each of the entities in the strategy for this same location.

3.1 PROJECTS IDENTIFICATION

The following table lists the projects that make up the Integrated Action Plan and for which areas of intervention they contribute:

		Priority Areas		
		Attractiveness of the Public Space	Promotion and Economic Modernization	Local Identity
Projects	1. RUA			
	2. AAA - Environmental Project			
	3. Sustainable Mobility			
	4. Brand and Identity of the City			
	5. Street Shops with History			
	6. Jump Box – Training Program			
	7. Child friendly City			
	8. Christmas Market			

3.2 PROJECTS PRESENTATION

To better understand the projects that comprise this action plan, the following table will present the various projects, the description and the objectives of each one. For each project, the priority area of intervention has been identified.

1. RUA – Amarante Urban Revitalization	
Project overview	RUA intends to develop a set of actions aimed at the revitalization and promotion of the Amarante city centre, intervening specifically in three urban instances: the public space, the ground floor and housing. As a basis, RUA has a policy of social, cultural and economic commitment between the political structure and the local community is promoted.
Goals	<ul style="list-style-type: none"> · Revitalize and streamline public spaces, making them more affable and welcoming, promoting an improvement in the environmental, urban and landscape quality of the urban centre; · Promote the tourist attraction of the city; · Regenerate and monetize street commerce; · Capture new business and activities for the historic centre; · Alert to the importance of the rehabilitation of the ARU.
Key Activities	<p>1. Public Space _ Recognize Potential</p> <p>a) Create user satisfaction assessment strategies in relation to public spaces in the historic centre;</p> <p>b) To create moments of public debate promoting the active participation of the community in the thought about the city;</p> <p>c) Identify pockets of disturbance in the public space and mobilize the corresponding services, taking into account users' needs.</p> <p>2. Ground Floors _ Invest with Knowledge</p> <p>a) To inventory existing activities;</p> <p>b) Survey and mapping of unoccupied ground floors and their owners;</p> <p>c) Create an online platform that allows the bridge between owners and buyers / tenants;</p> <p>d) Outline strategies and modes of action: key interventions, market trends, distribution of new investors, creation of points of attraction, etc.</p> <p>3. Housing _ Doing well</p> <p>a) Survey and mapping of the housing stock of the ARU identifying its owners;</p> <p>b) Create an online platform that allows the bridge between owners and buyers / tenants;</p> <p>c) Develop actions to raise awareness of the importance of rehabilitation of the housing stock, informing the owners of support and tax benefits inherent to it.</p>
Lead Entity	Municipality of Amarante
Partners	AEA e Aventura Marão Clube
Results to be achieved	<ul style="list-style-type: none"> · Zones of the city before in loss, regenerated; · Recreational spaces and oriented for children and the elderly, Amarante an inclusive city; · More diversified and balanced local trade network (quality of service, price, shop windows, image ...); · Dynamic public spaces that economically stimulate the vicinity; · Rehabilitated and occupied housing park.

Indicators	<ul style="list-style-type: none"> · Number of urban art actions; · Number of actions for the temporary transformation of public spaces aimed at children and the elderly; · Number of local trade promotion activities; · Level of satisfaction with the public spaces of the city; · Number of vacant buildings in the ARU.
Schedule	june 2017 through november 2019
Budget	124.974,00€
Financing source	PARU e funds Municipality of Amarante; There is already an approved application that will be financed at 85%.
Associated Risks	<ul style="list-style-type: none"> · Reduced team to be filled with volunteer recruitment; · Lack of adherence by owners of spaces; · Lack of adherence or responsiveness on the part of traders; · Lack of adherence of the final public - consumers and children - to the proposed activities; · Little participation in public debates; · Difficulty in measuring user satisfaction.

