

LISTEN AND CO-CREATE WITH CITIZENS

INTEGRATED ACTION PLAN SANTA MARIA DA FEIRA

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MUNICIPAL CONTEXT



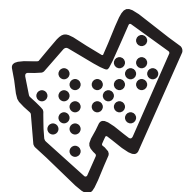
The Municipality of Santa Maria da Feira is located in the south of Porto Metropolitan Area, Portugal, at the confluence of an important set of communication routes, which ensure proximity to the large urban centres of Porto, Aveiro and Coimbra. The Municipality is characterized by a dynamic and diversified industry, hosting the largest cork transformation centre in the world and the largest concentration of the footwear industry, also highlighting the metalworking, metallurgy, paper, ceramics, dairy products, toys and childcare.

Santa Maria da Feira has important tourist attractions of a monumental and scenic nature, with emphasis on the Castle with origins in the 11th century, a remarkable example of medieval military architecture, the St. Jorge Spa, considered one of the best spas in the country, the Museum Convento dos Loios, the Paper Museum of Terra de Santa Maria and the Castro de Romariz. Also noteworthy are the Europarque Congress Centre and the Imaginarius Artistic Creation Centre.

The dynamics of the municipality also includes a strong focus on activities of cultural and tourist interest: the Festa das Fogaceiras, the Imaginarius International Street Theatre Festival, the Medieval Journey in Terra de Santa Maria and the Perlim Christmas Thematic Park, major events that place Santa Maria da Feira on the map.



215,87 km²
Land Area



21
Parishes



136 720
Inhabitants

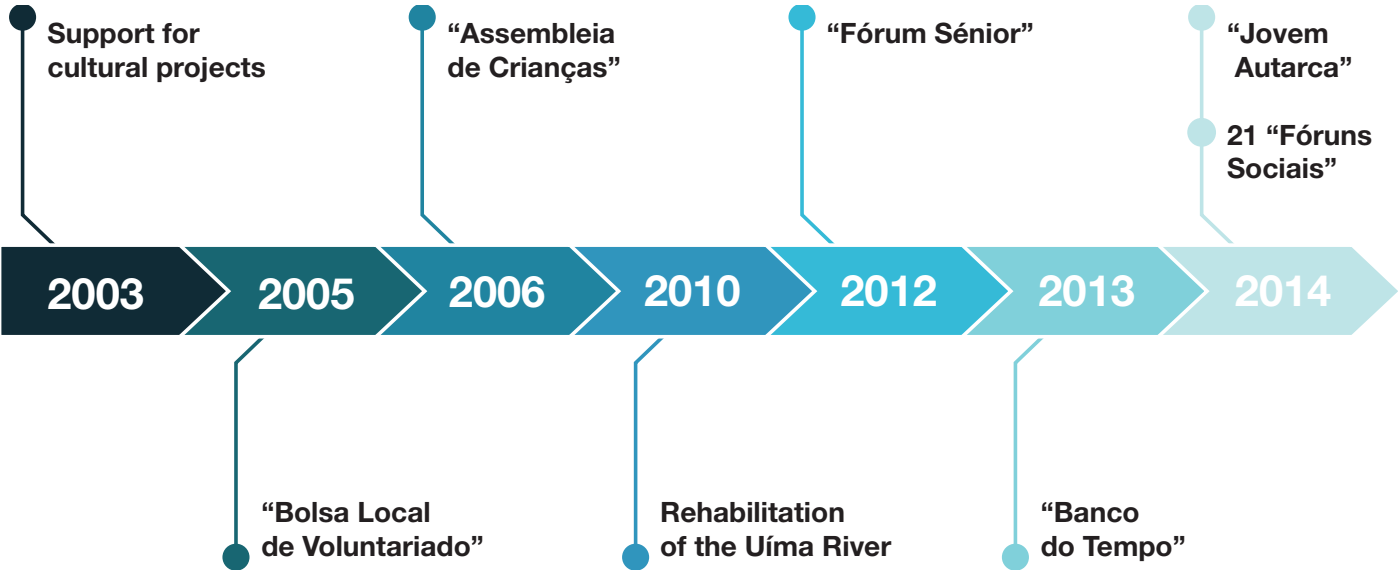


65%
Active Population



SANTA MARIA DA FEIRA PARTICIPATORY DEMOCRACY

MUNICIPAL TIMELINE OF CITIZENS' DEMOCRATIC ENGAGEMENT



WHY DO WE WORK
ON PARTICIPATORY
DEMOCRACY?

Everyone recognizes today that democracies around the world are increasingly under threat. The number of issues they have to face and which they struggle to answer (social justice, economic stability, climate change, etc.) puts our democracies at risk. Furthermore, an increasing number of people feel that they are not heard or taken into account by policy makers. In this context, citizens claim the right to have a say in the decisions, choices and public policies that are taken.

Elected representatives are elected to represent citizens and “govern in their name”. And they rule. But in many cases they do not ‘sufficiently’ represent the people. And even if they did, does that prevent them from collaborating with citizens on their decisions throughout their term of office? Cities now recognize that integrating a certain level of citizen participation (in some cases) into the decision making process could be not only useful, but actually necessary.

This thinking and way of acting is in line with the Constituição da República Portuguesa and international and

European guidelines such as the 2030 Agenda and the United Nations' New Urban Agenda (Habitat III), the European Ecological Pact, New European Bauhaus and the Leipzig Charter, among other documents that defend and encourage the active participation of citizens in the resilient and sustainable development of cities. In this sense, the URBACT “Active Citizens” project aims to develop a culture of participation and a sense of belonging and active citizenship. The goal is:

- rebuild trust between citizens and the city administration;
- facilitate dialogue between elected representatives and citizens;
- collect citizens' opinions and views on public issues or actions;
- promote the co-creation of solutions (ideas, plans, agendas, actions) between citizens and the municipal administration;
- encourage the active participation of citizens in urban planning projects and decisions.

(Christophe Gouache, 2020).

WHERE WE WERE
IN 2019?

CITIZENS’ RELATION
TO GOVERNANCE

Portugal has one of the lowest voter turnouts in Europe. The abstention rate has been increasing constantly since 1975 showing a growing disinterest for politics by citizens. This situation reinforces the representative democracy crisis leading to elected officials who represent less and less the citizens. This situation has been analysed within Active Citizens network.

At the same time, locally, in Santa Maria da Feira, the situation seems to offer quite hopeful perspectives. Indeed, citizens’ engagement in local life is rather high with hundreds of citizens involved in diverse volunteering activities. This engagement demonstrates a will, from many citizens, to socially act for the municipality’s dynamism and quality of life. By building upon this logic, there are promising perspectives to bring citizens closer and closer to local governance matters.

Santa Maria da Feira hosts multiple inspiring practices of citizen participation but also multistakeholder collaboration like Jovem Autarca, Assembleia de Crianças, Fóruns Sociais de Freguesia, Fórum Sénior and many other initiatives like Uíma River

intervention, community involvement in schools refurbishing, citizens’ participation in culture, a citizen ran Time Bank or a platform for Volunteers Matchmaking database: Bolsa Local Voluntariado) that testify the multiple dynamic local initiatives and programmes of citizen participation.

Once these inspiring examples in the sphere of civic participation have been consolidated, the Municipality of Santa Maria da Feira now intends to explore and enhance the dimension of participatory democracy, namely in the different areas that involve participatory urban planning in the construction of the territory that, until now, has been limited to the requirements of the law. The integration of the Municipality in the Active Citizens network of the URBACT program constitutes a concrete opportunity to improve existing practices, but also to explore new creative directions, such as the joint design and planning of the city.

(Christophe Gouache, 2020).

OPENING UP THE CONVERSATION WITH CITIZENS ABOUT URBAN PLANNING CHOICES

[CITIZEN PARTICIPATION IN CITY MAKING, URBAN PLANNING]

The current Portuguese legal framework assumes citizen participation as a structuring condition for all public policy (Constituição da República Portuguesa - Art 2). The decision-making model that used through the entire municipal organization needs the involvement of everyone in a formal or informal way, be it individually or in groups (associations representing economic, social, cultural and environmental interests). However, the history of municipal planning reveals a weak motivation and commitment of the population to intervene in public affairs. This may lead to a creation of a rift between the decisions made and the needs of the population as a whole.

