

INFOCUS PROJECT
- PORTO'S INTEGRATED
LOCAL ACTION PLAN
DEFINING THE WORKING
PLACES OF TOMORROW!



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LIST OF ABBREVIATIONS

- CCDR-N:** Comissão de Coordenação e Desenvolvimento Regional do Norte (Northern Coordination and Regional Development Commission).
- CEiiA:** Centro para a Excelência e Inovação da Indústria Automóvel (Center for Excellence and Innovation of the Automobile Industry).
- CMP:** Câmara Municipal do Porto (Porto Municipality).
- FoCAS:** Fórum de Comunicação da Asprela (Asprela Communications Forum).
- GOPorto:** Gestão e Obras do Porto (Management and Works of Porto).
- HCP:** Health Cluster Portugal.
- IAP:** Integrated Action Plan.
- IEFP:** Instituto de Emprego e Formação Profissional (Institute of Employment and Vocational Training).
- LIPOR:** Serviço Intermunicipalizado de Gestão de Resíduos do Grande Porto (Intermunicipalized Waste Management Service of Greater Porto).
- P.Porto:** Politécnico do Porto (Polytechnic of Porto).
- PPP:** Public-Private partnership.
- Produtech:** Pólo das Tecnologias de Produção (Production Technologies Pole).
- ULG:** Urbact Local Group.
- UP:** University of Porto.
- UPTEC:** Parque de Ciência e Tecnologia da Universidade do Porto (Science and Technology Park of the University of Porto).



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Summary: background and objectives

After several years of relative stagnation and decline, Porto's urban economy has been on the rise. Beyond tourism, the emergence of fast growing start-ups and the city's heightened attractiveness to external investment raises the bar for urban economic planning. Nowadays, economic reconversion co-exists with dereliction and abandoned buildings; new skill mismatches have emerged, with the demand for talent in some niches already exceeding supply; location preferences of businesses and workers within the city are changing; and entrepreneurial ecosystems need to consolidate, giving rise to more frequent processes of "entrepreneurial discovery" and identification of promising new specializations. These issues configure policy areas in which local economic strategy may intersect, complement and improve (regional) RIS3 strategies towards more sustainable urban and regional economic development outcomes.

This IAP is developed under the framework of the URBACT III InFocus network – a network of European cities committed to designing better local policies to improve cluster development, talent attraction and retention, new working spaces and places branding strategies. This specific IAP focuses on gearing the development of Porto's new knowledge and working spaces (e.g. university campuses, technology parks, new redeveloped industrial-office buildings and other related precincts) to tackle these challenges in an integrated manner. By doing so, it intends to link the city's urban planning competences with cluster development, branding and investment attraction agendas, while simultaneously thinking about them from a RIS3 standpoint. This should contribute to providing RIS3 strategies a more tangible territorial and urban dimension.







1

PORTO'S ECONOMIC CONTEXT

1.1

Porto's Economic Context and Dynamics

Porto is a city with an incredible dynamic that keeps expanding year after year. This is due to the various strengths of the city which, if put together, make Porto a great destination to live, work and invest.

The city's strengths are comprised by:

- its highly qualified and available workforce, which is underpinned by a world-class education system that includes more than 40 higher education institutions, attracting students and researchers from all over the world;
- its excellent quality of life, where people benefit from a rich culture and heritage while enjoying the city's safeness and pleasant climate;
- its openness to innovation, with various examples in the fields of health sciences, electrical and electromechanical industries, aviation and transport industries, and so on;
- its world-class infrastructures, that ensure accessibility to all parts of the world, through an reliable energy system and an excellent telecommunications network, having right now, for example, the best airport in Europe and the third best in the world;
- its strategic location, since it is located at the crossroads between Europe, Africa and the Americas, with excellent connectivity by air, land and sea, being, therefore, an ideal gateway to access the European market or expand to other parts of the world;
- and its competitive and business friendly environment, that provides a safe, low-risk setting in which to do business, offering also high levels of personal security, political, social and economic stability in addition to a trustworthy legal system, a capable public administration and a reliable energy supply system.



Figure 1 – Porto's competitive advantages

The city of Porto is located on the west coast of Europe and at the convergence of three continents, being, therefore, and for obvious reasons, a transatlantic bridge and central point for important international routes.

Porto is the centre of a Metropolitan Area¹ which, in turn, is part of the Northern Region². According to the Census of 2011, Portugal's Northern Region has an estimated amount of 3,700,000 citizens, which corresponds to approximately 35% of the country's total population, being very demonstrative of the importance of the Northern Region in the country's economic and demographic context. Furthermore, the population in the Northern Region has seen an increase of more than half a million citizens since 1960.

Porto's Metropolitan Area represents, population-wise, more than half of the Northern Region, and has also testified an increase of its population during the last decades. Contrariwise, the city of Porto has seen a population decrease of 22% since 1960, to nowadays nearly 238,000 citizens. From this data, we can observe the happening of the doughnut effect, where the city centre becomes "hollow" as the citizens move from the inner districts to the outer suburbs in search of newer, larger or more affordable houses and secure areas. Therefore, the population of the city of Porto represents about 13.50% of that of the Metropolitan Area.

Regarding active population (citizens with age ranging from 15 to 64, employed or unemployed), Portugal's Northern Region has around 2,500,000 citizens, which represents nearly 68% of the total population in the region, while the Metropolitan Area has a percentage of 69% and the city of Porto has a percentage of 65%.

Table 1 – Active Population (15-64 years-old)³

YEARS / REGIONS	1960	1981	2001	2011
Portugal	5 588 868	6 198 883	7 006 022	6 979 785
Northern Region	1 787 631	2 090 445	2 527 587	2 501 010
Porto's Metropolitan Area	699 859	970 864	1 217 989	1 208 585
Porto	202 330	216 239	177 544	154 129

The numbers of these regions are in line with Portugal's percentage of active population in the total population, which is around 65%. From 1960 to 2001 that percentage strongly increased, but since 2001 (and until 2011), it has shown a negative trend: active population is slowly decreasing when compared to the country's total population.

Nowadays, this phenomenon can be considered typically a European one, since recent (public made) studies show that the population of Europe is getting older and it is not regenerating since younger generations do not have more than 1 or 2 children or, in some cases, do not want any. All of this comprises a regeneration problem since the population is getting older and, therefore, retired, turning incapable of producing goods to develop the global and national economies⁴.

The city's economic evolution over the last 2 to 3 decades has been a symptom of that population ageing problem, going through ups and downs, in what has been a harsh and inconsistent process. This is because even though nowadays it is possible to see and assume that Porto is booming, in the most varied fields, it was not always like that, since a lot of variables influenced a supposedly "grim economic evolution".

Firstly, it is impossible to talk about the economic evolution of the city, without talking about the evolution of unemployment rates, which, unfortunately, are still at an undesirable level, although there exists some potential in those rates: the pool of human resources, that comprises citizens that are, effectively, unemployed (and that can be reconverted), the higher it gets, the better the capability of meeting companies' demand for more human resources. The number of resources available is getting bigger, not only because of the number of graduates per year, which has evolved from less than 5,000 in 1994 to 12,495 in 2016, corresponding to half of the graduates of the Northern area, but also due to talent retention and attraction strategies.

As referred above, one of the variables is related to the relative low percentage of active population, which translates into low productivity, through a loss of offer in terms of national human resources. Another variable is the above-mentioned doughnut effect (that took place in Porto) that strongly contributed to the economic decline of the city, since it made dereliction a real scenario in the downtown and city centre, making the city become uninteresting for the development of business activities, no matter what field they are in.

1) NUTS III, comprising the cities of Arouca, Espinho, Gondomar, Maia, Matosinhos, Oliveira de Azeméis, Paredes, Porto, Póvoa de Varzim, Santa Maria da Feira, Santo Tirso, São João da Madeira, Trofa, Vale de Cambra, Valongo, Vila do Conde and Vila Nova de Gaia.

2) NUTS II, comprising the districts of Aveiro, Braga, Bragança, Guarda, Porto, Viana do Castelo, Vila Real, Viseu.

3) Data from Instituto Nacional de Estatísticas (INE).

4) Eurostat Fertility statistics.

Some of those business activities that left the city in the last decades are now coming back, perceiving Porto as the perfect place to settle in, once again. But they are not the only ones. Nowadays, every kind of business activities come to settle in Porto, whether they are from the IT sector, from the Advanced (and Technological) Manufacturing sectors or any other.

The startup scene is a relevant asset of the city, being very dynamic and supported by the city’s vibrant innovation ecosystem. With 22 incubators and 24 co-working spaces in the metropolitan area, besides developing more than 300 startups, Porto is also the base of 40% of the national scaleups. The city was rewarded, in 2018 with the World Excellence Award for the “Best Start-up Friendly city in Europe”.

What was before a city condemned to high unemployment rates and dereliction, is now a city with lots to offer, with its highly qualified human resources, world-class infrastructures, openness to innovation and much more.

With the recent waves of investments made in Porto, more and more highly qualified jobs are being created. The aim of the companies who offer these jobs is to capture the highly qualified citizens from Porto, from the Metropolitan Area and from the Northern Region, since the recognition of the education in Porto/Northern Region is high, with the human resources that are getting out of college being highly rated, both in national and international contexts.

