



INTEGRATED ACTION PLAN

AMARANTE



SUSTAINABLE
LOCAL ECONOMIC
DEVELOPMENT



INDEX

Executive Summary

1. INTRODUCTION

1.1. URBACT

1.2. IPLACE

1.3. LOCAL STAKEHOLDER GROUP OF AMARANTE

2. DIAGNOSIS

2.1. ECONOMIC CHARACTERIZATION OF AMARANTE (1 PAGE)

2.2. SWOT ANALYSIS OF AMARANTE

2.3. ECONOMIC NICHE

3. ACTION PLAN

3.1. VISION

3.2. PROJECTS

3.3. GOVERNANCE

3.4. RISK ANALYSIS

3.5. STRATEGIC INTEGRATION ANALYSIS

4. ANNEXES

Executive Summary

Amarante is the lead partner of the iPlace project (URBACT programme) involving a total of 10 European cities/countries: Amarante (Portugal), Balbriggan (Ireland), Gabrovo (Bulgaria), Grosseto (Italy), Heerlen (Netherlands), Kocevje (Slovenia), Medina del Campo (Spain), Parnu (Estonia), Pori (Finland) and Saldus (Latvia).

The goal of the iPlace project is to empower the creation of smart specialization strategies for each city, based on their assets with the greatest potential, benefiting from Urbact methodologies, particularly the sharing and joint learning between all participants to find new ideas for sustainable local development.

Part of URBACT methodology is the constitution of a Local Action Group, which in Amarante involved 12 institutions whose missions are associated, among other dimensions, with employment, training, entrepreneurship or regional development. Another of the methodologies is the realization of a historical framework and economic-social diagnosis, which in Amarante allowed to enhance the existence of some sectors and value chains with strong international presence, but also to denounce weaknesses, opportunities and threats.

On the opportunities side, it was widely highlighted throughout more than 24 months of the project, the nearly 500 people graduated in Amarante and its surrounding region, as well as the need and great potential for economic benefit generated by the virtuous intersection between new information and communication technologies, and the sectors currently most relevant to the county, namely industry and tourism.

The work described above resulted in the identification of the technological sector as an economic niche with great potential. The iPlace project also includes the successful implementation of several pilot actions for the purpose of testing and proof of concept. From this informed and deepened reflection, a vision was outlined for creating 1000 jobs in the technological field by 2030, and that gives the motto to the Integrated Action Plan for the foundation of a Technological City, denominated Amarante Tech Hub.

The Integrated Action Plan is presented in detail in this document, along with a proposal for 10 structuring projects, and duly complemented by a Governance proposal, Risk Analysis, Strategic Integration Analysis, Communication Plan, and Financing Plan.

1. Introduction

1.1 - URBACT

For nearly 15 years, URBACT has been the European Territorial Cooperation programme aimed at promoting integrated and sustainable urban development in Europe's cities. It is a Cohesion Policy instrument, co-financed by the European Regional Development Fund, including 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.

INTEGRATED ACTION PLAN - AMARANTE

Following the success of the URBACT I and II programs, URBACT III (2014-2020) was developed to further promote sustainable integrated urban development and contribute to the achievement of the Europe 2020 strategy.

The URBACT III program is organized around four main objectives:

1. Policy delivery capacity: improve the capacity of cities to manage sustainable urban policies and practices in an integrated and participatory manner.
2. Political project: improve the design of sustainable urban policies and practices in cities.
3. Policy implementation: improve the implementation of integrated and sustainable urban strategies and actions in cities.
4. Knowledge building and sharing: to ensure that practitioners 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:

- Transnational exchanges;
- Capacity;
- Capitalization and dissemination.

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

1.2 - IPLACE

The **iPlace** project is part of the European Urbact program, which follows the principles of experience sharing and joint learning between cities, in order to promote their sustainable urban development.

iPlace focuses on promoting the economic development of small European cities, which, based on their most differentiated local characteristics and greatest potential, of people, their talent, their skills, their entrepreneurial spirit, but also based on the new possibilities that new technologies bring to local economy, seek to work in new niches of economic opportunity, in which they have a differentiating potential and in which they can specialize, so that they can be successful in their sustainable economic development.

Ten cities from 10 different European countries are part of this network: Amarante, Portugal: project lead city; Balbriggan, Ireland; Gabrovo, Bulgaria; Grosseto, Italy; Heerlen, Netherlands; Kocevje, Slovenia; Medina del Campo, Spain; Parnu, Estonia; Pori, Finland; Saldus, Latvia.

Throughout the project the cities:

- Created Local Stakeholder Groups that in a participatory way will work locally in the creation of each city's action plan;
- Developed their economic case study, in which they address their potential, their current challenges, and their future vision;
- Shared knowledge and capacity building sessions on promoting economic development;

INTEGRATED ACTION PLAN - AMARANTE

- Implemented a set of pilot actions, in which they will test ideas that could be part of their action plan;
- Participated in a set of international seminars on technology and new trends.

iPlace has fostered the creation of smart specialization strategies from economic niches with greater local potential, which will be implemented either in the promotion and support of entrepreneurship, in the support and development of clusters and value chains, and also in attracting investment.

In conclusion, iPlace can be seen as a journey where each participating city will search for niches of opportunity suited to its identity, while deepening its knowledge about the factors that make its territory unique, acting in a determined way to use the knowledge acquired to nurture new ideas and new initiatives that will contribute to sustainable economic development.



1.3 GRUPO DE AÇÃO LOCAL DE AMARANTE

The **URBACT** methodology, presupposes the creation of a Local Action Group (ULG), which brings together individuals and organizations with the aim of challenging them to think strategically and in an integrated way.