2. AAA - Environmental Project	
Project overview	Campaign for 'Actions for Amarante', which through the creation of a bank of ideas, based on a communication campaign, invites the various organizations to register and develop a specific action.
Objetivos	<ul style="list-style-type: none"> · Aware the community to the environment; · Involve the citizen in the environmental improvement of Amarante.
Key Activities	<ol style="list-style-type: none"> 1. Development of a bank of environmental improvement actions that can be implemented by the citizen; 2. Campaign for communication in social networks and other media; 3. Implementation of improvement actions by citizens.
Lead Entity	Municipality of Amarante
Partners	<ul style="list-style-type: none"> · Member Organizations of the Local Action Group of the City Centre Doctor project; · Member Organizations of the Local Action Group of the Change! project; · Resinorte.
Results to be achieved	<ul style="list-style-type: none"> · Greater awareness of the importance of the environment and its preservation, responsible use of green spaces; · Mobilization of citizens for the improvement of Amarante; · Cleaner and nicer city.
Indicators	<ul style="list-style-type: none"> · Number of environmental awareness actions; · Number of citizens involved in environmental improvement actions; · Number of environmental improvement promotional contents views .
Schedule	Execution in may 2019, with eventual annual replication
Budget	To be defined
Financing source	To be defined
Associated Risks	· Possible lack of adherence of individuals and organizations.

3. Sustainable Mobility	
Project overview	Promote sustainable mobility, reducing the number of vehicles that circulate and park in the city centre.
Goals	<ul style="list-style-type: none"> · Increase walking and / or bicycle travel over short distances; · Raise awareness for a better balance between pedestrian and road public space; · Decrease car presence in the city centre.
Key Activities	<p>1. Recognize – develop a set of actions [surveys] that increase knowledge about: current urban mobility modes (questionnaires to the population and schools) and the degree of walkability of the city (urban readings developed in conjunction with the community) ;</p> <p>2. Co-creation – to select degraded and unattractive spaces, however with great importance for the reactivation of the city pedestrian [staircases ...], developing proposals for intervention with the community [urban art]. Encourage shopkeepers to create Parklets in the parking spaces in front of their establishments by increasing the area of public space;</p> <p>3. Inform – develop awareness campaigns, lectures on case studies and reflections with schools and universities on ways to intervene in the city making it more walkable.</p>
Lead Entity	Municipality of Amarante
Partners	RUA
Results to be achieved	<ul style="list-style-type: none"> · Increase in walking in the city centre; · Lower car presence; · Increase of streets where the pedestrian is privileged.
Indicators	<ul style="list-style-type: none"> · Number of actions to recognize the type of urban mobility; · Number of awareness campaigns for sustainable mobility; · Number of trips, using the car, in the centre of the city; · Level of safety in walking and cycling.
Schedule	june 2018 a june 2021
Budget	To be defined
Financing source	To be defined
Associated Risks	<ul style="list-style-type: none"> · Resistance by residents and car users; · Lack of alternative transport solutions; · Difficulty in drawing suitable routes for pedestrian or bicycle routes, due to the hilly terrain in some areas; · Resistance - to the concept or the costs involved - by the shopkeepers in relation to the Parklets solution.

4. Brand and Identity of the City	
Project overview	Project responsible for the diagnosis of the current brand Amarante, for the study of the way forward for the brand change, the design of the new brand and respective applications in the different materials to be developed.
Goals	Create a solid and representative brand of the municipality of Amarante. It is intended to confer greater cohesion and coherence between all the elements of design present in the city or that represent it.
Key Activities	<ol style="list-style-type: none"> 1. Previous study of equities mapping of Amarante; 2. Definition of the strategy and global positioning of the Amarante brand; 3. Design of the Amarante Brand System; 4. Application Development and communication; 5. Merchandising line.
Lead Entity	Municipality of Amarante
Partners	Ivity
Results to be achieved	<ul style="list-style-type: none"> · Standardization of all visual elements representative of the Amarante brand; · Creation of a strong, easily identifiable brand that represents the brand equities identified.
Indicators	<ul style="list-style-type: none"> · Coherent image of all design elements present in the municipality; · Image with representation of brand equities of Amarante that pride the inhabitants of the city; · Quick visual recognition of the new image by the local population.
Schedule	january 2017 to december 2018
Budget	197 241,20€
Financing source	PARU and Municipality of Amarante funds Application approved
Associated Risks	<ul style="list-style-type: none"> · Membership / identification of the residents with the new brand; · Dissemination effort.