Table 2 – Porto’s citizens who are more than 15 years old

YEARS / STUDIES	1960	1981	2001	2011
High school	22,195	17,354	41,262	32,936
Medium	-	5,193	3,830	1,917
University degree	4,976	15,424	36,705	52,985

Porto, as a city for the future, is already working on the sectors that were identified as a priority by RIS3.

Primarily, the city of Porto has an extraordinary knowledge ecosystem, where all of its highly-rated higher education and research institutions are helping to build a more dynamic city, stimulating the business environment, by enabling the learning of new talents and skills, and attracting young foreigners to this *aging city*.

In recent years, Porto has attracted a large number of national and international investments in different sectors such as ICT, nearshore and shared Services, agro-food, real estate, tourism, and healthcare. Examples of recent investments include technology and service centres of prestigious international companies such as Vestas, Natixis, Euronext, BNP Paribas, Bosch, Sitel, Webhelp and Hostelworld. InvestPorto, created in 2014 by the city council with the mission of creating a favorable environment for competitiveness, business promotion and investment attraction to the city of Porto, has contributed to this growth.

Porto has seen a strong growth in its startup ecosystem and the emergence of new urban economies/clusters (e.g. software and advanced engineering, mobility industries, creative industries, nearshore services). Numerous high-tech startups in Porto, including Talkdesk, Veniam, and Feedzai, have caught international media’s attention and have been listed among the most promising businesses in the world.

Porto is also undergoing a huge touristic boom. The city was awarded the title of European Best Destination in 2012, 2014 and 2017 and the inflow of tourists has been growing tremendously. The growth in tourism and inward investments has also boosted the development of market-driven amenities over the last decade (bars and restaurants, cultural offer, liveliness, etc.) as well as urban regeneration in Porto, with the number of building rehabilitation projects skyrocketing in recent years.

Despite the recent economic dynamics, there are still empty land and vacant buildings in different parts of the city (namely in the city centre and in the eastern end of the city – Campanhã district) with considerable pockets of poverty. The city is located within one of Europe’s most socio-economically deprived regions, which means that there are still a lot of improvements to do in terms of socio-economic development.

Interestingly, even though Portugal’s Northern Region still has its major socio-economic problems, it is the region that benefits the most from European and Regional funds, which can be seen as a huge paradox.

This information shows that maybe the funds that come into the Region are not being fairly distributed or partitioned, which only confirms that a really good, serious and disciplined management of this funds is needed.

1.2

Current State of Play and Key Challenges Associated with RIS3 Strategy

According to the analysis carried out and also the results of Norte-RIS3 exercise, the City of Porto, through the Invest Porto unit, has defined the following priority clusters for investment:

- **Advanced Engineering, Technologies and Materials.** Porto has an attractive ecosystem for production technologies development, test, validation and demonstration. The ecosystem is characterised by the presence of world-class entities and firms with outstanding competences in areas such as industrial automation, advanced computing systems, materials and composite structures, mechanical engineering design and product development. Some of these companies are leading manufactures and global suppliers of specialised technologies for the manufacturing industry. The city is also home to PRODUTECH, the Production Technologies Cluster.
- **Creative Industries.** We mean fashion, footwear, accessories, furniture or jewelry. Also the activities related to the production, distribution and promotion of cultural and creative content, such as music, film and video, editing and the performing and visual arts, as a result of the recent city investments in contemporary cultural and cultural heritage. Porto has also a solid reputation in architecture. The city is the hometown of two Pritzker prize-winning architects (Álvaro Siza and Eduardo Souto Moura) and Porto School of Architecture is an international reference in contemporary architecture worldwide. ADDICT is the cluster management organization covering all cultural and creative industries sub-sectors.
- **Health and Life Sciences.** The Health and Lifesciences sector is a prominent, fast-evolving sector, which has experienced a remarkable evolution recently, with entities and scientists in areas such as neurosciences, cancer, immunology, regenerative medicine and nanomedicine. HCP–Health Cluster Portugal, based in Porto, works to strengthen the competitiveness of Portugal in the research, design, development, manufacturing and commercialization of health-related products and services, in selected market and technological niches.
- **Mobility Industries.** Portugal is a pioneer in the development and adoption of new energy models for sustainable mobility and Porto's institutions and firms were at the core of this achievement, supplying leading aeronautics and automotive companies. At local level, CEiiA-Centre for Mobility Industries works as cluster manager organization.
- **Nearshore Services.** Given its location, Portugal is one of Europe's relevant and up-and-coming nearshore centres. Presently, several nearshore centres are already based in Porto, acting as engineering, shared services and contact centres for several places in the world. Either in developing multimedia applications, programming and systems engineering, developing e-government solutions and dematerialising processes or providing specialised technical support based on certified platforms, Porto has clear advantages in terms of strategic location being geographically located in a time zone with minimal deviation in relation to CET. Porto is also known for having excellent professionals, with a very positive work culture and a multicultural mindset.

Besides the aforementioned cluster map, we can underline here three successful, ongoing policies in terms of local economic development.

- **Urban renewal.** The Municipality of Porto has announced a new urban planning strategy for the derelict district of Campanhã. Building on the considerable experience gathered with the major renewal operation in the Historic Centre of Porto (a project that has become a European benchmark). Campanhã is a remarkable place that was at the forefront of the industrial revolution in Portugal, with a lot of former warehouses and factories by the riverside, and remarkable parks and green areas. A true gem with lots of unique location spots, in an area served by a very effective metro system. The City has constituted an Urban Renewal Area (URA), an urban planning strategic instrument conferring significant tax incentives to investors. According to the new planning project the area will undergo interventions in terms of transportation infrastructure (multimodal transport hub), improvements in public space, and a major project around the former industrial slaughterhouse, centered in the attraction of creative industries (software, digital media, gaming) and some out-of-the-box cultural activities – tech and arts mingled.

- **Entrepreneurship.** Today, Porto hosts a vibrant entrepreneurial ecosystem, tech-based and creativity-based, which is very well connected at international level. The two main universities in the city play a central role in that ecosystem, in particular UPTEC-Science and Technology Park of the University of Porto. Since its inception, in 2007, UPTEC has supported the development of more than 500 companies notable for their high degree of innovation, technological intensity and potential for internationalisation. Currently, the Municipality has launched a new concept, ScaleUp Porto, to empower startups in a scale-up programme.
- **Investment attraction.** Enhancing Porto's visibility and attractiveness in the global arena is one of the main priorities of Mayor Rui Moreira, who set up the Invest Porto team in 2014. InvestPorto is developing initiatives that aim to promote Porto as a very attractive place to invest, such as the participation in international missions, as well as the promotion of business opportunities initiatives in Porto (seminars with leading investors, opinion-makers and journalists) in order to capture investors' interest to the city. They we are also promoting inter-institutional cooperation with public and private organizations with competences in the fields of economic development and investment promotion (more than 30 protocols signed with embassies, chambers of commerce, business associations, clusters, etc.). Some of the notable, recent achievements are closely related, though not exclusively, with a **new generation of economic-focused development strategies**, namely on entrepreneurship promotion (e.g. UPTEC) and investment attraction (Invest Porto). Several other municipality-driven initiatives have been launched to support start-up development and acceleration in the city (ScaleUp Porto).

Porto has been witnessing, in the last years a significant overall change in the paradigm of entrepreneurship and innovation, reflected in the intensive proliferation of startup programmes and other supporting frameworks. These programmes and projects related to the startup phase have been developed very successfully so far, but fledgling firms could not truly enter the “warp-zone” of growth based only on the help of early stage accelerators or incubators. After successfully achieving a problem/ solution fit, validating a business model and entering the loop of funding rounds, startups aiming at moving towards a path of sustainable growth will need a completely new supporting platform. With this new scenario in place, and with hundreds of startup companies ready to grow all over Europe, the challenges are now related to scaling these companies in a sustainable way. In a functioning, dynamic and sustainable scale-up environment, successful entrepreneurs do not just develop their businesses. They also share their success as inspiring role models, their knowledge as mentors, experts or teachers, and their financial gain as investors in the next generation of entrepreneurs. This consolidates a virtuous cycle that improves the ecosystem itself. Cities can have a unique role facilitating companies' growth and the creation of a thriving innovation ecosystem, impacting economic development and job creation. Therefore, aiming at creating a sustainable entrepreneurial ecosystem where cities can work as true scale-up catalysts, the ScaleUp Porto Manifesto comes together for:

- The foundation of Trust;
- Enabling access to talent;
- Training and knowledge sharing;
- Funding;
- Generating data;
- Measuring and learning – self assessment & benchmarking;
- Connecting companies to customers – the city as a living lab;
- Building network – network of cities for scale-up;
- Connecting all the players – the city as a central hub.

Moreover, groups of private companies launched their own associations to tackle skill shortages and promote the city's brand as technology hub (e.g. Porto Tech Hub, in the field of software).

At the same time, the city has put **strong priority on the physical redevelopment of derelict spaces** and buildings in the deprived district of Campanhã. This priority has been chosen with an eye to improve the area's socio-economic condition, “link it back” to the city and create attractive business locations for new industries (not necessarily linked to the creative economy only). The types of industries and economic activities emerging in the city are changing rapidly and require new types of spaces for their activities. The municipality is increasingly acting as middleman to bridge between latent market offer and investor's needs.

Yet, it was only recently that economic development strategy and innovation made inroads within the city administration (e.g. Invest Porto; Innovation Unit). Municipal competences traditionally focus on business regulation and licencing only, which are clearly unfit to deal with contemporary urban economic dynamics and address RIS3 challenges and opportunities.