In this Local Action Group participated:

Entidade	Descrição	Representante
Município de Amarante	Municipality	Lúcia Andrade Melanie Cardoso Tiago Ferreira Patrícia Silva Castro (external consultant)
AEA – Associação Empresarial de Amarante	Association of Entrepreneurs	Ana Luísa Oliveira Bruno Costa
AEVM - Associação Empresarial de Vila Meã	Association of entrepreneurs	Rosário Meneses
CENFIM	Vocational School	José Silveira
CLDS – Projeto Agir	Community Development Project	Célia Pereira Iva Meireles Joana Sousa
Dólmén	Local Development Association	Diogo Pereira
EPALC	Vocational School	Guilherme Teixeira

INTEGRATED ACTION PLAN - AMARANTE

ESTG – Politécnico do Porto	University	Carina Silva Vítor Braga
GIP	Employment Support Cabinet	Cátia Carvalho
IEFP	National Institute of Employment and Professional Training	Júlio Monteiro
IET - Instituto Empresarial do Tâmega	Business Incubator	Luís Miguel Ribeiro Vera Márcia
UTAD	University	João Calejo
BASICAMENTE	Tech Company	Luís Matos
MINSAIT	Tech Company	Miguel Galante
Profissional de IT	IT Professional from Amarante	Rui Miguel
DigiUp- Business Solutions	Tech Company	João Nascimento
DigiUp - Business solutions	Tech Company	João Nascimento
Ilustre	Tech Company	João Brás
Cargonet	Tech Company	João Loureiro
Labdigital	Tech Company	Tiago Pinheiro
BoldPortStudio	Tech Company	Saar Drimer

2. Diagonosis

The economic diagnosis of Amarante was the starting point for the development of this **Integrated Action Plan**.

This diagnosis was developed in our Local Stakeholder Group (ULG), involving several tools specifically developed for iPlace, and/or made available within the Urbact program and its Toolbox.

2.1 – ECONOMIC CHARACTERIZATION OF AMARANTE

Amarante has a relevant geostrategic positioning in the region of Tâmega and Sousa (NUTS III), of which it is part, along with 10 other municipalities. Amarante is the municipality with the best educational levels of the entire region of Tâmega and Sousa, with a relevant circuit of accesses to urban and logistical centers, and with a level of strategic proximity to important centers of knowledge of the Northern Region.

Amarante's business ecosystem includes 5,590 companies, responsible for 15,439 people in service, approximately 836 million euros of turnover and 228 million euros of gross value added (INE, 2018). About 27% of the Amarante population works in another municipality, and 5% abroad (INE, 2011).

The primary sector, although with a single representation of the turnover in the municipality (1%), shows strong interest in the community, represented by the number of new companies in the area. Trade represents 43% of the turnover, composed mainly of micro-enterprises. Accommodation and restaurants, as cooperating/structuring sectors of local tourism, contribute 3% to the total of turnover.

More than half of the gross value added generated in the municipality (56%) and almost half of the personnel employed (49%) are in the secondary sector, which includes manufacturing and construction. It is the industrial sector that is mainly responsible for the growth of exports in the last decade, where, mainly common metals, is responsible for 40% of international trade. The metalworking and the wood sector, are the most relevant industrial sectors in terms of the generated added value. There are also inter-collaborators of scale and value in the construction sector. In both sectors (industry and construction) there is very a low average in terms of maturity regarding technological digitalization, compared to other European countries, but there is still a strong awareness of the necessary evolution, especially in the dimensions of Industry 4.0.

2.2 - SWOT ANALYSIS OF THE AMARANTE ECONOMY

In order to systematize the major conclusions of the analysis of Amarante's economy, its competitiveness and potential, the following swot analysis was developed.

STRENGTHS

- Existence of several sectors and value chains with international market, such as construction, metalworking, wood and agro-food;
- Tourism sector is growing fast in Amarante and also in Portugal;
- Existence of some infrastructures with importance for the future of the economy, namely an incubator (IET), a vocational training center for metalworking (Cenfim) and some business host areas (Aboadela, Parques EDT, etc.).

WEAKNESSES

- Low level of exports;
- Average salary in the municipality of Amarante is below the average salary of Portugal;
- Limitation of infrastructure to attract industrial investment, and also for the installation of service companies;
- Offer of real estate for housing is still low and limits the settlement of people;

OPPORTUNITIES

- About 500 people graduate every year in technology in the municipality of Amarante, and in the counties that are directly neighboring it, and where in total about 400 thousand people live;
- Average salaries potentiate the choice of the municipality by investors from competitive industries, because they can identify a recruitment opportunity;

THREATS

- Economic cycle in which the global economy finds itself creates several challenges for which the economy in general was not prepared. Whether it is the pandemic, or the war in Europe, there are several risks for local economic development;

2.3 - ECONOMIC NICHE

The **iPlace** project methodology preconized that based on the increase of self-knowledge of the economy of each city, and the analysis of its potential, that each city could identify an economic niche in which it could specialize, and through which it could promote the development of an economy of the future oriented to a greater generation of economic, social and environmental value.

In the case of Amarante, the technological sector was chosen, as a sector that gathers a high potential for the creation of qualified employment in Amarante, with the potential for a multiplying effect on already existing sectors, whether industrial or, for example, tourism.