Thus, there is a necessity to further promote and encourage the participation of the citizens in the decision-making beyond the law exigencies that normally the municipality undertakens in the beginning and end of processes.

For this reason, the municipality needs to go further not only by extending the public participation periods and holding continuous seminars and exhibitions about the territory, but most of all by involve the citizen from the first beginning: the ideation phase.

The democratization of urban planning is a right – right to the city -, and citizens need to be heard about design and planning of the space where they live. It is not only a matter of buildings and infrastructures, but also social, cultural, environmental, economic and civic capital that creates the space where we live. Citizens and local communities must be seen as agents of change and builders of social inclusion in a territory with identity.

“Opening up the conversation with citizens about urban planning is essential from ideation to final implementation, in order to guarantee administration transparency, promote territory identity, and motivate active engagement of communities aiming citizens quality of life and well-being" (*World Charter for the Right to the City, UCLG*).

Active Citizens was inspired by the Citizen Participation Ladder - a tool that measures citizen participation - by Sherry Arnstein. In this way, Active Citizens has defined the following levels of participation:

Information Being informed, knowing what is going on, decisions that are made, discussed or planned to be made

Consultation Presenting ideas or plans to citizens to collect their opinions, reactions, concerns.

Concertation Inviting representatives of citizens’ interests or citizens to collect their views, negotiate and potentially adapt the original plans.

Co-creation Co-creating policies/ plans together with citizens at the initial phase of design. Solutions are co-elaborated from the beginning.

Co-decision Making choices and taking ‘final’ decisions, is done by public authorities and citizens together, in partnership mode.

Delegated Power Public authorities delegate to citizens the power of creation and/or decision. Citizens are granted authority.

Citizen Control Citizens are in full control of power and decision. They are responsible and organized to manage that power.

Active Citizens focus on co-creation and co-decision levels, as it is understood the best way to diminish the gap between citizens and administration. **Instead of being a top down or bottom up process, co-creation and co-decision involves a multi directional approach to problem solving.**

By using and diffusing co-creation and co-decision we desire to achieve citizens that normally don’t participate in urban planning. For this we intend to:

- go to the field to meet the citizens where they are instead of calling them to a room;
- to engage a wide range of citizens independently of their age, background, geography etc.;
- Listen and collect problems and suggestions identified by citizens concerning local administration;
- put on the table municipal administration needs and ask their contributions for that problems, visa vis for the citizens;
- organize creative meetings always involving elected officials, civil servants and citizens; simplifying language by using maquettes, games, photos, maps, to facilitate communication.

WHO ARE THE STAKEHOLDERS?

Developing participatory urban planning

To engage and develop Active Citizens activities we invited some local entities and advertised the project through the local media.

Our active stakeholders are:

NGO's (Rosto Solidário, Scouts, Parents Association);

Public Authorities (City Council Administration, CCDRN, Local Parishes);

Private Sector (Rádio Sintonia);

Citizens (Jovem Autarca, Assembleia de Crianças, Fóruns Sociais, Bolsa Local de Voluntariado, Banco do Tempo, Fórum Sénior, Night Runners, Anonymous Citizens).

Partners identified in the ULG meeting of 9th December 2020

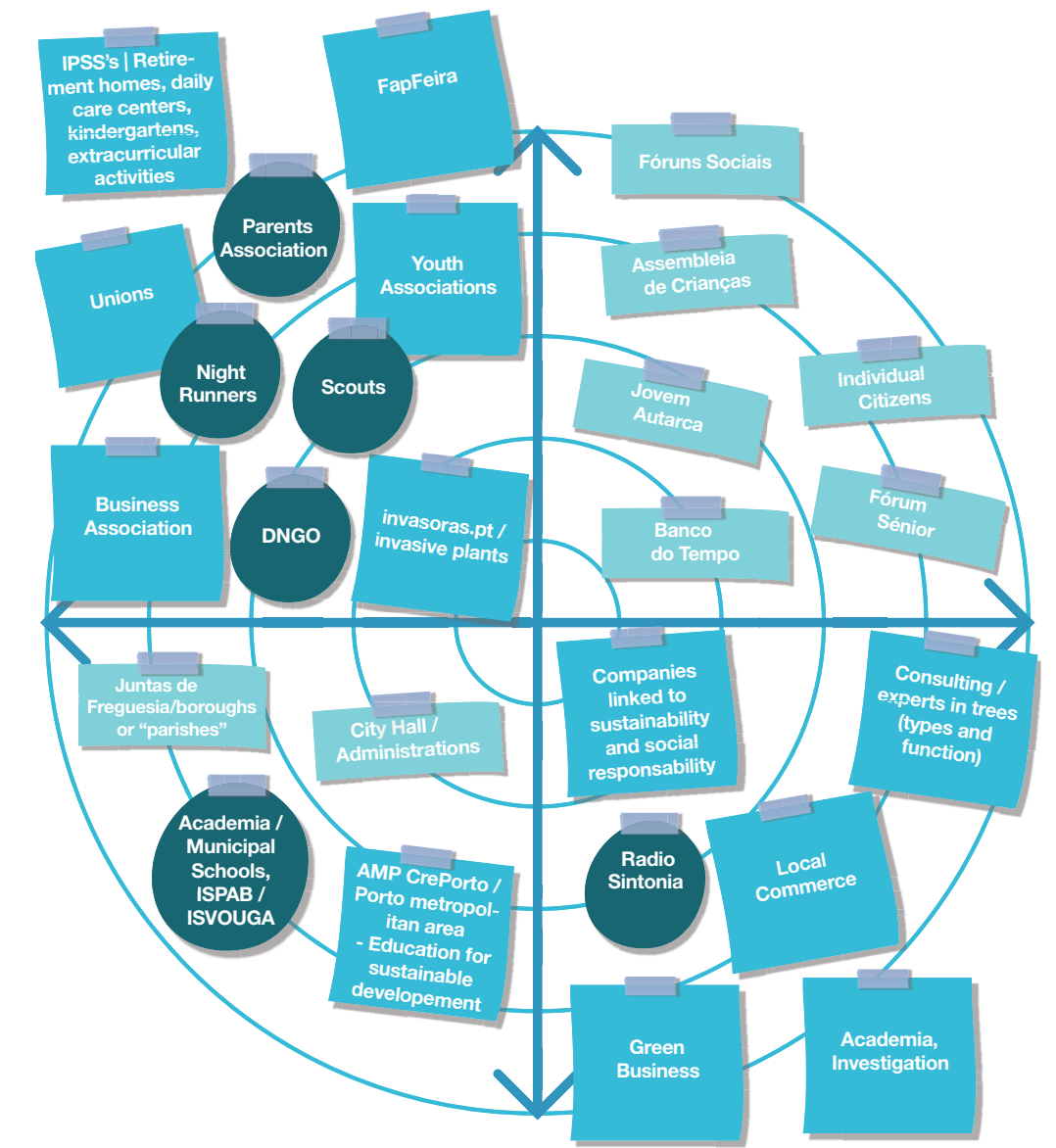
Partners involved since the beginning

Partners involved after June 2021

Partnerships not activated

NGO'S

CITIZENS



PUBLIC AUTHORITIES

PRIVATE SECTOR

SETTING UP AN
URBACT LOCAL
GROUP



Each partner city involved in an URBACT network needs to set up what is called an URBACT Local Group (ULG). Basically, it's a group of local stakeholders who co-produce the city strategy and action plan together with the city administration. Its composition is heterogeneous and include, usually: civil servants, elected officials, NGOs & associations, researchers, professors, etc.) and of course, citizens. Each ULG is composed in a unique way. It's up to each city to define who should be part of it based on the challenge they're trying to tackle.