5. Street Shops with History	
Project overview	Distinction and preservation of shops with history, contributing to position trade as a differentiating brand of the city and as an economic activity that generates employment.
Goals	Preserving identity (internal aspect, distinctive products and services, own brand ...) and history (encouraging the creation of collections with documents that may contribute to the valorisation of the establishment and brand) of the traditional trade.
Key Activities	<ol style="list-style-type: none"> 1. Review existing criteria by adapting them to the context and reality of the city; 2. Survey and Mapping of shops that respect the criteria defined for the award of the distinction; 3. Definition of intervention strategy, defining support and benefits for distinguished shops; 4. Creation of communication media for the project; 5. Periodic follow-up and re-evaluation (time to be defined) of the distinguished shops, verifying that they continue to respect the criteria of the distinction and follow its evolution.
Lead Entity	Municipality of Amarante
Partners	RUA, AEA e AEVM
Results to be achieved	<ul style="list-style-type: none"> · Profitable local market with high demand; · Identity trade network that shows itself as a tourist opportunity; · Preserving the commercial history of the city, divulging it.
Indicators	<ul style="list-style-type: none"> · Increase of sales in traditional shops; · Increase of employment in traditional stores; · Number of applications to the 'Street Shops with History' Program; · Number of distinguished shops.
Schedule	Beta Action 03/10/2017 Start of the Municipal Program 2018
Budget	30.000€
Financing source	Tourism of Portugal - Sustainability Support Line
Associated Risks	<ul style="list-style-type: none"> · Lack of adhesion or investment capacity of local commerce with history; · Lack of continuity of some business, due to the absence of a new generation interested in pursuing / developing the business; · Mismatches between supply and demand.

6. Jump box - Training Program	
Project overview	Academy of personal and professional skills development. With the aim of promoting employability and creating new business projects. High Income Centre for Entrepreneurs. Action Talents 2020 (JumpBox).
Goals	<ul style="list-style-type: none"> · Stimulate Qualified and Creative Entrepreneurship; · Development of new skills; · Encourage the development of one's own ideas and creation of one's own job; · Improve young people's critical thinking and emotional intelligence; · Support business ideas through the tools already installed in the incubator.
Key Activities	<ol style="list-style-type: none"> 1. Educational programs; 2. Innovation consultancy; 3. Coaching in incubation.
Lead Entity	Instituto Empresarial do Tâmega (Tâmega Business Institute)
Partners	Municipality of Amarante
Results to be achieved	<ul style="list-style-type: none"> · Youth with more than 18 years and Public in General. Carry out two training cycles in each year; · Mobilization of 40 participants each year. · Promotion of entrepreneurship through the development of initiatives that by their collective nature have an impact on entrepreneurs of the region;
Indicators	<ul style="list-style-type: none"> · Number of young participants; · Number of own projects; · Number of persons who were employed.
Schedule	To be defined
Budget	To be defined
Financing source	To be defined
Associated Risks	<ul style="list-style-type: none"> · Lack of candidate membership; · Absence of projects with feasibility; · Lack of complementary support; · Lack of skilled labour for some projects.

7. Child friendly City	
Project overview	Set of actions aimed at building an urban environment more prepared for families and children.
Goals	<ul style="list-style-type: none"> · Increase the number of families to attend and live in the city. · Revitalize public spaces making them more secure and attractive. · Create sense of community. · Increase the practice of physical exercise and activities that encourage creativity by children. · Alerting to the importance of building infrastructures in the city for this age group.
Key Activities	<ol style="list-style-type: none"> 1. Planning of specific actions with the adaptation of public spaces to this age group; 2. Communication on the benefits of playing in the physical and cognitive development of children; 3. Creation of community play groups.
Lead Entity	ATHOS
Partners	RUA e AMC
Results to be achieved	<ul style="list-style-type: none"> · Public spaces revitalized by families and children; · Increased number of families enjoying the public space in their free time; · Awareness of the community for the importance of playing for the development of children (physical and cognitive).
Indicators	<ul style="list-style-type: none"> · Number of children involved in specific actions; · Number of persons involved in community playgroups; · Number of people reached by project communication; · School performance of children involved in community play groups.
Schedule	Beta Action 01/06/2018 September 2018 through August 2020
Budget	To be defined
Financing source	To be defined
Associated Risks	<ul style="list-style-type: none"> · Reluctance of the parents in the adhesion to the initiatives, reason why will be developed a campaign of communication directed to the parents; · Children's resistance to more conventional spaces.