There are several arguments that support this option:

I – FAST-GROWING SECTOR

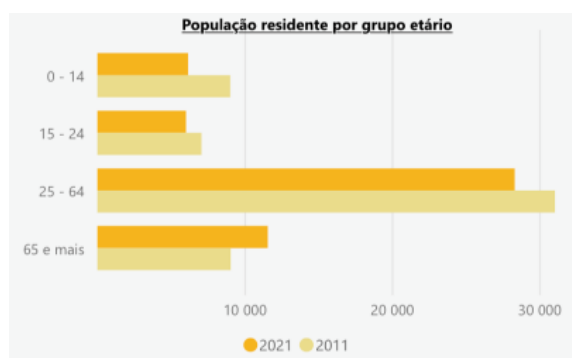
This sector is growing rapidly, and there is a very high worldwide demand for people with skills in the technological area. Several investment opportunities arise in territories that have people who can be recruited.

II - QUALIFIED HUMAN RESOURCES IN THE REGION

In Amarante and the immediately neighboring counties, more than 500 people graduate every year in courses related to technology. Besides this, many Amarantinos have studied in these areas in Porto, Braga or others. This is a recruitment base with a lot of potential.

III - YOUNG POPULATION IN THE REGION

The sub-region where Amarante is located is one of the youngest in the country, so it can be considered that if there is a bet on the promotion of technological literacy from the early school years, within a few years we can expect more people to specialize in these areas of knowledge, reinforcing the recruitment potential for companies.



IV - POSITIVE ECONOMIC EXTERNALITY

Technological skills are fundamental in the context of one of the great challenges, and European and national policy option, which is the digital transition. The crossing of these skills with the current local business fabric, namely industry or tourism, will have a very positive effect on their possibilities of modernization and sophistication, thus reinforcing their productivity and competitiveness.

V - REMOTE OR HYBRID WORK AND THE QUALITY OF LIFE

One of the new realities of the sector is the growth of remote work and hybrid work, which allows its players to live and work in less urban territories, but where they can have a better quality of life, which is the case of Amarante.

VI - FAST IMPACT

The technology sector has the capacity to create jobs faster than other sectors, since it does not depend on large infrastructure projects to react and start generating social and economic impact.

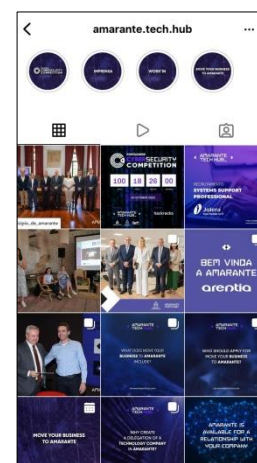
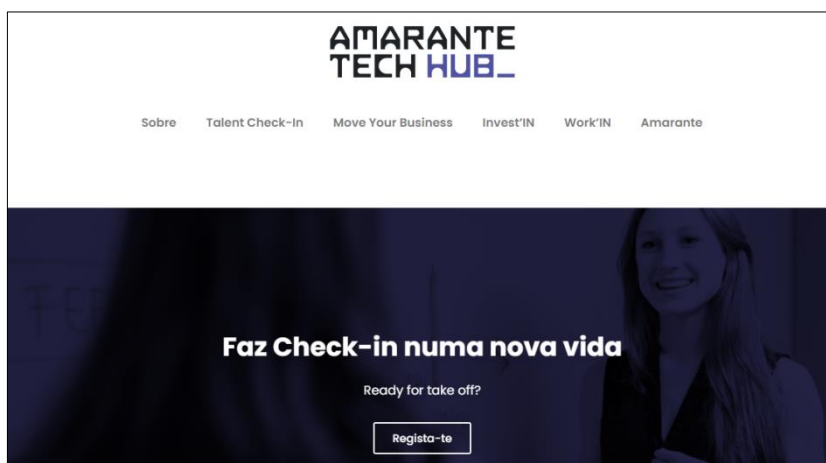
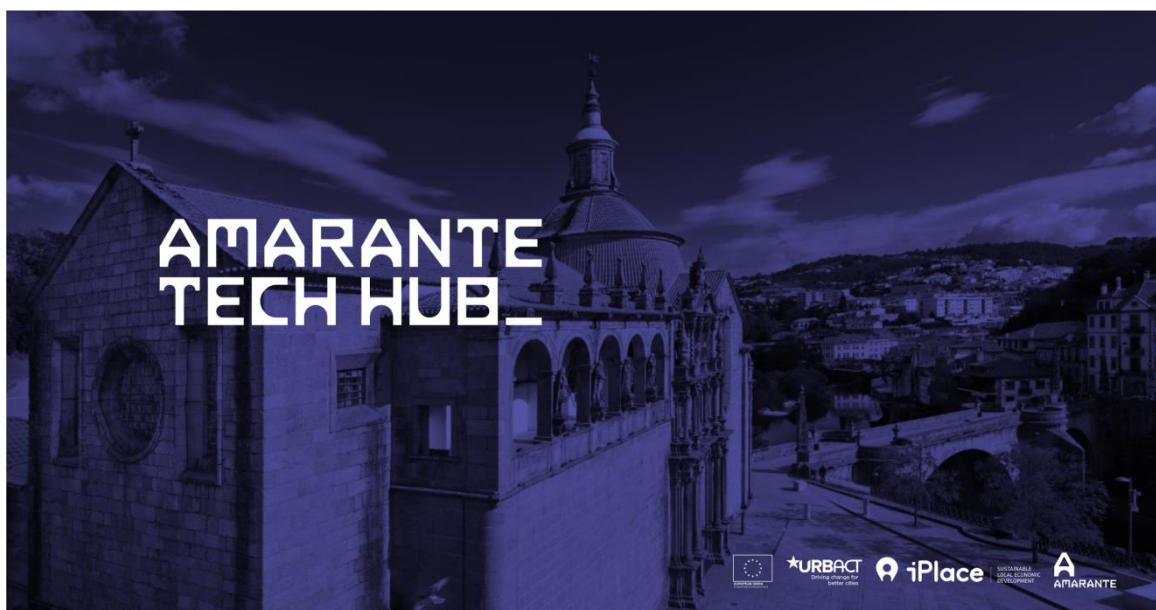
VII - QUALITIES OF THE JOBS TO BE CREATED

This sector is currently characterized by practicing average wages considered attractive, and that are both higher than the average wages of the municipality of Amarante, and of the country itself.