As for many other European cities, **local economic development and innovation issues are largely dependent on – and influenced by – national and sectoral policies.** The Regional Authority (CCDRN) has limited competences (compared to other administrative regions that are elected in other countries) but one influential task – managing EU structural funds in the region and, more recently, designing the regional RIS3 strategy. Apart from government layers at different levels of jurisdiction and their agencies, multiple other organizations are tasked with economic development, entrepreneurship and innovation issues, yet not at the city level only. Examples are multiple sectoral and cluster associations, university entrepreneurship and technology transfer units, incubators, among others.

The city and the region have the tradition of institutional fragmentation, competition for resources and lack of leadership in economic development issues (as demonstrated by several previous studies). In the past, this led to delays and missed opportunities in many fields, e.g. i) in the development of integrated incubation spaces and science parks, ii) the identification of key economic domains to nurture further and iii) the inconsistent promotion and marketing of the city as a science-innovation location. Some of these governance deficits are being slowly tackled, but there is still a lot to do. Fostering better institutional alignments are nowadays essential to realize the potential of RIS3 strategies on the ground.

Table 3 – State of play (resulting from the previous context and recent dynamics)

PROBLEMS	OPTIONS FOR SOLUTIONS
<p>The gap between skill production and local market demands is closing very fast in some fields. For example, in some IT niches, the demand for skills already exceeds the supply; in the long run, this can jeopardize the ecosystem, leading to job poaching and rising costs for companies</p>	<p>The early identification of new needs and labour market directions is pivotal (among many other initiatives, which can yet hardly be tackled at the city level only).</p>
<p>Porto is witnessing the transformation and emergence of new urban economies/ clusters (e.g. software and advanced engineering, mobility industries, creative industries, nearshore services). Yet, there is still limited knowledge about their nuances, needs and dynamics, as well as how they connect with other industries and knowledge domains. Moreover, for some knowledge fields in which the university excels, new firm formation is still very low and some nascent start-ups tend to leave the city (e.g. life sciences).</p>	<p>It is important to make sure that new knowledge and industry trends, cross-pollination and hybridization domains can be anticipated and identified early on. The city level will be, in some cases, the adequate scale to identify and nurture new promising developments in an early stage, and to permanently feed the RIS3 process of entrepreneurial discovery. This calls for new modes of scanning economic development and industry/start-up dynamics and academic knowledge production, as well as new ways to foster missing links between potentially convergent knowledge and industry domains.</p>
<p>The demand of working space from indigenous start-ups and other external investments has been on the rise. These new activities place a strong premium on urban locations vis-à-vis suburban precincts. UPTEC’s and other incubation premises are running at almost full capacity, while there are still many vacant buildings across the city in need for renewal.</p>	<p>New methods and tools are needed to identify and (re) develop the right working spaces for new companies in strategic specialization fields. Due to its strong urban planning competence, the municipality must have a key role in this field, yet in co-production with multiple other players. Moreover, apart from hosting companies and research institutes, the development and consolidation of urban spaces and knowledge locations must be instrumental in tackling other RIS3 issues, namely related with cluster and synergy development, entrepreneurial discovery and image promotion.</p>
<p>Tourism and urban regeneration has enhanced the international image and promotion of the city. Despite the recent economic dynamism, the city is still not internationally perceived as an advanced business and high-tech location, which hindering its potential for the attraction of new businesses and international “scale-ups”.</p>	<p>New types of story telling and image building around successful companies, relevant knowledge locations and distinctive urban features must be promoted. This may require some specialization and focus in the message to communicate, as well as making sure that it is told by other people and not (only) by city officials.</p>
<p>Sustaining growth and avoid “boom and bust”: the recent wave of urban economic dynamism in the city cannot be taken for granted and is still incipient. Tourism is now well consolidated (and there can be connections with Porto’s nascent clusters – e.g. creative industries, software), but there is also a risk of crowding out of other activities (e.g. through price rises, urban banalization, competition for space, investments, etc.).</p>	<p>There is a need to strengthen and consolidate the economic governance of the city, making it anticipatory, proactive, and integrated. It must bridge across scales (local-regional-national-international) and permanently seek to explore and identify new opportunities, establishing an effective connection and complementarity with RIS3 planning at other levels.</p>



The background of the slide is a composite image. The top left shows a cityscape with a prominent church spire. The bottom left shows a blue and yellow train crossing a steel truss bridge. The right side of the slide is a solid white area with a blue diagonal shape cutting across it from the bottom right towards the top left.

2

CONCEPT: FOCUS AND OBJECTIVES

The previous challenges call for integrated approaches that combine multiple policy interventions, from many stakeholders, and at multiple levels. Naturally, it would be impossible to tackle the full spectrum of policy interventions required to deal with the aforementioned challenges in a single IAP.

Thus, this IAP focuses on a concrete policy field only, yet with the potential to catalyse the integration of different types of economic policy intervention at the city level: **the provision of Porto's new knowledge and working spaces and the active management of their networks and synergies**. Knowledge and working spaces include e.g. dedicated startup incubators, research labs and advanced business-industrial premises within university campuses, as well as new redeveloped industrial-office buildings and precincts in other city areas. The geographical reach and knowledge intensity in these places will vary, but the common denominator is the fact they have i) a planning dimension and "policy touch" and ii) cater for the changing locational demands of a cohort of increasingly knowledge-intensive economic activity, that is, not necessarily "tech" but based on skills and creative input, non-routine activities and differentiation. By doing so, it intends to link city's urban planning competences with economic agendas targeting cluster development, image and investment attraction, thus complementing other initiatives and policies unfolding at higher spatial levels.

From this perspective, policy work – and concrete action – around Porto's knowledge and working spaces can contribute to tackling some of the pressing economic development challenges in the city in tangible, shared and operational manner (see table above), while i) facilitating the operationalization of the (regional) RIS3 strategy and ii) developing new state-of-the art methodologies and learning points that can be shared at the regional, national and European level.

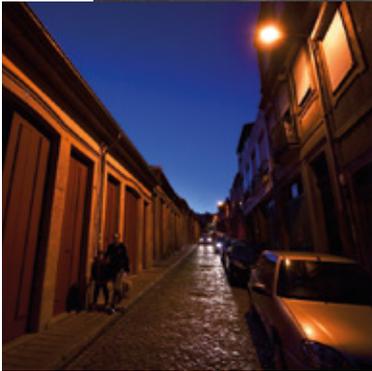
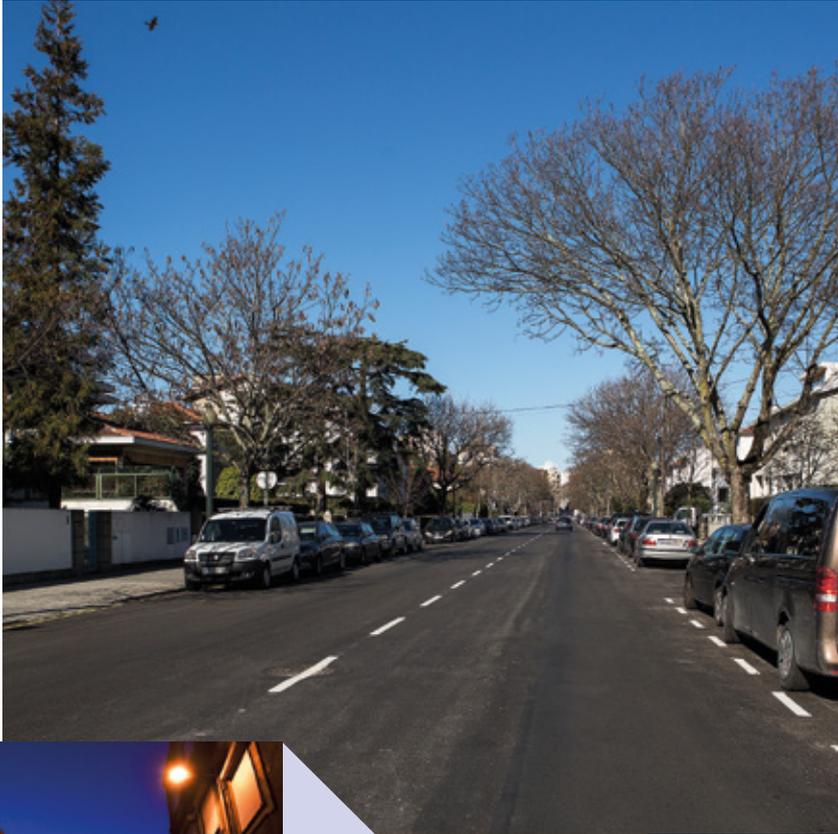
This strategy will prioritize policy interventions in **two specific city areas**, with markedly different features (described below), including a university campus-driven location ("Porto Innovation District" / Asprela) and a deprived, former industrial district, Campanhã and the Eastern area (see Figure below). By doing so, the objective is to:

- test different solutions for different challenges;
- strengthen specializations and connectivity across spaces.

As a disclaimer, most of the spatial-economic challenges faced by those areas are not particularly new on a European level. Yet, this IAP envisions innovating in the way these challenges are tackled, namely by better articulating the location's spatial and economic potentials and by devising new ways to align their strategies with one another within a RIS3 framework.