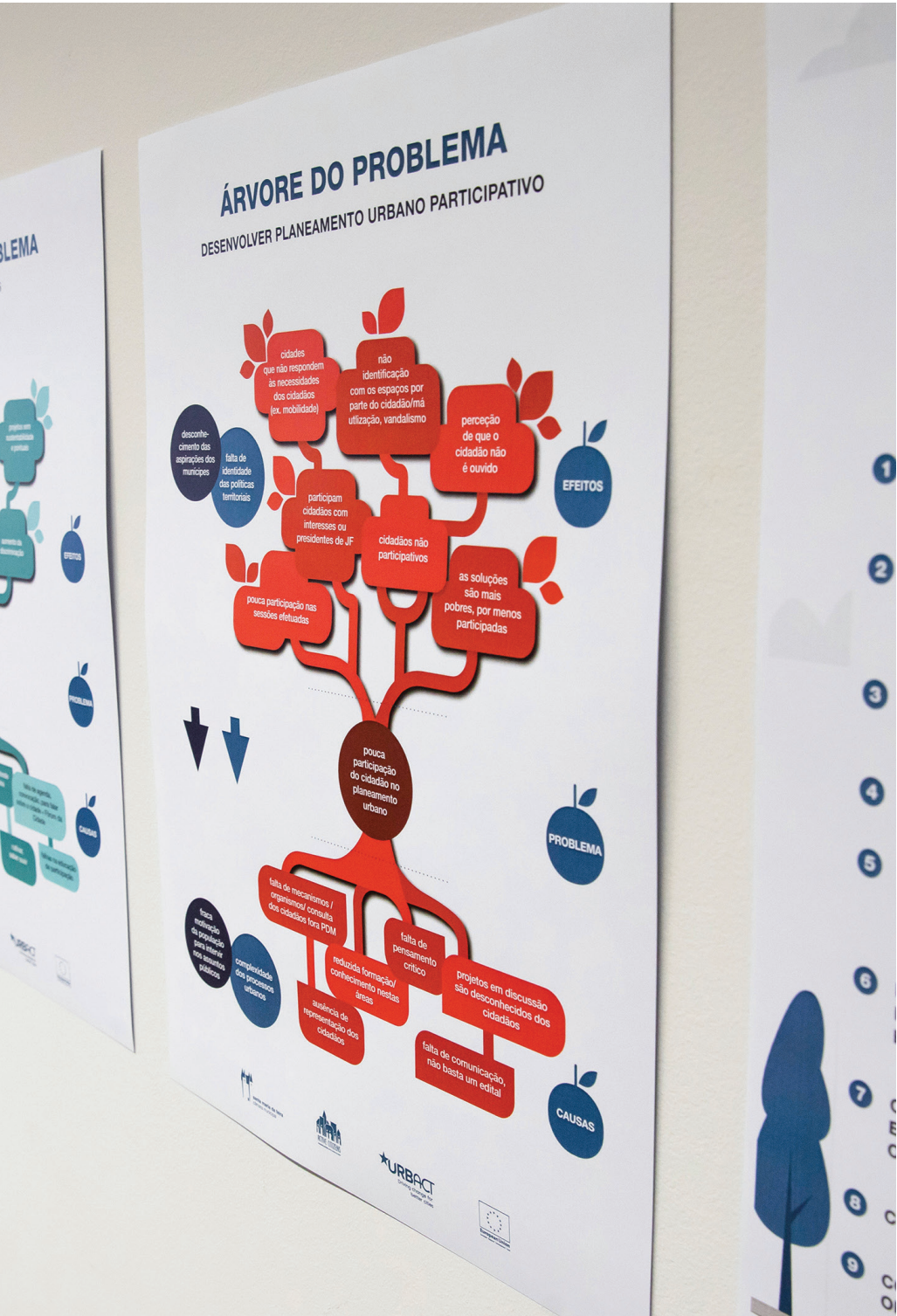
In Active Citizens, Santa Maria da Feira gathered the following people:

2nd Small-Scale Action, develop participatory urban planning, world café, 16 September 2021, ULG and new members

- Ana Ozório**
Elected - official urban planning, since October 2021, before was ULG member
- Cristina Tenreiro**
Elected official till September 2021 then ULG member
- José Cardoso**
Head of sports and youth departments
- Elisabete Cruz**
Civil servant: economy
- Maria Meneses**
Civil servant: international relations
- Xavier Santos**
Elected member: children assembly
- Vânia Nobre**
Civil servant: children assembly
- Bruno Souza**
Elected member: young mayor
- Júlia Sá**
Time bank
- Daniela Serra**
Time bank
- Horácio Sá**
Forum senior
- Marina Rodrigues**
Head of environment department

- Tereza Azinheira**
Civil Servente: planning department
- Filipe Dias**
Social forum de Rio Meão
- Tiago Silva**
Volunteering bank
- Maria João**
Civil servant: social action
- Casimiro Fernandes**
Night runners
- Elvira Baptista**
FapFeira - parents association
- Madalena Sá**
Citizen
- Gil Santos**
Citizen
- Cristiana Santos**
Citizen
- Pedro Leite**
Scouts
- Paulo Costa**
DNGO Rosto Solidário
- Catarina Gonçalves**
DNGO Rosto Solidário
- Carla Palhares**
Civil servant: Jovem Autarca

THE ACTIVE CITIZENS' CHALLENGES & LOCAL CHALLENGES



During the first six months of the network, the lead expert of the project went on field visits in all partners cities in order to build a state of the art as well as draw each city profile. The results were put together in a document called the Baseline study. In Active Citizens, the baseline study identified 9 challenges regarding participatory democracy:

1. Developing a culture of participation
2. Enlarging and diversifying active citizens
3. Co creating solutions city & citizens together
4. Building trust
5. Developing participatory urban planning
6. Bridging the gap between elected representatives and citizens
7. Listening to citizens and asking their opinions
8. Supporting lively neighbourhood
9. Co deciding upon public budget allocation

7th ULG meeting, June 2nd 2021, start the process of idealizing Small-Scale Actions

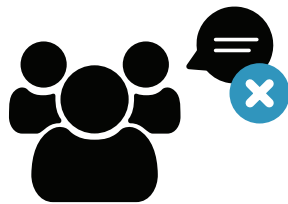
The challenges chosen by Santa Maria da Feira ULG using zoom and miro are:

1. **Developing a culture of participation** aims to reflect about low representation of citizens, lack of diversity, and the idea that the voice of citizens' is not heard. We want to develop a culture of participation and a sense of active citizenship. Existing entities (fóruns, Jovem Autarca, Assembleia de Crianças, etc.) reflect the social impact that active citizenship may assume in young people, and the proofs (work done) reveal that this youths remain active later on. Nevertheless Santa Maria da Feira needs to foster and developed a real culture of participation. For example, promoting trainings in the field of citizen participation (either internal training of civil servants or training for citizens).
2. **Developing a participatory urban planning** not enough citizens are involved in thinking and talking about the city planning. We want to develop participatory urban planning that goes beyond the law exigencies, thus methods and tools need to be find and mature for citizens participation in the urban city design within the ULG and outside in all municipality territory.

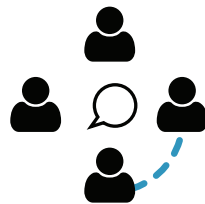
3. **Co-creating solutions municipality & citizens together** lack of articulation to promote transversal projects, and need for inter and intra communication. We want to decrease mistrust towards elected representatives and place citizen presence is not always in the agenda increasing the sense of transparency. Santa Maria da Feira has some practices allowing co-creation but there is a need for adjustments and creation of innovative approaches for citizens' participation.