This is how is born **Amarante Tech Hub** which is both a brand and an emerging technology cluster, which will bring together companies, universities, public, private and social sector.

Amarante Tech Hub has its communication centralized in the website:

www.amarantetechhub.com



3. Plan of Action

Once the ambition for the development of the technological sector in Amarante was defined, the process of developing the action plan began, which defines the vision, and the projects that are proposed to be developed in order to implement the identified potential.

3.1 - VIEW

Creation of a technological cluster centralized in Amarante, Amarante Tech Hub, reaching 1000 jobs in the sector by 2030.

The vision built reflects the ambition of the plan to be developed:

- To have a very significant impact not only in Amarante, but also in the region, measured through the 1000 jobs to be achieved;
- To be implemented over the next 8 years, period considered adequate for the achievement of the minimum results intended.

3.2 - PROJECTS

The projects designed and then presented, took into account both the potential of Amarante in the sector, and the objectives to be achieved identified in the vision.

In this range, there are projects that intervene in different dimensions of competitiveness and development of the technological sector, so that as a whole they complement and enhance each other.

3.2.1 – AMARANTE TECH CAMPUS

Amarante Tech Campus is the anchor project of this action plan. It is an infrastructure that will host a program divided into three dimensions: i) Teaching; ii) Technology transfer and innovation; iii) Hosting companies. The dimensions ii) and iii) for their specificity are presented as an autonomous project.

The basis of Amarante Tech Campus is of a shared university campus, which aims to create conditions for higher education institutions, or equivalent, to develop their courses there. The courses to be developed in this space will be the result of market opportunities that exist at any given moment in the region as well as the strategic areas of competence defined by the Municipality of Amarante.

To this structure, the courses that already take place in Amarante in the technological and industrial area that are taught by higher education institutions will be transferred.

This project is inspired by the "University Consortium" model that exists in Finland, namely in the iPlace city of Pori.

3.2.2 – TECHNOLOGY AND INNOVATION CENTER

The Center for Technology and Innovation is the project to create an entity that will be dedicated to the production, dissemination and transmission of knowledge, oriented to create value, particularly in the areas of technology and industry, and especially the intersection of both areas of knowledge.

This project intends to constitute itself as a CTI - Center for Technology and Innovation, a figure of the European innovation system that in Portugal is recognized by our National Innovation Agency.

This structure will join entities from the scientific and technological system, with companies, and other entities that intend to promote innovation and knowledge economy.

This project, may bring to the NUTIII of Tâmega and Sousa its first innovation structure, which with its specialized technical team, will boost the transference of technology and knowledge, innovation and smart specialization.

3.2.3 – NEW OFFICE AREAS

For the development of existing companies in the ecosystem "Amarante Tech Hub", and for the eventual installation of new companies, there is a need for available infrastructural conditions.

Given that this sector uses large office areas, and also to the fact that the need for areas varies over time, it is intended to create an offer of office areas that allow quick installation, convenience of installation, and flexibility in the use of space.

Being an emerging sector in Amarante, there is still no notion of opportunity for this type of supply in the real estate market, so it is proposed that the development of supply is initially driven by public investment, and over time through public-private partnerships, and then private investment.

Considering the estimated need of 7 m² per employee, but also considering the changes in the way people work, namely in relation to the hybrid system of working in person and from home, we estimate the need for about 3500 m² of area for new offices.

3.2.4 – COWORKING SPACE NETWORKS

The offer of a network of coworking spaces is an important project in the context of the development of the technological ecosystem.

On one hand there are the employees of technology companies outside Amarante, but who work remotely. Today it is highly valued the possibility of working remotely, from the region where one has chosen to live in search of the best quality of life, but maintaining participation in a stimulating work environment. In this context, many technology companies are offering vouchers for the use of these types of spaces, so that their employees can choose where to use them.

Secondly, there is a community of freelance professionals who would benefit from an adequate workspace that fosters collaboration and knowledge sharing.

Finally, these spaces are a quality condition for attracting digital nomads, who in addition to accommodation need these workspaces and community integration to feel fulfilled and thus prolong their stay in the county and region.

This network of spaces should work in an articulated manner, and there may be mobility between spaces within the municipality, increasing the convenience for the user.

These spaces should have, in addition to the standard quality conditions associated with this equipment, specific conditions for the technology sector, including the existence of screens available for connection to each user's laptop.

3.2.5 – RESKILLING PROGRAMS

In order to promote the development of digital and technological skills, and to broaden the recruitment base of companies, we intend to promote Reskilling programs.

These programs will allow people trained in other areas, who are looking to relaunch their careers in a different sector that has more reward potential, to acquire the basic skills needed to be employable by technology companies in Amarante.

The Upskill program, whose teaching responsibility is assigned to polytechnic institutes, is an example of what we intend to accomplish in Amarante in this matter.