The specific areas targeted by the IAP are:

- Porto Innovation District / Asprela – a university-driven campus-style location, with a very high concentration of higher education institutions, hospitals and R&D institutes in one single Km². It hosts a large technology and incubation facility of the University of Porto (UPTEC), and beyond start-ups, also R&D units of established companies are moving there. The City, the University and the Polytechnic School are jointly championing a branding strategy for the area ("Porto Innovation District"). Besides branding, one key challenge is to enhance its urban feeling in order to cater for changing worker and business preferences. Over the last decade, many physical interventions were done in the area (e.g. new metro station, green space and university buildings), but a lot of vacant land and urban integration challenges remain.
- Eastern area- Campanhã/Bonfim – located in the Eastern side of the city, Campanhã hosts multiple former industrial buildings and estates, and a very good accessibility (metro line and Port's main train station). It is a political priority of the city to reconnect this area back to the city and improve its socio-economic condition. A few pioneer companies are moving to the area, which presents promising features to host new generation industrial precincts. A former slaughterhouse ("Matadouro") in the area will be redeveloped during the next years as a convergence space between industry, culture and consumption activities.



2.1

Knowledge and Working Spaces in Porto: Specific Challenges.

With notable and recent exceptions, the management of planned knowledge and working spaces in Porto – e.g. science and technology parks, incubators – is often reactive, acting more as a landlord than with an eye to strengthening clusters, synergies and fostering entrepreneurial discovery. This leaves the early identification and the support to new emergent specialisations, as well as new knowledge-industrial combinations untapped (link with **“clusters”, “entrepreneurial ecosystems” and “talent”**);

Some spaces grew out of university campuses (Porto Innovation District/Asprela), lacking the urban features and the attractiveness increasingly valued by companies, entrepreneurs and workers in many knowledge fields (e.g. cultural offer, ambiances, “beauty”, etc.);

There is a tradition of (inter and intra municipal) institutional competition with respect to the planning of these spaces, resulting in fragmentation and lack of critical mass to develop attractive and distinctive working spaces (link with **governance and anticipatory planning**);

Despite the sheer scale and talent concentration, some spaces lack a consistent image and international visibility (e.g. Porto Innovation District/Asprela) (link with **“image”**);

There are still insufficient connections between the city’s planning policies and economic agendas. The type of industries and economic activity settling in the city is changing fast (e.g. non-polluting industries; urban small-scale manufacturing; large software companies and nearshore investments, fast growing start-ups, urban farming, etc.), which require new types of premises vis-à-vis conventional office space. More could be done to steer the provision of the right working spaces for the city’s new rising urban economies.

New business locations are emerging spontaneously in the city, driven by location decisions of new companies, and there is not yet in place a system to monitor these dynamics and anticipate needs; knowing better about these locations and spaces could help to anticipate and identify latent process of cluster formation and diversification, thus making a bold link to RIS3 thinking in the city and enacting regional RIS3 on the ground.

Besides the above-mentioned challenges, the city has very limited tradition of involving broader communities of stakeholders and citizens in the planning (and daily operations) of new knowledge and working spaces.

There are several reasons for selecting this policy domain:

- A policy domain of high impact, in which the municipality has many competences and responsibilities, and can thus effectively intervene upon (e.g. physical spaces, urban regeneration, master planning, etc.);
- It ranks high in local and regional policy agendas (e.g. investment attraction), as well as in the university and polytechnic school’s agenda (e.g. entrepreneurship promotion);
- It has the capability to link together, catalyse and integrate immaterial policy challenges – e.g. image promotion, supporting entrepreneurial discovery and cluster synergy – around a tangible “object”;
- It is an important domain of RIS3 strategies that has remained poorly specified so far, and in which the urban scale plays a key role.

Focusing on cluster strategy and management was also considered; yet, the scale of many targeted clusters go much beyond the city boundaries. This would render local-oriented planning less meaningful, potentially redundant and could reduce the buy-in of important stakeholders.

2.2 Visions and Aspiration

This IAP was developed based on the following visions:

- Developing new methods to manage urban knowledge/working spaces in a way that they become instrumental to other economic development objectives of the city;
- Moving away from a tradition of “physical spaces”/landlord management towards a logic in which there is active search for new synergies and contributions to the city’s shared economic strategy;
- Pursuing integration **across policy fields** (cluster management and nurturing entrepreneurial discovery; image development and branding);
- Pursuing integration **within spaces** (linking economic, social and physical issues);
- Pursuing integration and designing a global vision and agenda to link the planning of these spaces in the city (seeking complementarities **across spaces** in the city and beyond).

Different objectives have been defined for the selected priorities and target locations (see Table below).

Table 4 – Priorities and objectives across target locations

PRIORITIES	OBJECTIVES	TARGET LOCATIONS
Enhance the provision of new urban workplaces for the city’s emerging activities.	Develop/ improve a limited number of new specialized incubation and acceleration environments (e.g. labs, knowledge integration spaces, etc.);	Asprela Campanhã
	Develop new policies to systematically link investment attraction to building-urban renewal strategies;	
	Monitor the (organic) emergence of new business and knowledge spaces in the city.	
Use spaces as platforms to steer new cluster synergies and entrepreneurial discovery.	Foster conversations towards industrial crossovers and hybridization within and across locations;	Asprela
	Develop new tools and routines to scan and nurture latent specialization domains and entrepreneurial dynamics;	
	Permanently monitor and identify new industry’s needs (e.g. infrastructure, networking, talent demand, etc.).	
Build the city’s knowledge –business image in articulation with its knowledge and working spaces.	Reinforce the urbanity of knowledge-working spaces outside the city centre;	Asprela
	Develop and promote new storytelling and consistent brands around the city’s knowledge-working spaces.	
Strengthen the experimentation potential in Porto’s new knowledge and working spaces.	Create platforms for technology test-bedding and community engagement	Asprela
	Nurture collective action and citizen involvement in these spaces	Campanhã



3

ACTIONS AND SCHEDULE



Departing from the aforementioned priorities and objectives, a more fine-grained set of actions (and commitments) was co-created within the plan's local support group;

This set of actions was prioritized, fine-tuned, expanded, detailed and reviewed with the Local Action Group (ULG), through URBACT participation and co-creation methods, in a total of eight meetings towards the final IAP. The actions were divided into two main geographical areas and are described below.

Porto Innovation District ASPRELA

The University of Porto has 3 campus areas in the city: Campo Alegre, City Centre and Asprela. Therefore, this last area is particularly dedicated to academia and research. Besides the university campus, there is a group of relevant stakeholders acting in the area that make this a unique zone of the city of Porto in what concerns knowledge, business and innovation. Health facilities, incubators and research centres are a strong part of this ecosystem which aims at coming together to transform this area into a coherent and integrated innovation district.



@ Prof. Francisco Piqueiro/ Cedência FEUP

With about 66,500 daily users, including students, researchers, staff, patients and hospital visitors, which corresponds to, approximately, 31% of Porto’s population, this area accounts for 32% of all the students in the Northern Region of Portugal. In total Asprela has 53 R&D centres with almost 5000 researchers. These figures show not only the academic importance of this area of the city but also its innovation potential.

To support the development of Porto Innovation District, the ULG, together with the local stakeholders, identified the following main actions with their correspondent activities and tasks:

- Organizational structure and strategy definition;
- Marketing and Branding development;
- New Spaces;
- Urban Connections;
- Innovation and Living Lab.

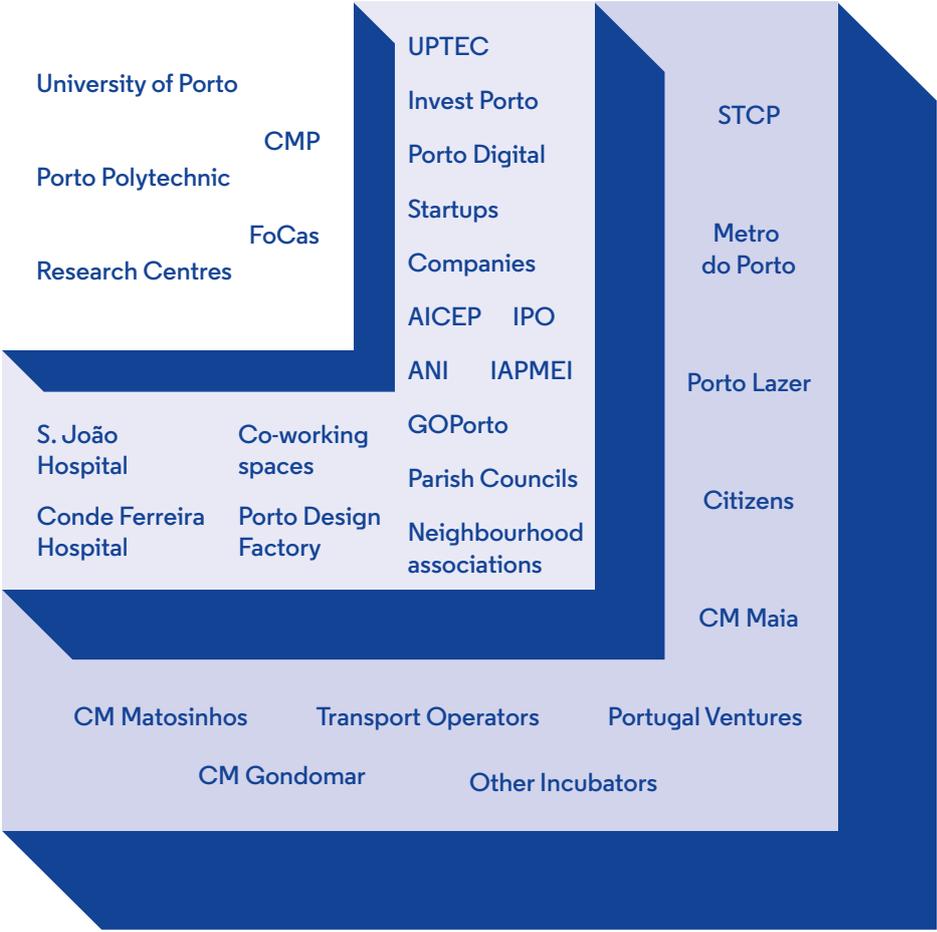


Figure 3 – Stakeholders Map of the Actions foreseen for Porto Innovation District