ANALYZING THE PROBLEMS

LOW CULTURE OF PARTICIPATION



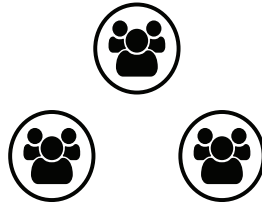
Low representation of citizens
(no voice in the structures / projects)



Feeling that their voice is not heard



Lack of citizens' diversity in terms of age /
socioeconomic background

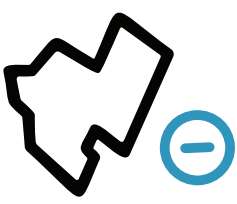


Several citizens' focus groups of
discussion without connection between
them and the decision makers



Lack of wide awareness and
consciousness on education for
participation in all subjects of municipal life

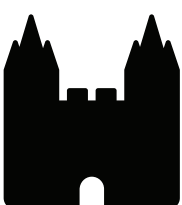
LOW PARTICIPATION OF THE CITIZEN IN URBAN PLANNING



Not enough citizens involved
in discussing municipal planning



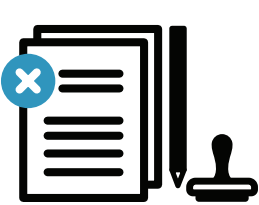
Low motivation of citizens
to participate except the ones who have
personal interests



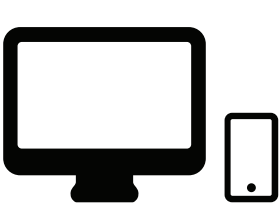
Lack of identity concerning
territorial policies



Low communication / projects are
unknown



Complexity of the urban
processes



Inexistence of digital tools
for participation

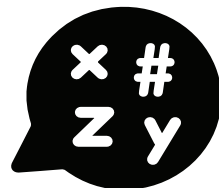
CO-CREATING
SOLUTIONS
MUNICIPALITY
& CITIZENS TOGETHER



Mistrust towards elected representatives,
citizen voice is not always in the agenda



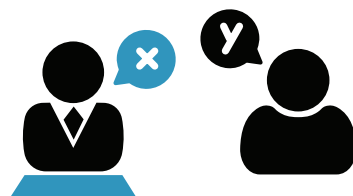
No stimulation for development of creativity
/ inability to think outside the box



Communication doesn't reach citizens



Lack of transversal projects



Perceived overlap of the professional
eye (language + decision maker) on the
citizens' voice › there is no identification

WHAT DO WE WANT?

CITIZENS' RELATION
TO GOVERNANCE

Santa Maria da Feira ULG followed the URBACT methodology. After analysing the problems through the “problem trees”, the ULG reflected on different possible participatory approaches, giving rise to visions for 2030 that empower the local Active Citizens network.

The reflections included in the visions have as aim to increase the quality of life and the well-being of Feirense citizens, envisioning the future of the city/ Municipality through the lens of citizens' perceptions of space and how people can make the most of it in a fair, sustainable, inclusive and environmentally friendly way. In this way, the need for a means of communication between the citizen and the public administration is highlighted for the implementation of a collaborative and participatory process that can include the following tools:

- Diverse **meetings** and **events** with the various local agents and citizens;
- **Training** in citizen participation methodologies for citizens, civil servants and elected officials;
- Thematic **exhibitions** with local issues and/or inspiring international practices;
- Specific **workshops** and digital simulations, matching the expectations of citizens;

- **Suggestion box**;
- **Safari tours** and **photovoice** on specific themes with informal groups of citizens, to give information and gather citizens' suggestions, perceptions and identity/ emotional connections;
- Engage **schools** and **parents** in local active participation;
- **Awareness campaigns** addressed to the general public;
- **Digital platform** to promote democratic participation
- Annual **city hall open day**
- Creation of the **Citizen Participation Office**.

The visions express that the involvement of citizens in the processes of local democratic participation should not be an end, but a continuous process of improvement of methods and tools of participation, with a view to building a sustainable territory, where local identity prevails, as well as the satisfaction and the quality of life of its inhabitants.



A LEARNING JOURNEY

ABOUT ACTION PLANNING NETWORKS



Page 28:
1st Small-Scale Action, Develop
a Culture of Participation, 11 July 2021;
ULG and Sunday Walkers

URBACT supports European cities to develop sustainable integrated responses to the pressing challenges they face today. It offers them a unique opportunity to learn from other peers in Europe.

URBACT networks foster the exchange of experience and good practice across cities, building urban stakeholders' capacity to develop efficient solutions. One could say that URBACT is an European incubator for sustainable integrated urban development enabling cities to benefit from the tried and tested URBACT Method.

The main objective of Action Planning Networks is to bring together between 7 and 10 cities across Europe to exchange their experience in a particular thematic urban development challenge (in our case Participatory Democracy) and to share their ideas about possible solutions, during a period of over 2 years. The Phase 1 from late June 2019 to February 2020 focused on the development of baseline studies, city profiles and the production of the Application Form for Phase 2. Once approved for Phase 2, the network Active

Citizens then focuses on achieving 2 key results, co-creating their Integrated Action Plan together with their Urbact local group (ULG) at the same time as experimenting Small Scale Actions (SSA). Throughout the process, the SARS Cov 2 pandemic, became a real challenge for the entire Active Citizens network and the URBACT program, to adapt content to simple and intuitive digital tools, in order to follow up on the initial objectives. The Active Citizens network (Lead Partner and Lead Expert) was extremely creative and innovative in carrying out the Transnational Meetings online and transferring knowledge to the cities, thus allowing an excellent digital dynamism of the ULG in Santa Maria da Feira, which lasted until the 2nd of June 2021.

The entire path of this Action Planning Network was, therefore, an opportunity to carry out transnational exchanges and diverse learning between different European cities, and at the same time an opportunity to explore, experiment and co-create actions with the aim of creating a participatory strategy for the city, together with local agents and citizens.

During this long adventure, Active Citizens partner cities travelled 8 times across Europe, welcomed other cities in their territory, experimented new ways of engaging citizens (Small Scale Actions) and locally built desirable visions of the future, as well as co-created a concrete, ambitious but credible plan of action to implement greater participatory democracy locally.

Active Citizens Transnational Meeting, URBACT,
in Santa Maria da Feira, 15 December 2021

Active Citizens Transnational Meeting, URBACT, in Santa Maria da Feira 15th and 16th December 2021.

Active Citizens transnational meetings allowed the knowledge of the different historical-cultural realities, the exchange of enriching good practices in the area of participatory democracy and promoted learnings among peers.

The transnational meeting in Santa Maria da Feira was dedicated to the presentation of small-scale actions and the Action Tables outlined within the ULG of each partner city. The lead expert informed about the contents to be included in the draft Integrated Action Plan, which was delivered to the URBACT secretariat in January 2022.

On December 15th, the Mayor of Santa Maria da Feira, Dr. Emídio Sousa, welcomed the partner cities, and later, with the lead expert, started a dialogue on participatory democracy with the members of the network cities, ULG members, Advisory Council of the Youth Office and the members of the Children's Assembly.

This meeting highlighted the ULG as an important tool for the development of a culture of participation, as citizens participate in actions where they are heard from the initial stage and not just heard at the end of a process. This methodology allows the co-creation between citizens, technicians and elected members.

Santa Maria da Feira's participation in transnational meetings was important to share ideas and assimilate learnings that inspired some actions of the Integrated Action Plan, such as inclusion of games on the digital platform - Dinslaken (DE) Hackathon -, mobile citizenship lab - Saint Quentin (FR). Other actions were inspired by the lead expert and the genesis of Active Citizens itself, such as the digital platform and training in participatory democracy for citizens, officials and elected members. The remaining actions were inspired by the small-scale actions that we developed in the field as experiments using the safari tour, world café and photo voice methodologies.



Active Citizens Transnational Meeting, URBACT, in Santa Maria da Feira, 15 December 2021, Active Citizens cities, URBACT National Point and CCDRN.



Active Citizens Transnational Meeting, URBACT,
in Santa Maria da Feira, 15 December 2021,
ULG, Advisory Council of the Youth Office and the
members of the Children's Assembly



INTEGRATED ACTION PLAN ROADMAP

CHALLENGES (PROBLEM ANALYSIS)

What? ULG of Santa Maria da Feira selected the following challenges:

- Developing participatory urban planning
- Developing a culture of participation
- Co-create solutions city & citizens
- Lively and active community

When? November › December 2020

How? Context & problem analysis (problem tree) + stakeholder mapping

Why? Making sure there is a collective understanding of the challenges and that those challenges are real (crucial/relevant) at city level.