3.2.6 – TEACHING TECHNOLOGY AND CREATIVITY

In order to strengthen the future potential of this sector, and prepare all young people for a future society with greater digital literacy, we intend to promote the inclusion of technology and creativity teaching in all school years in schools.

It is also intended to boost the existence of an after-school offer that enables the evolution in the knowledge of these subjects among young people, as tools for their future.

Programs such as Tumo, or Ubbu, are examples of the type of offer that is proposed to come into existence in Amarante.

3.2.7 – TALENT CHECK-IN

It is intended to map the talent of the technological sector that has some kind of relationship with the surrounding region of Amarante, or that considers moving here.

This project focuses on the creation of a live database that characterizes the availability of human resources and their respective technological skills (programming language, years and sectors of experience, etc.) so that this potential can enter into dialogue with the needs of the companies of Amarante Tech Hub.

This mapping also allows to understand patterns of availability of human resources and area of competence, which in the case of not fitting with the cluster companies, will make the promoters of Amarante Tech Hub promote the attraction of investment by companies that need this type of profile.

This action was one of the small scale actions tested under iPlace, counting today with more than 125 people registered in the database of those interested in considering proposals from companies in the Amarante Tech Hub.

Talent Check-In

Queres juntar-te ao Amarante Tech Hub?

Estamos à procura dos melhores talentos do setor tecnológico. Faz o teu Talent Check-in já!

O programa **Talent Check-in** pretende criar a rede de profissionais do setor tecnológico que tenham interesse em se juntarem ao Amarante Tech Hub, seja recebendo oportunidades de emprego, seja oportunidades de participação em eventos tecnológicos. Preenche os seguintes dados sobre as tuas competências, e nós faremos chegar o teu perfil aos empregadores e futuros empregadores do Amarante Tech Hub!

Nome Completo *	Telefone *
<input type="text"/>	<input type="text"/>
Email *	
<input type="text"/>	

<https://amarantetechhub.com/talent-check-in/>

3.2.8 – MOVE YOUR BUSINESS

Companies in the technology sector have a tradition of setting up in large cities, right next to where the largest technological talent pools are located.

Due to this history, most technology companies are afraid of setting up in smaller cities, since they are not home to the largest universities, and because the population is smaller.

This happens, despite the fact that at the same time they also realize that it is in these cities that there is greater saturation of human resources and difficulty in retaining talent.

Thus was born the project Move Your Business to Amarante that offers the possibility to companies to test the opening of a delegation in Amarante, receiving a free office space for

INTEGRATED ACTION PLAN - AMARANTE

4 months. This offer is extended for another 4 months if the company recruits, and for another 4 if it recruits again.

The central idea behind this project is to uninhibit the entrance in Amarante by companies, in order to test their ability to recruit, being helped in this task by Amarante Tech Hub.

At the end of this soft landing process, having the company already recruited some people, the idea of having a delegation is already consolidated, and from then on it is believed that the delegation will evolve according to the success and competitiveness of the company.



3.2.9 – TECHNOLOGY EVENTS AGENDA

In order to nurture the regional ecosystem of networking opportunities, sharing and development of new skills, the project of creating an agenda of technology events arises.

These technological events can be thematic meetups, hackathons, workshops, etc. Some of these event typologies were tested during the iPlace project.

Already in 2022, the Portuguese Cybersecurity Competition will take place, which will be a national cybersecurity championship that aims to bring together Portuguese talent in this area of potential expertise of Amarante Tech Hub.



<https://cyberpt.hackrøcks.com/>

3.2.10 – DIGITAL NOMADS

The crossover between tourism and the technological sectors can be very virtuous for both sectors. Digital Nomads are a digitally developed public, as their professions often incorporate technological know-how or related fields, and they live temporarily in places that can provide them with a good life experience.

Attracting digital nomads has the potential to contribute to several tourism indicators, such as increasing average stay or decreasing seasonality. On the other hand, this is a public that has a relevant potential of, once a tourist, turning into a potential resident, as soon as their experience is positive, and as soon as the quality of life and the support to their fixation in the place suggest it.

Amarante, along with Baião, Cabeceiras de Basto, Mondim de Basto, and the Intermunicipal Community of Tâmega and Sousa were winners of a contest of Portugal Tourism with the project to attract digital nomads, "DNA - Digital Nomads Adventure", which will be implemented in the coming years.

3.3 – GOVERNANCE

Amarante Tech Hub, was born from the work developed by the **Municipality of Amarante**, more precisely **InvestAmarante**, and by the Local Stakeholder Group of the iPlace project, which established a set of protocols for the future governance of the project.

Thus, the project will continue to be promoted by the **Municipality of Amarante** under **InvestAmarante**, having joined the co-promotion of the **Instituto Empresarial do Tâmega**, a

INTEGRATED ACTION PLAN - AMARANTE

structure whose mission is to promote and support entrepreneurship and innovation, where many of the companies of **Amarante Tech Hub** are hosted.

A partnership was also protocoled with higher education institutions and with vocational education institutions with courses in the area. The University **Instituto Politécnico do Porto.**, by **Escola Superior de Tecnologia e Gestão**, and the **University of Trás-os-Montes and Alto Douro** will have the mission of promoting the development of talent, actively supporting the promoters of **Amarante Tech Hub**.

In terms of vocational education, a protocol was signed with **EPALC**, which created the first vocational programming course in Amarante, and **Cenfim**, which offers various courses that link digital technology to industry and robotics.

3.4 – RISK ASSESSMENT

In order to increase the potential of this plan and of each of the projects mentioned, we present below the risk analysis carried out, with the appropriate risk reduction measures.