1

ACTION NAME

ORGANIZATIONAL STRUCTURE AND STRATEGY DEFINITION

ACTION OWNER

Porto City Council (CMP)/University of Porto (UP)/
Porto Polytechnic (P.Porto)

DATE

November 2018

AREA OF INTERVENTION

Asprela

PRIORITY

Enhance the provision of new urban workplaces
for the city's emerging activities

SUMMARY

The Asprela area is a university-driven campus location characterized by the strong presence of academic and research buildings from the University and Polytechnic school, housing and commercial buildings and a couple of relevant healthcare units (e.g. Central Hospital, Oncology institute). Nowadays the contact and interaction amongst those units is relatively small, not taking advantage of the potential of collaboration of these knowledge structures. This action aims at developing a management structure, based on the work already developed by FoCAS (Fórum de Comunicação da Asprela) for the development and implementation of the Porto Innovation District as an integrated and cohesive area.

STRATEGIC GOALS

- Foster multidisciplinary and cross-entity work to develop an innovation culture of exchange;
- Gather relevant stakeholders and inputs for the definition of a common vision for the Porto Innovation District;
- Promote the creation of a sustainable support network;
- Promote innovation clusters and the role of the innovation ecosystem;
- Create a culture of continuous improvement in collaboration to foster innovation;
- Making individuals of the structure aware of the vision of the organization;
- Encourage key stakeholders (of the Porto Innovation District) to participate in the planning process.

METHODOLOGY AND INITIATIVES

- **ORGANIZATIONAL DESIGN:**
 - **Design Direction:**
 - Diagnosis and state-of the art;
 - Map stakeholders in the field and identify possible future partners;
 - Identification of potential clusters areas;
 - **Develop organizational model options:**
 - Co-creation with the stakeholders (interviews, group sessions, workshops);
 - Management structure;
 - Role design;
 - Test and validate de organizational model options;
 - **Plan for transition and implementation;**
 - **Implement new organizational structure;**
 - **Conduct organizational impact analysis;**
 - **Definition of services and value-added:**
 - Determining activities and goals - creation of a manifesto;
 - Development of a common narrative for talent attraction;
 - Development of a network;
 - Plan of partnerships and urban interventions.

MAIN STAKEHOLDERS

- FoCAS (Fórum de Comunicação da Asprela);
- Academia: Universities of Porto
(e.g. Universidade do Porto, Universidade Fernando Pessoa, Universidade Católica); Porto Polytechnic
- Porto Municipality;
- UPTEC;
- Porto Design Factory;
- Hospitals and Health centres: IPO; Centro Hospitalar São João; Centro Hospitalar Conde Ferreira.
- Research centers of the Porto Innovatio District;
- Companies

TARGET USERS

All citizens, visitors and entities acting in this area.

OUTPUTS AND INDICATORS

OUTPUT (O) OR INDICATOR (I)	DESCRIPTION	UNIT	QUANTITY
I	Stakeholders actively involved in the process	Number	5
O	Strategic plan and management framework	-	-
O	Manifesto	-	-
O	New management structure (PORTO INNOVATION DISTRICT)	-	-
O	Working groups	-	-

RESOURCES & FINANCE

The main resources needed for this action are human resources and spaces for meetings. This will be ensured by the main stakeholders involved, having know-how in this field and spaces available.

PROBLEMS AND CONCERNS

Recognition of high priority for this project by all the local stakeholders – availability of the stakeholders.



2

ACTION NAME

**MARKETING AND BRANDING
DEVELOPMENT**

ACTION OWNER

Porto Innovation District Association/CMP

DATE

February 2019

AREA OF INTERVENTION

Asprela

PRIORITY

Build the city's knowledge –business image in
articulation with its knowledge and working spaces

SUMMARY

As a hub of talent and human resources, the Asprela area needs to develop a sense of belonging and community. This neighbourhood is often related exclusively to the campus life, being described as an empty space after school hours. With this activity we aim at developing an attractive brand and marketing strategy and campaign to dynamize the District but also to attract visitors and inhabitants by promoting new initiatives in the buildings and public spaces available. The number of conferences rooms, parks and event places available is considerable but clearly underused. By implementing a cultural agenda the goal is to aggregate different groups, promote interchange activities and knowledge sharing amongst all the communities of interest belonging to this territory.

STRATEGIC GOALS

- Creation and projection of local identity;
- Develop places of interaction between different communities of interest;
- Foster conversations towards disciplinary crossovers and hybridization within and across locations;
- Strengthen the interaction with local, regional, national and international networks.

METHODOLOGY AND INITIATIVES

- **CO-DEVELOP AN AGGREGATING BRAND WITH A STRONG IDENTITY:**
 - Idea screening;
 - Concept development;
 - Testing and validation;
- **MARKETING STRATEGY:**
 - Identify target audiences, marketing channels and initiatives;
 - Set benchmarks;
 - Collect feedback from target audience - test and validate the process;
 - Reinforce an integrated branding strategy;
 - Implement a strong marketing campaign at a local and regional level.
- **PORTO INNOVATION DISTRICT AGENDA - PROMOTE REGULAR CULTURAL ACTIVITIES IN THE AREA.**

MAIN STAKEHOLDERS

- Porto Innovation District;
- FoCAS (Fórum de Comunicação da Asprela);
- Porto Municipality.

TARGET USERS

- Students;
- Teachers;
- Inhabitants and local community;
- Patient companions;
- Companies;
- Entrepreneurs;
- Researchers.

OUTPUTS AND INDICATORS

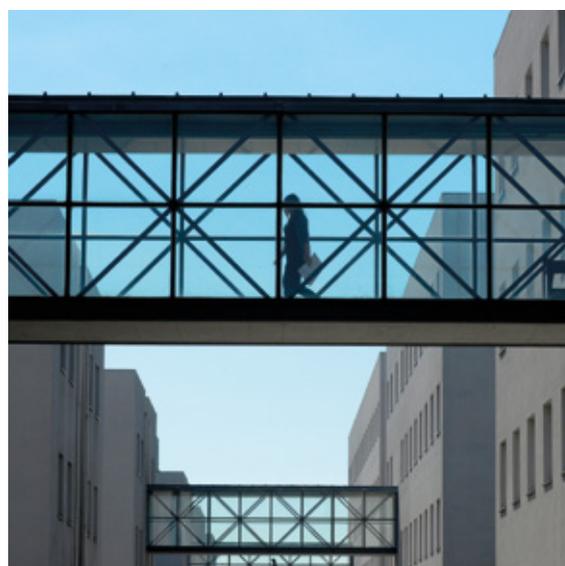
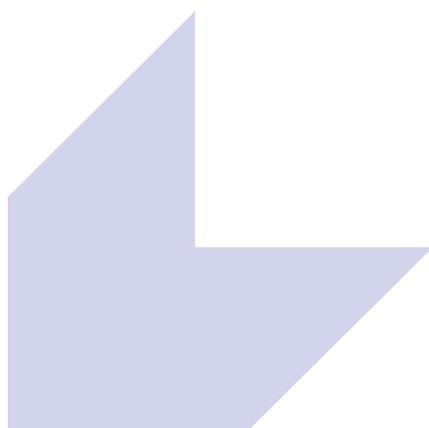
OUTPUT (O) OR INDICATOR (I)	DESCRIPTION	UNIT	QUANTITY
I	Cultural activities developed	Number	10
I	People actively engaged	Number	2,000
I	Promotion material for the collective actions	Number	5,000
O	Porto Innovation District Brand	-	-
O	Marketing strategy	-	-
O	Annual Agenda	-	-
O	Website	-	-
O	Service Portfolio	-	-

RESOURCES & FINANCE

For these tasks the resources needed are human, technological resources and financial resources. To secure funding commitment from UP and CMP of 100,000 to 200,000 euros eventually with funding from other programmes to support relevant activities of this action.

PROBLEMS AND CONCERNS

- Risk of not reaching brand value recognition;
- Lack of citizens engagement;
- Sustainability of digital channels (websites, social media...);
- Generating traffic leads.



3

ACTION NAME
NEW SPACES

ACTION OWNER
Porto Innovation District Association/CMP/ GOPorto

DATE
2018-2022

AREA OF INTERVENTION
Asprela

PRIORITY
Enhance the provision of new urban workplaces
for the city's emerging activities

SUMMARY

In order to diversify the activities and land uses, an Urban strategy will be developed based on investment attraction for the construction of buildings and spaces for new functions (e.g. housing, entrepreneurial, retail and industrial) and to build urban connections to other areas of the city (e.g. new public mobility infrastructure, parks and roads). New work spaces will be developed, and the physical and virtual connections enhanced by reinforcing the physical and digital infrastructure. In this activity we aim at building new public and private partnerships to further develop this area of the city.