↗ Cross analysis between cities

IAP | ROADMAP

What? Co-draft your IAP roadmap with your ULG. "Do we agree that this will be the path we will follow in order to co-create our IAP?"

When? December 2020

How? IAP roadmap template + comparison with other cities

Why? Making sure the path (roadmap) to follow in order to create the final IAP is clear for everyone.

↗ Comparison of IAP roadmap with the other cities

ELECTIONS
Fórum Sénior
May 2021

EXPERIMENTING (TRY OUT) / SSA

What? Could we experiment the most promising ideas in order to check whether they are relevant, feasible, worth developing? Can they really help solve our problems?

When? April › September 2021

How? Small Scale Actions (on the ground experimentations)

Why? Trying out ideas to check whether they are Proof of Concepts or not, evaluating their effects on our problems.

↗ Peer to peer learning from other cities' SSAs

GENERATING IDEAS

What? What could we do to achieve our objectives, to make our vision a reality? What can we learn from our peers? What inspiring practices could we transfer to our local context? What could we invent?

When? March › April 2021

How? Idea generation and SSA reflections.

Why? Developing as many ideas as possible in order to respond to the objectives.

↗ What are the ideas in the other cities?

VISIONNING & OBJECTIVES

What? What do you wish to achieve? What would the future situation look like once the challenges are solved? What are our objectives?

When? January › February 2021

How? Vision building + objectives' description

Why? Making sure we have a clear idea of what we would like to achieve, in the end, through our IAP + defining clear and tangible objectives.

REFINE/ADJUST / FINETUNE

What? What do we need to adjust, refine, finetune? What should we correct to increase efficiency, impact, quality? What should we improve or re-develop, re-think?

When? September › November 2021

How? Small Scale Actions (on the ground experimentations)

Why? Trying out ideas to check whether they are Proof of Concepts or not, evaluating their effects on our problems.

↗ What are the learnings and adjustments in other cities?

LOCAL ELECTIONS
September | November 2021
Some Presidents of the Social Forums may change

DRAFTING IAP

What? Let's draft our Integrated Action Plan. What should we include into it? How does it integrate in the city policies (and beyond)? Is it realistic yet ambitious enough?

When? December 2021 › February 2022

How? IAP drafting

Why? From all the things we've learn, what is feasible, reachable, meaningful in order to respond efficiently to our initial challenges. What are the actions we will need to put in place?

↗ Reviewing and comparing with the other partner cities

ELECTIONS
Jovem Autarca
December 2021

FINALIZAR IAP

What? Is our IAP robust? Is our strategy bold yet implementable? Is it well integrated within the local politics and policies + regional and/or national ones?

When? February › April 2022

How? Comparing local IAP with other cities' IAP, sharing the IAP locally for collective approval & support, securing political support

Why? Are we sure our IAP is fine? Do we believe in it? Do we think it's both promising in terms of impact as well as reachable/feasible?



INTEGRATED ACTION PLAN (IAP)

SPREAD / COMMUNICATE

What? Let's inform the world about our IAP. Publicise, spread, share your IAP.

When? June › July 2022

How? Local/regional/national press + social networks, locals news, etc.

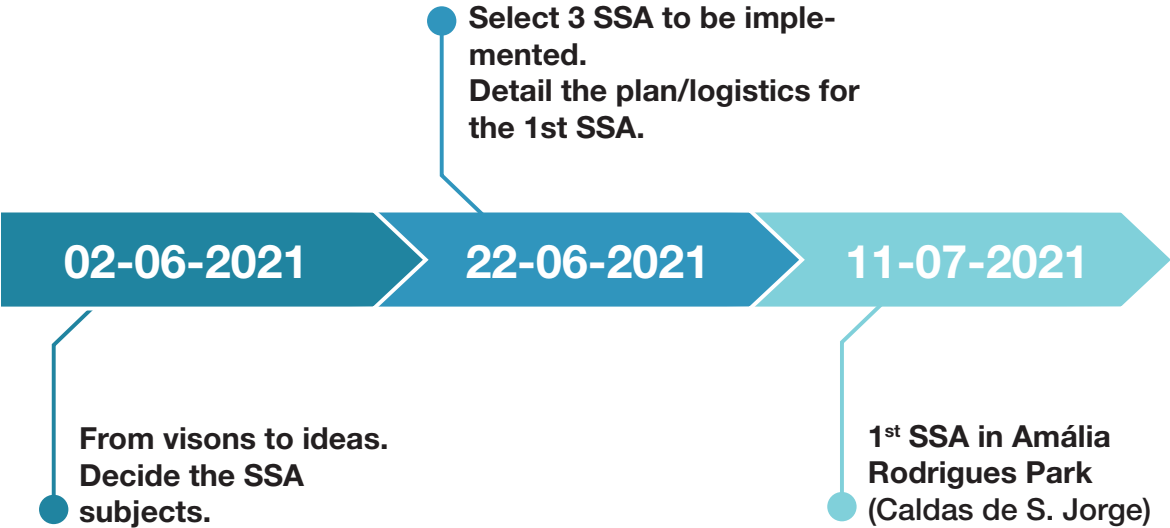
Why? Make sure, that at city level, people know about your IAP, about your wish to officially develop and implement participatory democracy.

SMALL SCALE ACTION



SMALL SCALE ACTION Nº1

ULG TIMELINE



1st Small-Scale Action, Develop a Culture of Participation, 11 July 2021; ULG and Sunday Walkers

Name of APE/SSA

Create Environmental Awareness in Amália Rodrigues Park (Caldas de S. Jorge) and walking trails alongside river Uíma.

Active Citizens challenge

Develop a culture of participation.

Describe your experimentation in a few lines (what did you do?)

“We want to know your opinion” the Welcome phrase had as its main objective to hear and record the opinion of citizens in a voluntarily and randomly way, about the most municipal worrying environmental problems and, simultaneously, provide useful information to promote environmental consciousness behaviours and reflection on individual acts and their consequences for the environment and the planet.

Expected outcomes/results - what did you try to achieve? What were your initial objectives/hopes? What did you try to ‘prove’ through your SSA?

Objective:

- to listen to citizens about the municipality’s environmental problems;
- inform about the destination of waste to create environmental awareness and raise awareness about microplastics problematics.

Expected Results:

- participation and interactive dialogue with citizens;
- get answers and register how long citizens have been living in the municipality and whether they like to live in it;
- register the environmental problems that citizens identify;
- what could be done to solve existing environmental problems;
- what the citizen is willing to do to solve these problems.

What were the effects produced by your SSA? What came out of the SSA? What did we learn from it?

- 90% of the trail walkers participated in the ssa;
- there is no low culture of participation, however, there is a need to innovate citizen participation by going to the field to meet them;
- citizens point out the lack of civility;
- share responsibility for solving the different problems in conjunction with City Council and Parishes;
- need for continued awareness of environmental issues.

Integrate here some verbatims/quotes from people who took part to the Small Scale Action

- “greater interactivity between the city council and the population in the sense

of mutual help and community spirit for the common good”;

- “improving communication between decision makers and citizens”;
- “greater awareness for a more active participation in environmental issues”;
- “working together city council, parish councils and people”;
- “campaign to raise awareness and take tougher measures”;
- promote “civism, awareness”;
- “create events to inform people; informative and educational campaigns in schools and in community in general”.



1st Small-Scale Action, Develop a Culture of Participation, 11 July 2021; ULG and Sunday Walkers



1st Small-Scale Action, Develop
a Culture of Participation, 11 July 2021;
ULG and Sunday Walkers

I can't stay here ... I don't belong here!