Activity or project	Risks	Probability	Potential Impact	Mitigation Measures
Amarante Tech Campus	i) No funding; ii) No demand from educational institutions.	i) Average; ii) Average	i) Large; ii) Large;	i) Registration of the project in NUT III strategic documents; ii) Involvement with educational institutions is already underway prior to the investment.
Technology and Innovation Center	i) No interest from companies; ii) No interest from the scientific and technological system;	i) Average; ii) Average	i) Average; ii) Large;	i) Broaden the base of involvement of companies to NUTIII and beyond; ii) Prior involvement of the scientific and technological system institutions, making them participate in the project design.
New office areas	i) Very high construction prices; ii) Low interest from real estate investors;	i) Average; ii) Average; iii) Average;	i) Average; ii) Average; iii) Large;	i) This factor is beyond the control of the Amarante Tech Hub promoters; ii) Initial public investment to demonstrate market existence, and potential public-private

INTEGRATED ACTION PLAN - AMARANTE

	iii) Low market demand;			partnerships; iii) Investment in stages, expanding the area to be made available as demand evolves.
Network of coworking spaces	i) Low user demand;	i) Average;	i) Average;	i) Promoting spaces to the various audiences, providing a good service at an inviting price;
Teaching technology and creativity	i) Low interest of schools in adopting these policies;	i) Average;	i) Large;	i) Involvement of schools in the design of the concrete actions to be developed.
Talent Check-in	i) Low interest from professionals in the sector;	i) Low;	ii) Large;	i) Develop a value proposition associated with check-in, reinforcing the program's incentives and communication.
Move Your Business	i) Low interest from companies in the sector;	i) Average;	ii) Average;	i) Schedule a round of presentations of the program to the sector's companies deemed appropriate, through individual meetings;
Technology Events Calendar	i) Low demand from beneficiaries; ii) Difficulty in financing events to be developed;	i) Average; ii) Average;	i) Average; ii) Low;	i) Ensure that events are stimulating, and that their communication is strong; ii) In a significant part of the events, choose concepts that are possible to realize only with the effort of the promoters and

INTEGRATED ACTION PLAN - AMARANTE

				<p>partners of Amarante Tech Hub.</p> <p>Create events on a national scale, leveraging national funding and sponsorships;</p>
Nómadas digitais	<p>i) Low demand from digital nomads;</p> <p>ii) Lack of housing opportunities that would allow them to settle permanently;</p>	<p>i) Low;</p> <p>ii) Large;</p>	<p>i) Average;</p> <p>ii) Average;</p>	<p>i) Continue to develop Amarante's positioning next to the channels of this market;</p> <p>ii) Within the scope of the municipality of Amarante reinforce incentives for real estate investment;</p>

3.5 – STRATEGIC INTEGRATION ANALYSIS

In order to ensure that the integration factors were contemplated in the Integrated Action Plan, benchmarking was carried out, whose main conclusions are shared in the following table.

Integration Factor	Remarks
Territorial integration - cooperation with neighboring municipalities	There are formal partnership projects, such as the Digital Nomads, and there are intermunicipal impact projects such as the Amarante Tech Campus, in which a future partnership may be formalized.
Horizontal integration - cooperation with different departments in the municipality	Several of the following projects involve different departments in the municipality (e.g. Education), and will be carried out in close collaboration.
Vertical integration - cooperation between different levels of governance, from national to local level	Some of the projects have a national scope, others are regional and others are local. There is an alignment of the plan with the investment priorities of both Europe and Portugal.
Balancing physical and immaterial investment	There is a good complementarity between physical spaces (campus, cowork, offices) and immaterial actions (events, CIT, Digital

	Nomads, Reskilling programmes, etc.) that general demand for their use:
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As can be concluded, this Integrated Action Plan reliably provides for the different dimensions of integration.

3.6 – COMMUNICATION

Amarante Tech Hub has as its communication target audience, technological companies and entrepreneurs, and human resources with technological know-how.

In terms of channels, many are used, whether social networks, newsletters and websites, media relations, MADE magazine and the being present in events.

Meio de comunicação	Empresas tecnológicas	Recursos Humanos
Linkedin	Yes	Yes
Instagram	No	Yes
Facebook	No	Yes
Newsletter	Yes	Yes
Website	Yes	Yes
PR	Yes	Yes
Events	Yes	Yes, namely recruitment events
MADE	Yes	No

On the side of companies it is intended to promote Amarante as a destination for investment and a place for entrepreneurship. Along with human resources we intend to promote Amarante as a destination to live, and as an ecosystem with stimulating career opportunities.

3.7 – FUNDING

The promoters of the Amarante Tech Hub are committed to carrying out the actions of this project, either with their own funds or by obtaining national and European funding.

Activity or project	Financing mechanism	Situation Point
Management of the Amarante Tech Hub	Own funds of the promoters of Amarante Tech Hub.	In progress.
Amarante Tech Campus	Community funds and Amarante municipality's own capital for the infrastructure. University courses with their own business model of higher education institutions.	Project is already signaled in the NUTIII strategy as a strategic project. CCDRN, managing entity of the North PO under the Portugal 2030 program is already aware of the project. Land has already been acquired with Amarante municipality's own investment.
Center for Technology and Innovation	Project formalization costs result from investment by the municipality of Amarante. Seed capital results from the combination of investment between the municipality of Amarante, other public structures, among them some from the scientific and technological system, but will have by definition a majority of capital coming from companies.	Work regarding the involvement of partners and the detailed design of the center is underway.