STRATEGIC GOALS

- Develop new urban connections for spatial and social cohesion and integration;
- Attract investment;
- Promote and reinforce a local innovation ecosystem;
- Create new working spaces;
- Implement a concept of “Live, work and play”.

METHODOLOGY AND INITIATIVES

- ESTABLISH NEW PUBLIC-PRIVATE PARTNERSHIPS (PPP'S);
- DEVELOP A MASTERPLAN FOR URBAN STRATEGY:
 - Construction of new buildings with different functions and uses;
 - Transformation of urban public spaces, including the development of green areas;
 - Build new urban connections for public transportation and shared mobility;
- TRANSFORM AND ADAPT BUILDINGS TO NEW WORKING SPACES

MAIN STAKEHOLDERS

- Porto Innovation District Association;
- GOPorto;
- FoCAS (Fórum de Comunicação da Asprela);
- University of Porto;
- Porto Polytechnic;
- Porto Municipality;
- Research centres;
- Incubators;
- Co-working spaces;
- Metro do Porto
- Hospitals.

TARGET USERS

- Students;
- Teachers;
- Inhabitants and local community (incl. the international community in the Asprela area);
- Visitors (incl. patients and accompanying persons);
- Researchers;
- Companies.

OUTPUTS AND INDICATORS

OUTPUT (O) OR INDICATOR (I)	DESCRIPTION	UNIT	QUANTITY
I	Rehabilitation and re-functionalization of public buildings	number	2
O	Establishment of PPP	-	-
O	Urban Masterplan for the Asprela area	-	-

RESOURCES & FINANCE

This action is based in Public-Private partnerships using municipal, metropolitan and regional funds to support private investment (PT2020, ERDF). A first investment of a 100 Million Euros will rehabilitate 7.8 hectares in this area as a kick start of this plan. This project includes areas for student residence, a hotel, work spaces, commercial areas and a parking lot.

PROBLEMS AND CONCERNS

- Investment attraction;
- Real estate speculation;
- Time of implementation.



4

ACTION NAME

URBAN CONNECTIONS

ACTION OWNER

CMP/ GOPorto/ Porto Innovation District Association

DATE

2018-2022

AREA OF INTERVENTION

Asprela

PRIORITY

Enhance the provision of new urban workplaces for the city's emerging activities

SUMMARY

Asprela is an area with little integration in the mesh of the city, functioning as a relatively isolated space. In order to foster relations with the surrounding urban fabric as well as to promote integrated mobility, it is envisaged to create pedestrian and bike paths well as collective transportation link infrastructures, to overcome some physical barriers such as the Circunvalação motorway. This action also includes the implementation of structures that facilitate the understanding of space such as maps and signage plates for a better perception of the visitors of this area.

STRATEGIC GOALS

- Developing new urban connections for spatial and social cohesion and integration;
- Promote and strengthen the links between the entities present in the space and the citizens who visit it;
- Ensure a smooth and integrated mobility.

METHODOLOGY AND INITIATIVES

- Signposting structures to identify existing structures and facilitate access;
- New multimodal transport centres (parking, metro, bus, shared bicycles);
- Mobility infrastructure for safer journeys (bike paths, footbridges) and improved accessibility (particularly for users of existing health infrastructures).

MAIN STAKEHOLDERS

- Porto Innovation District Association;
- GOporto;
- FoCAS (Fórum de Comunicação da Asprela);
- Porto Municipality;
- Maia, Matosinhos and Gondomar municipalities

TARGET USERS

All citizens, visitors and entities acting in this area

OUTPUTS AND INDICATORS

OUTPUT (O) OR INDICATOR (I)	DESCRIPTION	UNIT	QUANTITY
○	Urban Landscape Qualification	-	-
○	Signage facilities	-	-
○	Bike paths and footbridges	-	-
○	Urban connection infrastructure	-	-
○	Masterplan of the Asprela area	-	-

RESOURCES & FINANCE

This action is based on public-private partnerships using municipal, metropolitan and regional funds to support private investment (PT2020, ERDF).

PROBLEMS AND CONCERNS

- Definition of priority area by all the municipalities and stakeholders involved;
- Time of implementation.

5

ACTION NAME

INNOVATION AND LIVING LAB

ACTION OWNER

Porto Innovation District Association/CMP

DATE

2018-2022

AREA OF INTERVENTION

Asprela

PRIORITY

Use spaces as platforms to steer new cluster synergies and entrepreneurial discovery

SUMMARY

As an Innovation District the aim is to develop not only a coherent geographical approach, aiming at diversifying the uses and connections, but also to promote an economic and entrepreneurial development. This action is based on the premises that this region is a strong talent hub and an urban area with possibilities to regenerate, expand and grow. Therefore, and in order to define a sustainable strategy, this action focuses on an user-centred and open innovation approach aiming at promoting the testing and validation of solutions and methodologies developed by startups, companies, academia, among others. The activities foreseen also contribute to talent attraction and retention, capacitation building and Living Lab approach. The aim is to start the implementation of the Living-Lab strategy in Porto Innovation District and to expand it, in a second phase to the Eastern area of the city.

STRATEGIC GOALS

- Develop new work approaches;
- Promote a Living Lab approach;
- Consolidate the innovation Ecosystem;
- Develop, test and implement innovative solutions.

METHODOLOGY AND INITIATIVES

- Develop common spaces for knowledge exchange;
- Establish connections to existing and future projects or entities such as ScaleUp Porto, Porto For Talent, UPTEC and others;
- Promote activities for testing and validating solutions from companies, startups, academia and local government;
- Promote activities for the creation of new solutions (e.g. Hackathons, Desafios Porto);
- Promote co-creation and co-design activities;
- Use the existing synergies to identify needs for new spaces and new topics of interdisciplinary research and thematic for the smart specialisation strategy;
- Capacitation building (conferences, masterclasses, etc.)

MAIN STAKEHOLDERS

- Porto Innovation District Association;
- FoCAS (Fórum de Comunicação da Asprela);
- University of Porto;
- Polytechnic School;
- Porto Municipality;
- Porto Digital;
- Research centres;
- Incubators;
- Co-working spaces.

TARGET USERS

- Students;
- Researchers;
- Companies.

OUTPUTS AND INDICATORS

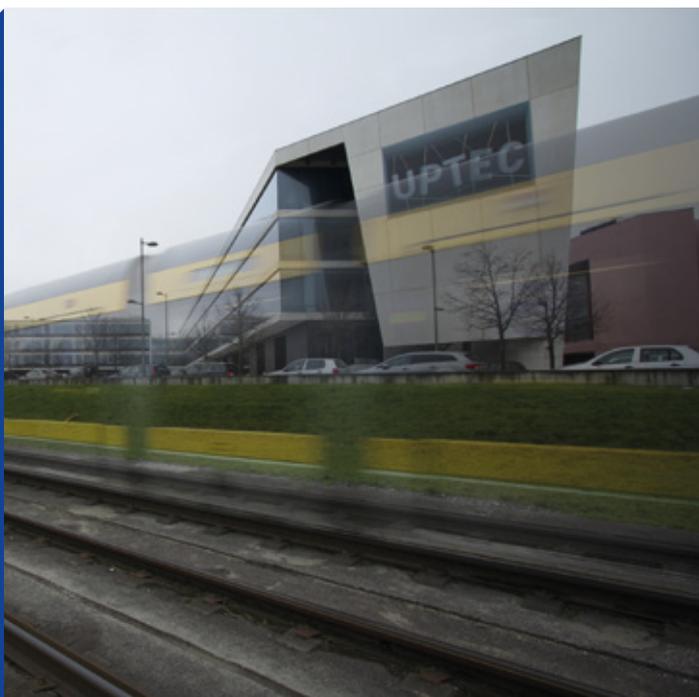
OUTPUT (O) OR INDICATOR (I)	DESCRIPTION	UNIT	QUANTITY
I	Companies engaged	number	15
I	New solutions implemented	number	15
I	Activities developed	number	20
I	Porto for talent – creation of jobs	Number	200
O	Platform for pilot testing	-	-

RESOURCES & FINANCE

The city of Porto has made an investment in an optic fibre and Wi-Fi infrastructure of more than 80 Million euros and has foreseen additional investments (wif4europe, PT2020, H2020) to expand the network. The association with specific funds such as the ones available in Desafios Porto may allow the implementation of pilot solutions in this area.

PROBLEMS AND CONCERNS

- Lack of impact of the developed solutions at a larger scale;
- Maintenance of the infrastructure.



@ Egídio Santos / U.Porto

EASTERN AREA – CAMPANHÃ AND BONFIM

The territory of the Eastern Area – Campanhã and Bonfim - includes an important transport infrastructure being one of the most important mobility hubs and a very well-connected area of the city. This area is also characterized by several issues related to the buildings abandoned, degradation of public space, weak economic and cultural vitality and social vulnerability, which cannot be tackled by isolated policy measures.



On the other hand, a number of advantages and opportunities were pointed out for sustainable urban development, in particular, very favourable conditions for internal and external connectivity, patrimonial and symbolic values capable of projecting a new local identity, environmental and landscape resources, large industrial units deactivated and empty spaces with potential for the installation of new functions and activities and a significant volume of buildings with interest to rehabilitate.