8. Christmas Market	
Project overview	Creation of a space allusive to the Christmas season, promoting producers and products with local identity. In this space it is intended to have a diversification and complementarity number of local products, to be consumed in the local and for supply, as well as, local producers / artisans with local identity.
Goals	<ul style="list-style-type: none"> · Promotion of local producers; · Promotion of products with local identity; · Promotion of the city in this festive season.
Key Activities	<ol style="list-style-type: none"> 1. Selection of the category of products to mark presence in the event; 2. Identification of producers; 3. Creation of a program of complementary animation and support to the activation.
Lead Entity	Municipality of Amarante
Partners	AEA
Results to be achieved	<ul style="list-style-type: none"> · Presence of more people on city streets this festive season; · Promote local products and producers; · To foster local identity as the motor of development; · Giving impact to the local economy.
Indicators	<ul style="list-style-type: none"> · Number of visitors; · Number of exhibitors in the market; · Number of events; · Sales volume.
Schedule	december
Budget	To be defined
Financing source	Tourism of Portugal - Sustainability Support Line
Associated Risks	<ul style="list-style-type: none"> · Lack of merchant membership; · Lack of public support, due to lack of tradition of Christmas markets in Portugal.



4 | GOVERNANCE OF THE INTEGRATED ACTION PLAN

“There is no logic that can be superimposed on the city; people make it, and it is to them, not buildings, that we must fit our plans.”

Jane Jacobs

4 | GOVERNANCE OF THE INTEGRATED ACTION PLAN

4.1 MONITORING

In order to ensure the smooth execution and permanent improvement of any action or activity, the method of monitoring will be as follows:

Supervision:

The Municipality of Amarante, through the RUA project, will assume the role of the implementation phase of the Action Plan. It will be responsible for supervising and monitoring all project execution, and will also organize the meetings on the situation and the balance of the end of each action.

<p>Meetings</p> <p>Annual meetings of the ULG during 4 years to assess execution and plan the next year. These meetings should discuss and plan actions for the treatment of risks and opportunities, as well as the definition of the communication plan. Measurement indicators and results to be achieved should also be determined.</p>	<p>Evaluation</p> <p>The projects will be evaluated according to the indicators included in the respective project table. New objectives and new projects to be implemented must be set.</p>
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4.2 COMMUNICATION

The Communication Plan will be made using the following measures:

- Official event for public presentation in Amarante of the Integrated Action Plan, involving all stakeholders (estimated date of submission - may 2018);
- Launch of an annual report of the Action Plan point of situation in the local media;
- Launching of news throughout the implementation of projects, which work not only as communication and dissemination of projects and plan, but also as an awareness tool for the causes associated with each project;
- Launch of one news per year produced for the Urbact Program website, describing the actions implemented and the results achieved;
- Streamlining of content about cities, in the profile of RUA that will be the project that adds the concretization of all the projects that make up the Integrated Action Plan;
- Appeal to social networks, as a means of greater proximity of people, for a more natural and effective intervention.



FINAL REMARKS

This document presents the main results and conclusions reached through the various methodologies and tools implemented by the Local Action Group.

Different techniques and methods were used in order to reach various types of audience / users in the city centre, taking into account that only with this concern we would achieve a comprehensive and correct diagnosis. However, it is important to highlight not only the relevance of the URBACT program and the methodologies learned, but also the cooperation of the 9 European cities which together with Amarante were part of the City Centre Doctor project, that have contributed to the building of synergies and good broader view on the future of the Amarante urban centre.

Based on the data, information and statistics obtained in the phase of diagnosis and analysis of the city, it was possible to have bases and the inspiration necessary for the later phase of generation and construction of ideas, as well as for the definition and structuring of the beta actions developed in the city centre.

With this solid and structured knowledge, it was possible to identify the main strategic axes and, from there, to build a coherent Action Plan, duly agreed with the vision and work already developed by each of the entities involved in this process.

As a result of these two years of work of the Local Action Group, 9 projects resulted, with incidence in priority areas for the development and growth of the city. It is expected that the next 4 years - the horizon time of the Integrated Action Plan - will be of great success and transformation for the Amarante city centre!





European Union
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