INTEGRATED ACTION PLAN - AMARANTE

New office areas	Combination of direct investment from the municipality of Amarante, with direct investment from real estate investors. Project will generate revenue in its operation, resulting from the payment of beneficiaries.	Preparatory studies in progress.
Network of coworking spaces	Investment by the municipality of Amarante. Financing through the Tourism of Portugal.	Funding for 1 coworking space already secured through support from Turismo de Portugal. One of the coworking spaces is almost ready to open, having resulted from direct investment from the municipality of Amarante.
Teaching Technology and creativity	Own funds from the national education system, with the participation of the municipality of Amarante and possible communitarian funds.	Under study.
Talent Check-in	Ensured through the teams of the promoters of Amarante Tech Hub.	In progress.
Move Your Business	Investment by the promoters of Amarante Tech Hub.	In progress.
Technology Events Calendar	Investment by the promoters of Amarante Tech Hub. Sponsorships. European Funds.	NA.
Digital Nomads	Through financing from Turismo de Portugal, with co-financing from the municipality of Amarante.	Funding from Turismo de Portugal already secured.

As can be concluded, there are projects already underway, especially with direct investment from the municipality of Amarante. There are also projects with guaranteed funding and that will start soon. There are projects with good possibilities of European funding, and this funding in the case of infrastructure projects is decisive.

4. ANNEXES

BUILDING THE INTEGRATED ACTION PLAN

The structuring of the action plan was based on the analysis made to the economic analysis of the municipality of Amarante and, subsequently, on a careful and participated analysis about which sector could create competitive advantages for the municipality and create more and better jobs.

As already mentioned, in the case of Amarante, during the participatory process of discussion, the following tools were used to determine the sector that would gather a high potential of value creation for Amarante, both in qualified employment and in a multiplier and positive effect in already existing and promising sectors, such as industry and tourism:

DIAGNOSIS - ECONOMIC ANALYSIS OF AMARANTE

City & Region Economic Map

Amarante Internal Forces	
<ul style="list-style-type: none"> - Industrial Base Incubator (IET); - Vocational Schools: - CTESPs (Felgueiras) running on IET; - CENFIM; - EPALC; - Tourist Potential: <ul style="list-style-type: none"> . Marão – centrality to natural / agricultural resource areas and tourism . Pedestrian routes for sports and tourism . Serra da Aboboreira with tourist potential; . Olo River for Nature Sports . Água do Marão - Highways / accesses (A4/ IP4); - Proximity to education centers (UMinho + UPorto + UTAD) and Research Centers; 	<ul style="list-style-type: none"> - Metalomechanics (with presence in major national works); - Large companies with long years of history and experience: Tabopan and Motaengil; - Presence of a foundry (there are 9, nationally); - Gastronomy (cabrito + 'o verde' + padronelo bread); - Conventual sweets; - Vinho verde (including and historical elements of it); - Aqua Park; - Proximity to the Douro region; - Premium Hotels (Monverde + Casa da Calçada;)

INTEGRATED ACTION PLAN - AMARANTE

<ul style="list-style-type: none"> - Know-how in the production of funerary urns; - Cultural Offering (including MIMO); - History with connections to characters of great relevance to national history; 	<ul style="list-style-type: none"> - Non-traditional / less conventional tourism); - Surrounding population density (youngest region in europe; access to talent); - Ecopista do Tâmega
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Neighboring Counties
<p>Felgueiras:</p> <ul style="list-style-type: none"> - Footwear Vocational Training Center (CFPIC); - Vocational School (specialization area: electronics, management accounting, leather goods and footwear, ...)
<p>Marco de Canaveses:</p> <ul style="list-style-type: none"> - EPAMAC
<p>Lousada:</p> <ul style="list-style-type: none"> - Vocational Training Center (Modatex)
<p>Celorico de Basto:</p> <ul style="list-style-type: none"> -Vocational School

Generating ideas - Strategic Horizons for the city (Economic Specialization Areas)

Along with the technological sector, chosen as the economic specialization niche to focus on, other sectors deserved the working group's attention, reflection and debate, including

Turism

- Promote tourism of experience, associated with the river, nature/ mountains, spas
- Leverage the concept of "Music City", reconized by Unesco

Creative Industries

- Using well-known artists from the fields of music and painting;
- Creation of artistic residences for interventions in specific places
- Example of a good practice: the city of London in the recovery of some neighborhoods

Construction

- Amarante presents a long history in this sector, being considered one of the main engines of development of the city
- Betting on reconstruction and urban regeneration

Metallurgy and Metalworking

- Amarante is a city with mature players in this area, so it remains strategic to invest in the leverage of this sector
- It is a sector traditionally linked to construction

Health and Wellness

- Leveraged on thermal waters, nature and existing hotels
- Amarante easily with this combination of factors could be strong in this area

Digital Cities

- With the attraction of the INDRA group investment, Amarante revealed that it has a talent pool in the area that is currently migrating and that by keeping it in the region we can attract more ICT companies.
- The geographic framing of the city in the middle of 3 universities in the technological area and with a cybersecurity school also leverages the necessary training.

Culture

- Amarante being a creative city of Unesco and Music and birthplace of so many artists, with the proper marketing could become a reference in this sector

Hackathon Amarante Go Tech

This initiative intended to test some of the assumptions of positioning Amarante as a technological cluster, creating the ideal ecosystem for the attraction of companies in the sector and the development of new technological businesses.

This initiative intended to drive the ideation and discussion of Amarante's digital and technological transition, involving, for this, the talent and energy of civil society.