Page 45:
1st Small-Scale Action, Develop
a Culture of Participation, 11 July 2021;
ULG and Sunday Walkers

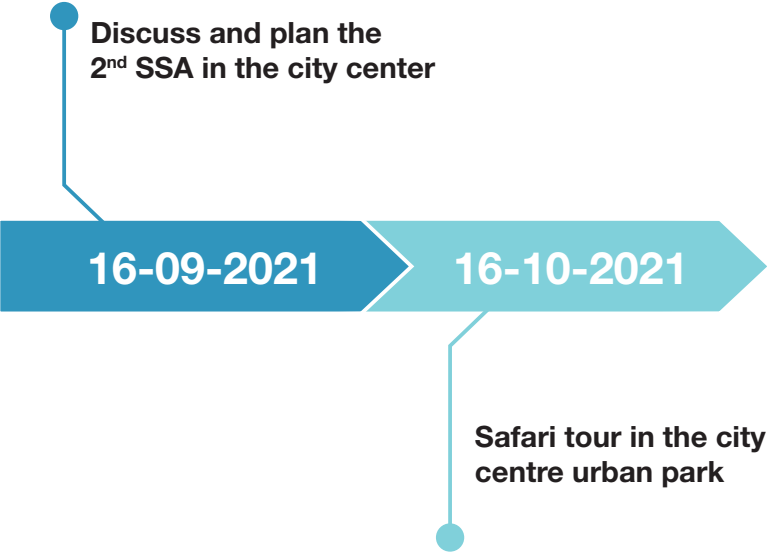
Today I put on my wellies to clean up human
garbage. Put yours on and come help me!





SMALL SCALE ACTION N°2

ULG TIMELINE



2nd Small-Scale Action, develop participatory urban planning, safari tour in the city park, October 16, 2021; ULG, deputy-mayor and citizens

Name of APE/SSA

Framing and Planning the City's Urban Park.

Active Citizens challenge

Low Citizen Participation in Urban Planning.

Describe your experimentation in a few lines (what did you do)?**1st phase 16 September**

- Exclusive participation of 15 citizens in the reflection, vision and planning the city's urban park ten years away;
- Reflect on how citizens perceive an urban park in Santa Maria da Feira;
- Plan the 2nd part of the small scale action with citizens on the urban park;
- Methodology: world cafe.

2nd phase 16 October

Morpheus, The Matrix “There's a difference between knowing the path and walking on the path”

- Invite citizens to walk and see the urban park through their senses: feel the atmosphere, geography and discover hidden places...
- Methodology: guided safari tour – to inform and ask citizens attention to this or that... pay attention to things that without a guide wouldn't be seen by the citizen.

Expected outcomes/results - what did you try to achieve? What were your initial objectives/hopes? What did you try to 'prove' through your SSA?**Objective 1st phase 16 September**

- Increase citizens participation in urban planning;
- Get information about what citizens like and dislike about the city centre; What should be the amplitude, functions and infrastructure of each area of the park; How important is an urban park in the city? What are its benefits and who will attend? How, who, when, where to listen to citizens of Santa Maria da Feira.

Objective 2nd phase 16 October

- Increase citizens participation in urban planning;
- Walk and inform citizens about the different park spots / attractions;
- Get information about the spots and how they can be increased / improved / used by the community;
- Provoke critical thinking about the place, used or abandoned areas, citizens aims, city needs...



2nd Small-Scale Action, develop participatory urban planning, safari tour – creation of QR code to send photos via whatsapp, 16 October 2021; ULG, deputy-mayor and citizens

Expected results 1st phase 16 September

- Increase citizens participation in urban planning;
- Introductions and conclusions involving decision makers (mostly listening) and citizens;
- Register citizens perceptions about the ideal park and possible connection with city centre and the municipality;
- Park dimension, areas, attractions target publics, etc. ;
- Park contributes to quality of life and capacity to attract new publics.

Expected results 2nd phase 16 October

- Participation and interactive dialogue between citizens, civil servants and decision makers along the walk;
- Pass from thinking to visualization on the site;
- Get citizens opinion on the best way to improve a spot / area or build another offer;
- Register citizens ideas and concerns about nature, river, biodiversity, human use etc.;
- What could be done to build a balanced human/nature relation park;
- What the citizen is willing to do / help to maintain and secure the park.

What were the effects produced by your SSA? What came out of the SSA? What did we learn from it?

In the 1st phase, 15 citizens in the world café method reflected and came out with their vision for the park having in mind their memories, identity, history, and culture.

We learn that citizens want an inclusive, biodiverse and wide large park involving the city centre, the railway and the Europarque.

Environmental education centre, maintenance, equipment and facilities for all publics were registered. In the 2nd phase, registration was open to 20 participants, but 38 citizens joined the ULG to discover the urban park.

The safari tour approach gave detailed information about the park, a different visualization of spots that they knew and some that they didn't noticed yet.

We became aware of the different natures of the park (more natural one side, more romantic/humanized in the other side).

Citizens were also provoked and obliged to look and find solutions to challenges like ruins of buildings, parking, volumetric of new buildings, unused equipment.

Integrate here some verbatims/quotes from people who took part to the Small Scale Action

1st phase 16 September

- “the area of the Urban Park must include the railway station, castle, guimbras, and Europarque, and have green corridors to interconnect with the city”;
- “must be inclusive for all the publics, children adults, grandparents, disable, etc.”;
- “Environmental education centre”;
- “Parking and signage”;
- “Equipment like wc, resting areas, drinking fountains, etc.”;
- “Promote biodiversity, quality of life and attract public and foster local economic development”.

2nd phase 16 October

- “maintaining biodiversity and “natural nature” not over urbanizing nature”;
- “the urban park must pass beyond the park boundaries and cover the entire city. It is necessary to plant more trees and flowers throughout the city”;
- “remove the cement guides from the bike/walk path and put it in stone”;
- “rubbish bins, drinking fountains, light through solar energy, aluminium signage or a more resistant material with braille language”;

- “children playground next to a space for parents and grandparents to exercise”;
- “This place has potencial that can be developed by some ecological structures (wood paths or others). I believe this park should not be destroyed by too much artificial structures. This is the main park of the city (for me) let's preserve it.”;
- “on the bike path, walking and cycling should be made compatible; the lighting shouldn't be disturbing”.



2nd Small-Scale Action, develop participatory urban planning, world café, 16 September 2021, ULG, deputy-mayor and new members joining



Page 54 | 55:
2nd Small-Scale Action, develop participatory urban
planning, world café, 16 September 2021, ULG,
deputy-mayor and new members joining





2nd Small-Scale Action, develop participatory urban planning, safari tour in the city park, 16 October 2021; ULG, deputy-mayor and citizens



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2nd Small-Scale Action, develop participatory urban
planning, safari tour in the city park, 16 October
2021; ULG, deputy-mayor and citizens





SMALL SCALE ACTION N°3
ULG TIMELINE

28-04-2022

3rd SSA in Museu
Convento dos Loios

3rd Small-Scale Action, developing a culture of participation, digital platform design, April 28, 2022; ULG, deputy-mayor, webdesign company and new members of the Children's Assembly

Name of APE/SSA

Design of the Participatory Democracy Digital Platform.

Active Citizens challenge

Develop Culture of Participation.

Describe your experimentation in a few lines (what did you do)?

The members of the URBACT Local Group welcomed for the first time the new members of the Children's Assembly to reflect on the design of a digital platform that promotes participatory democracy in the Municipality, in two-way, communication between citizen and municipality, and between the municipality and the citizen. The platform aims to increase the quality of life of the citizens, through the co-creation of solutions municipality & citizens for the future vision of the municipality. This action was promoted by the webdesign company Bastarda, which started a dialogue with the attended citizens to jointly design the platform, they launched different possibilities, and technically they synthesised the ideas and suggestions that the citizens were presenting.

Expected outcomes/results - what did you try to achieve? What were your initial objectives/hopes? What did you try to ‘prove’ through your SSA?

Objectives

- listen to the members of the URBACT Local Group;
- taking into account the different ages of the participants, check the easiest or most difficult way that each one feels when interacting with a digital platform;
- collect proposals and suggestions for the design of the platform and inform and/or adapt the suggestions to the appropriate technical response.

Expected results

- participation and interactive dialogue with citizens;
- collect information about the design of the platform, namely, contents, functionalities and intended interactions;
- registration by the company Bastarda of all ideas and suggestions made by citizens, so that the platform reflects the will of citizens.