There is an unquestionable need and commitment to designing and implementing an integrated intervention for this area of the city and a strategy which successfully tackles the bottlenecks of socio-economic development of this territory and improves the living conditions of the population.

To support the development of the strategy for the Eastern Area – Campanhã and Bonfim, the ULG, together with the local stakeholders, identified the following main actions with their correspondent activities and tasks:

- Matadouro and urban integration.;
- Campanhã Agenda.

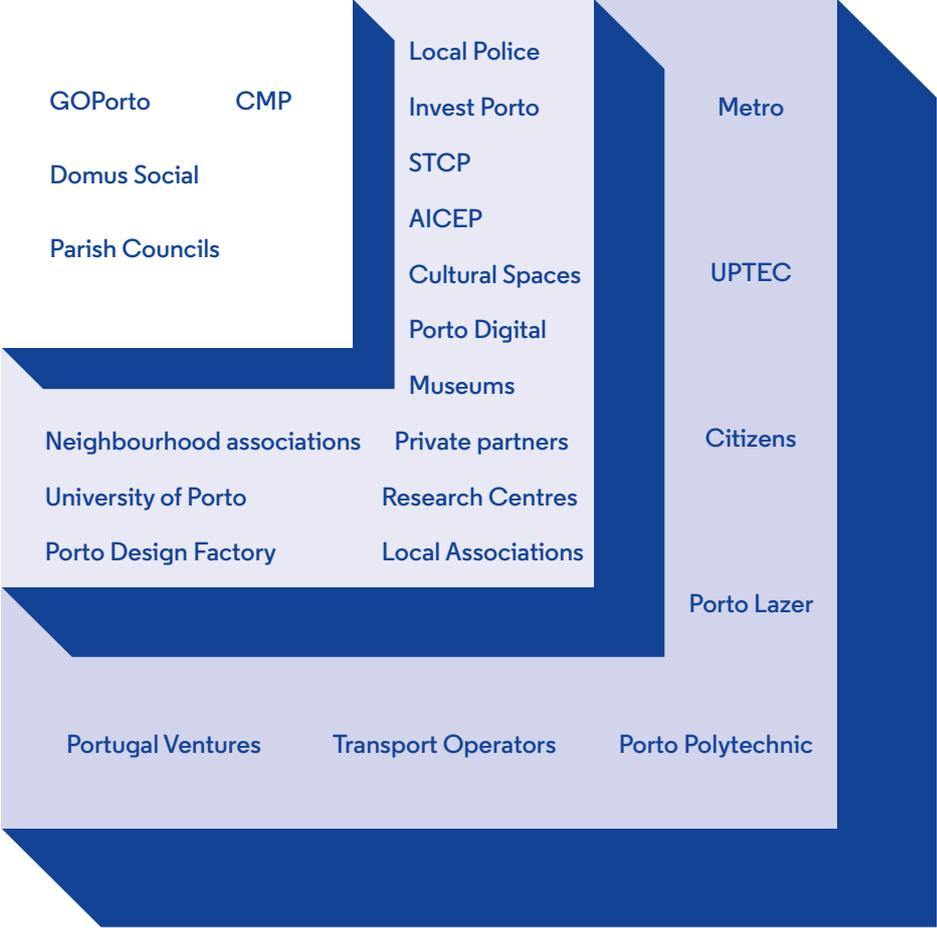


Figure 4 – Stakeholders Map of the Actions foreseen for Eastern Area – Campanhã and Bonfim Porto Innovation District



6

ACTION NAME

MATADOURO AND URBAN INTEGRATION

ACTION OWNER

CMP/ GOPorto/Domus Social

DATE

2018-2022

AREA OF INTERVENTION

Eastern area – Campanhã and Bonfim

PRIORITY

Enhance the provision of new urban workplaces for the city's emerging activities

SUMMARY

The old slaughterhouse, in the area of Campanhã, will be one of the main drivers of the transformation of this area. The Matadouro is therefore, an anchor project in the rehabilitation of the oriental part of the city of Porto having a multidisciplinary nature and a metropolitan potential dimension. The intervention will preserve the building heritage and will enhance opportunities for attracting public and private investment. The three pillars that this transformation is based on are Social Cohesion, Culture and Economy development.

A Masterplan will be developed to ensure the priority of urban intervention in the eastern part of the city, Including Campanhã and Bonfim. This activity includes the strategy and implementation of a plan for the rehabilitation and re-functionalization of this deprived area, aiming at creating new multifunctional working spaces enhancing local economy and supporting the social and cultural transformation and integration in the city.

STRATEGIC GOALS

- Build new multidisciplinary working spaces;
- Promote social cohesion and economic development;
- Implement new connection infrastructures to the rest of the City;
- Building and deprived urban areas rehabilitation;
- Improve living and working conditions;
- Modernizing urban infrastructures;
- Promote environmental, cultural and economic sustainability;
- Promoting urban and economic revitalization.

METHODOLOGY AND INITIATIVES

- **PROJECT FRAMING AS PART OF THE CITY MASTERPLAN REVIEW FRAMEWORK**
 - Development of a study on replanning, requalification and reconversion of industrial spaces, for the north and south area
- **CONSTRUCTION OF INTERMODAL TRANSPORT TERMINAL IN CAMPANHÃ**
 - Construction of a transport interface
 - Relocation of Ruy Navega playground
 - Re-arrangement of Pinheiro de Campanhã Street and Bonjória Street
 - Godim road works
 - Access to Lomba and 25 de Abril Avenue
 - Re-arrangement of Rua do Freixo
 - Cycling circuits of the Eastern zone
 - Extension of the existing northern pedestrian bridge over the railway
 - Pedestrian bridge in the extension of the street Barão de Nova Sintra
- **BUILDING REHABILITATION:**
 - Rehabilitation of the Matadouro Building
 - Rehabilitation of the buildings in Lomba area
 - Rehabilitation of the buildings in Formiga, Agra and China areas
 - Rehabilitation of the buildings in Noeda and Navega areas
 - Rehabilitation of housing complexes in front of Campanhã Station and on Justino Teixeira street
 - Rehabilitation of the area between Pinto Bessa street and 25 de Abril Avenue
 - Analysis of buildings classified as “islands”
 - Improvement of municipal lands
 - Development of a rehousing programme
 - Requalification of Pinto Bessa street
 - Requalification of Paiva Couceiro avenue
 - Rehabilitation of the estate located on Barão de Nova Sintra street
 - Rehabilitation of Quinta do Mitra
 - Expansion of the Godim Sports Complex
 - Re-qualification of the Lomba playground
- **ENVIRONMENTAL SUSTAINABILITY, LANDSCAPE ENHANCEMENT & ECOLOGICAL CONTINUITY**
 - Garden of Godim sports center
 - Hillside and panoramic garden of Campanhã
 - Quinta do Mitra, 25 de Abril Avenue and Corujeira Square
 - Freixo Garden
 - Green areas on major roadways

MAIN STAKEHOLDERS

- Porto Municipality;
- GOporto;
- Campanhã Parish Council;
- Private partners;
- Local police

TARGET USERS

- Companies
- Citizens
- Municipality

OUTPUTS AND INDICATORS

OUTPUT (O) OR INDICATOR (I)	DESCRIPTION	UNIT	QUANTITY
I	Rehabilitation and re-functionalization of buildings larger than 1000m ²	number	10
I	Qualification of Urban Landscape	Square meters	30,000
O	Urban Masterplan		

RESOURCES & FINANCE

An estimated investment (Public/private partnership) of 15 M euros is foreseen for the Matadouro building (almost 26,000m²), 14M euros for the Intermodal Terminal, and 75 M euros for the rehabilitation of this area in the next years.

PROBLEMS AND CONCERNS

- Real estate speculation;
- Competition with other regions;
- Investment attraction;
- Attraction of other areas of the city.

7

ACTION NAME

CAMPANHÃ AGENDA

ACTION OWNER

CMP/ Domus Social

DATE

2018-2022

AREA OF INTERVENTION

Eastern area – Campanhã and Bonfim

PRIORITY

Build the city's knowledge –business image in articulation with its knowledge and working spaces

SUMMARY

Social cohesion is one of the most relevant pillars of the intervention in Campanhã. As a deprived area of the city, the attraction of new residents and visitors could reinforce social exclusion. In order to avoid these consequences a local agenda aiming at maintaining the traditional local culture and promoting culture exchange with new between different types of stakeholders, incorporating new trends.

STRATEGIC GOALS

- Reinforce social Cohesion;
- Promote cultural exchange;
- Promote sense of belonging and trust amongst communities.

METHODOLOGY AND INITIATIVES

- **SOCIAL INCLUSION & ACTIVE CITIZENSHIP:**
 - Improvement of the access of the unemployed population to employment mechanisms;
 - Development of the access of the population to healthcare networks;
 - Enhancement of the role of the public school in the social change processes of the population;
 - Participation and integration of those who live and work in the intervention area;
 - Participation and integration of owners, investors and other economy players;
 - Participation of the city of Porto and coordination with Porto Metropolitan Area;
 - Coordination with the government, its decentralized central administration bodies and public entities;
- **PROJECT COMMUNICATION AND PROMOTION PLAN:**
 - Awareness campaigns;
 - Cultural activities (exhibitions, conferences, concerts, etc.);
 - Traditional activities and festivities (São João, Cascatas, etc.).