Consequently, an ideas contest was launched in the city, aiming the development of projects in the following categories

- (a) Digital and technological entrepreneurship: new business ideas of digital and/or technological base;
- b) SmartCity: creation of technological solutions to improve the quality of life of citizens, through a digital approach to public services and/or creation of intelligent systems of monitoring/optimization of the city's collective resources, focusing on the concept of SmartCity;
- c) Competitiveness of the digital and technological cluster: creation of projects that foster the competitiveness of Amarante to become a digital and technological cluster, addressing, namely, the areas of talent, infrastructure, development of value chains, etc.

Winning projects:

1	<p>Team Name: TurnPage</p> <p>Project Name: Smart Design (Street Furniture)</p> <p>Project Description: Reconversion of public space through urban furniture powered by renewable energy, promoting interactivity with the user, and using assets from the metalworking sector of Amarante.</p>
2	<p>Team Name: Bastech</p> <p>Name of Project: Technology Center</p> <p>Project Description: Technology center with machines and capable people to support the development of technological products. This technological center is inspired in a FabLab, and should include a 3D printer, CNC milling machine for wood, CNC milling machine for metals, robotics and automation equipment, laser cutting machine, as well as software necessary to use the physical devices.</p> <p>In this space companies can develop new products, and develop technology to</p>

	improve their machines and processes.
3	<p>Team Name: AMT Valley</p> <p>Project Name: Virtugal</p> <p>Project Description: Online sales platform, which through a 360° mapping of each street / cultural heritage / stores / restaurants / hotels and other points of interest, allows a "visitor" with access to a web browser / smartphone, to make a virtual tour along the streets of the city, and as it passes by each point of interest to enter and visit the interior space, being attracted to make the actual purchase or visit the site in person.</p>



Small Scale Actions

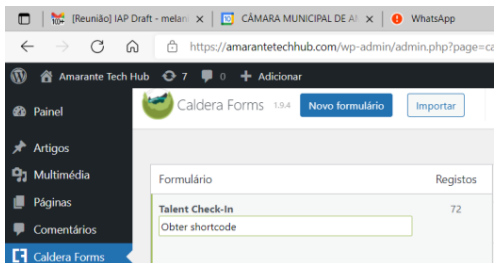
The Urbact methodology assumes the creation of Small Scale Actions - pilot actions to test and evaluate, on a small scale, the attractiveness and impact of the concept of a technology cluster in Amarante.

These pilot actions were developed and implemented before the construction of the Action Plan, to test whether the results achieved effectively align with the expectations of impact of a technology cluster, potentially contributing to the competitiveness of such a positioning.

For the structuring of the pilot projects to be tested, it was attempted, after the identification of the sector's challenges, to address the most pressing areas of intervention and that would contribute to leverage the sector.

The following Small Scale Actions were developed and implemented in Amarante:

Talent Check-In

Description	Talent Check-in	Area	Human Resources
<p>Description of Activity:</p> <p>Talent Check-in program aimed to test if we could create a network of professionals in the technological sector interested in joining Amarante Tech Hub, either to receive job opportunities or opportunities to participate in technology events.</p> <p>This initiative mapped human resources / talent to present the profile to employers and future employers of Amarante Tech Hub, but at the same time, traces and consolidates the numbers of potential human resources available for the sector in the city/region.</p>			
<p>Results achieved</p>  <p>Initiative that is running continuously. (+ 70 professionals registered at the time)</p>			

Talent Move to Amarante

Description	Talent Move to Amarante	Area	Human Resources
<p>Description of Activity:</p> <p>This initiative intended to test the attractiveness of Amarante for the migration of people, namely those who work in this sector or have the possibility to develop their professional activity remotely and want to explore different work environments.</p> <p>The programme was composed by the offer of one month of free accommodation and a program of tourist experiences, to experience the quality of life that Amarante has to</p>			

offer to those who choose to live and work in the municipality.

The candidates, in return of the benefit received, had to dynamize a workshop or masterclass, within their area of knowledge, to the technological community of Amarante.

This programme, lasted 3 months, receiving a family/family per month, in October, November and December 2021.

Results achieved

50+ professionals registered (for 3 months)

3 Dynamic Workshops: 1. design, build and launch a website in 5 steps, for free; 2. clean code; 3. infrastructure as code

Photographs of the Initiative



3. Move Your Business to Amarante

Description	Move Your Business to Amarante	Area	Investment Attraction
<p><u>Activity Description</u></p> <p>With this initiative, we intended to test Amarante’s ability to attract investment/companies from the technological sector, which are in a phase of growth, and with the possibility of implementing a team to develop their professional activity in Amarante. Knowing the complexity of the decision of opening new branches in territories outside major cities, this initiative allowed companies with this intention to experience the creation of a new team in Amarante in an agile way and with low cost.</p> <p>In this action, the selected companies will benefit from:</p> <ul style="list-style-type: none"> i. Free hosting and incubation space, for 4 months, with cleaning service, internet and energy included ii. Team building action of collaboration and integration among colleagues, but also of integration in Amarante iii. Support in the integration of the company in the regional technological ecosystem, namely with entities of the scientific and technological system, and also with the economic ecosystem; iv. Support in the process of selection and recruitment of specialized human resources; v. Merchandising and institutional offer of the municipality of Amarante. <p>b) The companies, which during the period hire human resources from Amarante or from neighboring municipalities, will benefit from the possibility of using the office space, free of charge, for another 4 months if they hire 1 person and for another 8 months if they hire 2 or more people.</p>			
<p><u>Results achieved</u></p> <p>Attraction of 2 companies in the areas: automation and robotics, and healthtech</p> <p>Maintance of the project in our IAP</p>			