What were the effects produced by your SSA?
What came out of the SSA?
What did we learn from it?

- wide participation and interest shown by ULG members from children to adults and seniors;

- draft of the digital platform for participatory democracy, which should include spaces for murals, debates on different topics, which at a given moment can be transferred to projects, to be submitted to vote.

- discussion about login (yes or no) and user profiles;

- alert to segment the platform access for children and elderly - accessibility;

- report, flag something wrong, possibility of uploading photo, video or audio of the location with gps coordinates and then forwarding the matter to the appropriate municipal department;

- space to place the Municipality's participation agenda, which encompasses the participation needs of various partners;

- voting, avoiding fraud and double voting;

- voting or game (gamification more appealing for children to interact) to reward the best proposals and/or who interacts more often;

- debate that becomes a project, being able to move from digital to a face-to-face meeting = calling citizens to face-to-face processes.

- explore the possibility of including something related to crowdfunding;

- prevent the management of the platform from becoming a white elephant.

Integrate here some verbatims/quotes from people who took part to the Small Scale Action

- "the possibility/openness of presenting ideas/projects";

- "the segmentation of ideas by themes";

- "the platform must be useful to citizens. We must not be megalomaniacs";

- "the implications/ineffectiveness of it in the lives of citizens";

- "the idea of the platform being for all ages".

How citizens can benefit:

- "alerting and making proactive commitments";

- "a participatory citizenship makes the municipality a reflection of the people who live there. Therefore, more attractive for everyone";

- "benefit for both parties, it gives the municipality the freedom to actively engage in activities that may be of interest to the community, it gives the citizen a sense of pride in their municipality".





3rd Small-Scale Action, developing a culture of participation, digital platform design, April 28, 2022; ULG, deputy-mayor, webdesign company and new members of the Children's Assembly













ACTION PLAN






CHALLENGES






- DEVELOP CULTURE OF PARTICIPATION
- DEVELOP PARTICIPATORY URBAN PLANNING
- CO-CREATING SOLUTIONS MUNICIPALITY & CITIZENS TOGETHER






ACTION TABLE

 Action	 Expected Results in Terms of Participatory Democracy	 Leader of the Action	 Partner(s)	 Feasibility / Assets
COCRIA_LAB (citizen space for inovation)	Coordinate and in-crease participatory democracy actions in the territory	Municipality	Scouts, Young Mayor, Children's Assembly, Social Forums, Senior Forum, Fapfeira, Time Bank, Volunteering, Schools, City Hall, Municipal Companies, Private entities, etc.	Recovery and Resilience Plan (RRP); URBACT IV
Digital Platform of Participatory Democracy	Website to encourage and motivate digital citizen participation from children to elderly; promote digital citizen participation	Municipality; Citizens orga-nized in groups; ULG = Citizen-ship Council;	Different administrative depart-ments of the City Council; associ-ations, groups of singular citizens, Young Mayor, Children's Assembly, Social Forums, Senior Forum, Fapfeira, Time Bank, Volunteering, Scouts, Schools, City Council, Municipal Companies, Private entities, etc.	Active Citizens SSA Budget to draw the website; Municipal budget to create the website; management by the Cocria Lab; ULG = Citizenship Council

 Action	 Expected Results in Terms of Participatory Democracy	 Leader of the Action	 Partner(s)	 Feasibility / Assets
Provide information/ disseminate in person and digitally the participation needs of the municipality and existing participatory citizenship entities - Participation agenda	Encourage and motivate citizen participation; reach out the most reticent citizens; promote co-responsibility; gather in one spot all participation needs.	Municipality; Citizens organized in groups; ULG = Citizenship Council;	COCRIA_Lab digital and physical; Young Mayor, Children's Assembly, Social Forums, Senior Forum, Fapfeira, Time Bank, Volunteering, Scouts, Schools, City Council, Municipal Companies, Private entities, etc.	Recovery and Resilience Plan (RRP); Existence of organized citizen groups; Existence of citizenship discipline in schools; COCRIA Lab; ULG = Citizenship Council
Events "No Barriers"	Increase dialogue and productivity between politicians and citizens by gathering at the same table citizens, technicians and elected representatives; answer to the question "why we are doing this ...?" increase the connection and rapport between the different council departments; promote transversality of projects	Municipality; Citizens organized in groups; ULG = Citizenship Council;	Young Mayor, Children's Assembly, Social Forums, Senior Forum, Fapfeira, Time Bank, Volunteering, Scouts, Schools, Town Hall, Municipal Companies, private entities, etc.	Political commitment of the municipality; since 2003 support to community activities (associative involvement); recognition of the importance of the bottom up and top down methodology; captivation of part of the budgeted funds for the Young Mayor, Social Forums and Children's Assembly projects;

 Action	 Expected Results in Terms of Participatory Democracy	 Leader of the Action	 Partner(s)	 Feasibility / Assets
Events "Citizenship Forum"	1 day/annual celebration inserted in an wider event: informal debates in public spaces about issues of interest for the municipality; reward the best citizenship practices of the year; celebrate citizenship with the community	ULG = Citizenship Council; Municipality; Parishes	Families, schools, citizens, associations, ULG = Citizenship Council; Municipality, Parishes	Good communication and active partnerships between citizens, schools, Municipality and Parishes
Events "City Hall Open Day"	Open the city hall: guided visits addressed to citizens; make citizens aware of the internal flow of councils's processes; promote transparency	Municipality	individual citizens; Young Mayor, Children's Assembly, Social Forums, Senior Forum, Fapfeira, Time Bank, Volunteering, Scouts, Schools, City Council, Municipal Companies, Private entities, etc.	Children Assembly and Young mayor does City Hall Open day ; extend the initiative to a wider audience/ citizens
Training	inform citizens about how to participate actively at local, national and European level; Information and training for technicians, citizens and policy makers; promote motivation to participate in order to decrease abstention	Aveiro University; ULG = Citizenship Council; Municipality; Parishes	Young Mayor, Children's Assembly, Social Forums, Senior Forum, Fapfeira, Time Bank, Volunteering, Scouts, Schools, City Council, Schools, ULG = Citizenship Council; Municipality	Recovery and Resilience Plan (RRP); Good communication between citizens, schools, Municipality and Parishes