MAIN STAKEHOLDERS

- Porto Municipality;
- Parish Councils;
- Local associations (e.g. Associação recreativa Malmequeres de Noêda);
- Cultural spaces (e.g. espaço Mira);
- Local police.

TARGET USERS

- Citizens and local communities;
- Visitors.

OUTPUTS AND INDICATORS

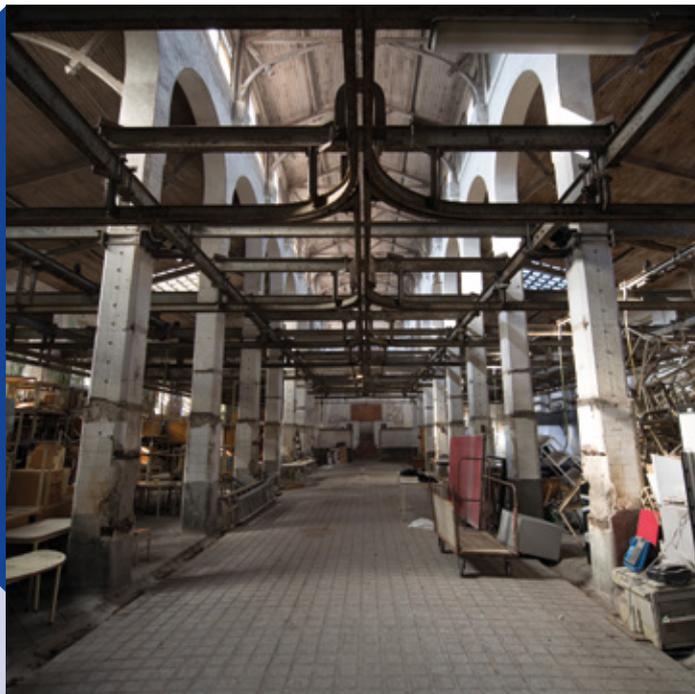
OUTPUT (O) OR INDICATOR (I)	DESCRIPTION	UNIT	QUANTITY
I	Cultural activities developed	Number	10
I	People actively engaged	Number	2,000
O	Marketing strategy	-	-
O	Annual Agenda	-	-
O	Website	-	-

RESOURCES & FINANCE

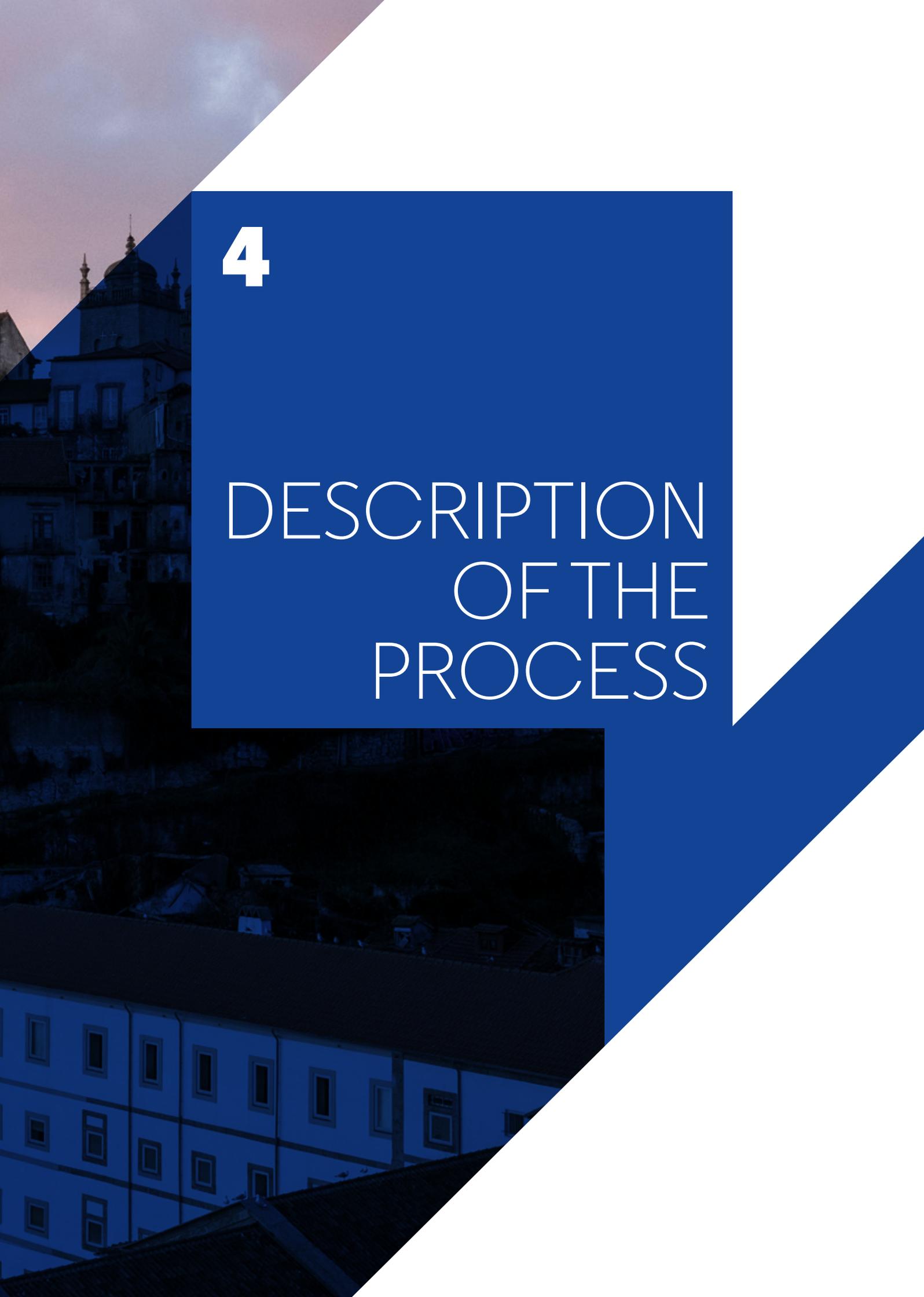
A budget is foreseen for these activities by the municipality but yet to be defined in the last version of the Masterplan for this area of the city.

PROBLEMS AND CONCERNS

- Lack of citizens engagement;
- Generating traffic leads.







4

DESCRIPTION OF THE PROCESS

In the context of URBACT III, the city of Porto set up a Urbact Local Group (ULG) to support the development of the Integrated Action Plan. Porto’s ULG for the project is partitioned into two different groups: the **Core Group** – comprised by entities that belong to the City Council, and that have a big importance in terms of strategic and political level – and the **Open Group** – comprised mainly by managing authorities, regional entities, civil society, universities and research centres, companies and clusters, and financial entities.

In the table below, it is possible to see all the entities that comprise Porto’s ULG for the InFocus project.

Table 5 – Porto’s ULG members

CORE GROUP CITY COUNCIL (STRATEGIC AND POLITICAL LEVEL)	OPEN GROUP MANAGING AUTHORITY, REGIONAL ENTITIES, CIVIL SOCIETY, UNIVERSITIES AND RESEARCH CENTERS, COMPANIES AND CLUSTERS, FINANCIAL ENTITIES
<ul style="list-style-type: none"> • Communication • Economic and Social Development - Invest Porto • Finance and Heritage • Innovation • Mobility • Social Development and Entrepreneurship • Trade and Tourism • Urbanism 	<ul style="list-style-type: none"> • CCDR-N • Universidade do Porto • UPTec • Universidade Católica do Porto • P. PORTO – Instituto Politécnico do Porto • HCP – Health Cluster Portugal • ADDICT – Agência para o Desenvolvimento das Indústrias Criativas • CEiiA – Centro de Excelência para a Inovação da Indústria Automóvel • PRODUTECH – Pólo de Competitividade das Tecnologias de Produção • Porto Tech Hub • Veniam • LIPOR – Serviço Intermunicipalizado de Gestão de Resíduos do Grande Porto • Águas do Porto • Portugal Ventures • Associação de Turismo do Porto • IEFp • Agência Nacional de Inovação

The work carried out by the ULG was structured according to the various components of the Integrated Action Plan, as can be seen in the figure below.

PORTO'S ULG MEETINGS	1ST Oct. 16	2ND Nov. 16	3RD Jan. 17	4TH May 17	5TH Sep. 17	6TH Dec. 17	7TH Jan. 18	8TH Apr. 18
City Background: Context, Problem and Stakeholders								
Urbact-InFocus as a Learning Framework								
Vision, Strategy and Main Goals								
The Collaborative Model: Stakeholders Involved								
Working Lines / Set of Initiatives								
Financing and Responsibility								
Monitoring Framework (timescale, KPIs, risk analysis)								
Final IAP				Preliminary Draft		Final Draft	Final Version	Final Conf.

Figure 5 – Work Schedule

A total of 8 ULG meetings were organized based on the following main topics:

- Cluster development;
- Entrepreneurial Talent;
- New Working Spaces;
- Place Branding and Marketing.



Invest Porto.

Project website

[//urbact.eu/In-Focus](http://urbact.eu/In-Focus)

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URBACT – Driving change for better cities

URBACT's mission is to enable cities to work together and develop integrated solutions to common urban challenges, by networking, learning from one another's experiences, drawing lessons and identifying good practices to improve urban policies. The URBACT Programme is jointly financed by ERDF and the Member States.

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