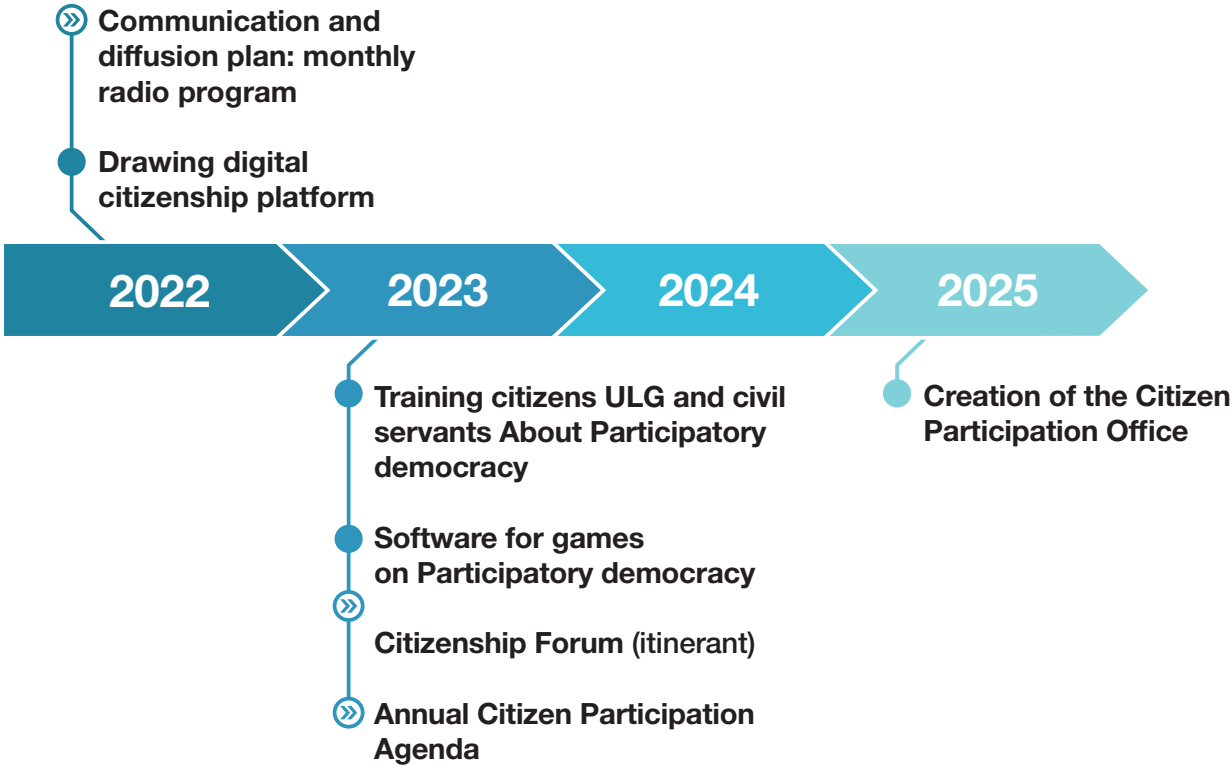
 Action	 Expected Results in Terms of Participatory Democracy	 Leader of the Action	 Partner(s)	 Feasibility / Assets
Brainstorming actions: needs and ideation of the territory	Get to know the territory where we live; reflect about needs and solutions; attract new audiences/citizens; Register ideas and suggestions from citizens	ULG = Citizenship Council; individual citizens and citizens organized in groups; Municipality; Parishes	individual citizens; Young Mayor, Children's Assembly, Social Forums, Senior Forum, Fapfeira, Time Bank, Volunteering, Scouts, Schools, City Council, Municipal Companies, Private entities, etc.	Successful SSA experience; existence of participation needs either on the part of the municipality or on the part of the citizen
Experiment Actions on the field	Get to know the territory in loco; use memories and senses to think about the present and plan the future; experiment new solutions for the territory, make maquettes, prototypes, etc.	ULG = Citizenship Council; individual citizens and citizens organized in groups; Municipality; Parishes	Young Mayor, Children's Assembly, Social Forums, Senior Forum, Fapfeira, Time Bank, Volunteering, Scouts, Schools, City Council, Municipal Companies, Private	Successful SSA experience; existence of participation needs either on the part of the municipality or on the part of the citizen; Horizon call PARADIGM
Mobile citizenship laboratory - itinerary tour around the 21 parishes	Go to the field to meet citizens; Inform, listen and record the opinion of citizens on a given space/requalification/theme	Municipality; ULG = Citizenship Council; individual citizens and citizens organized in groups; Parishes, priests	Social Forums, Young Mayor, Children's Assembly, Senior Forum, Fapfeira, Time Bank, Volunteering, Scouts, Schools, City Council, Municipal Companies, Private entities, etc.	Recovery and Resilience Plan (RRP) / van; Active Citizens SSA budget; managed by the Municipality and ULG = Citizenship Council

 Action	 Expected Results in Terms of Participatory Democracy	 Leader of the Action	 Partner(s)	 Feasibility / Assets
Awareness campaigns in schools, participatory entities and social media	Diffusion of projects and actions using several communication channels; Reach out to a greater number of people; root participatory democracy in citizens hearts	Radio Sintonia Feirense; ULG = Citizenship Council; Municipality	Radio Sintonia Feirense, Young Mayor, Children's Assembly, Social Forums, Senior Forum, Fapfeira, Time Bank, Volunteering, Scouts, Schools, City Council, Municipal Companies, Private entities, etc.	Good relationship with local radio and local agents
International partnerships of participatory democracy	Foster best practices exchange, peer learning and international cooperation by doing calls to european programmes and exchanges	Municipality; Citizens organized in groups; ULG = Citizenship Council;	Municipality; international networks	Existing networks: URBACT, Erasmus, CERV, HORIZON and twining cities

ACTION PLAN
TIMELINE

CHALLENGE

DEVELOP A CULTURE OF PARTICIPATION



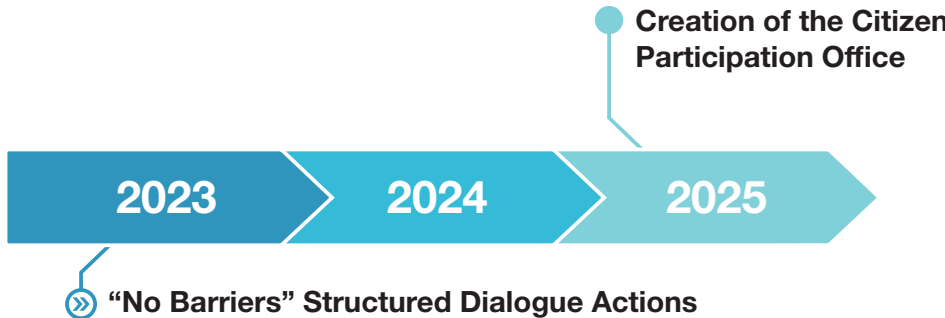
» Continuous Action in Time

DEVELOP A PARTICIPATORY URBAN PLANNING



» Continuous Action in Time

CO-CREATING SOLUTIONS CITY & CITIZENS TOGETHER



» Continuous Action in Time

IMPLEMENTING
PARTICIPATORY
DEMOCRACY
IS NO EASY TASK



Participatory democracy needs time, money and is polarized? Maybe if it is not in the DNA of the public administration, if it is, it saves time, money and fosters transparency, as the development of the city is understood, participated and easily acknowledge by people.

More direct participation means more democracy and smart decisions. Means more information, more openness from decision makers, more diversity of opinions, more creativity to tackle solutions and better results.

People knowledges should be emphasized and put on the table giving rise to diverse experiences and multidisciplinary knowledge-sets, engaging at the same time individual, social and technical expertise, for codecison-making processes.

Santa Maria da Feira SSA « welcomed spacial and social knowledge of its citizens’, improving the means of production of the social space. On the other hand, it was also through this methodology, in a shared space and time of the SSA, that it became possible for "participants to build and reconstruct their positions in terms of representation and future action”

(Rosto Solidário, 2021 report)

Citizen involvement in the ULG and SSA was not an easy task. We experienced difficulties that we tryed to overcome in the best way which constitute lessons learned:

1. **Difficulty:** there were more civil servants than citizens and, most of the time, the technical voice took precedence over the citizen's voice.

Solution: organization of exclusive meetings with citizens individually or in organized groups.

2. **Difficulty:** Meeting times are not always compatible.

Solution: establishment of 2 different times for meetings, at 2pm and 6pm.

3. **Difficulty:** getting a diverse representation of citizens.

Solution: effort to invite individual citizens and organized groups of citizens from children to elderly by email or mobile, regardless of their training or thematic knowledge;

4. **Difficulty:** urban planning with too technical language.

Solution: need to simplify the language and presentation of topics, using maps and non-formal education methodologies;

5. **Difficulty:** attracting and keeping citizens in a room talking about something.

Solution: carrying out outside actions to reach citizens randomly - passing places - and/or invite citizens to a specific event with an attractive program (safari tour) ; offer the comfort of a drink or cookie for people to stay;

6. **Difficulty:** I do not participate because I am not heard.

Solution: inform and repeat that the ideas shared by citizens are considered; promotion of communication and feedback after each ULG, SSA or TNM meeting via email or WhatsApp group;

7. **Difficulty:** obtaining information of a qualitative rather than quantitative nature.

Solution: hiring an NGO for data processing;

8. **Difficulty:** lack of means for digital participation.

Solution: make a SSA with a technical entity to design a digital participation platform.

Participatory democracy needs to be acknowledged by all involved, it requires openness and good faith on the part of politicians, officials and citizens. The role and functions of each one must be well defined and understood by all. Participatory democracy, although demanding, is the way to a sustainable, resilient and inclusive society.



INTEGRATION LEVEL

VERTICAL INTEGRATION



[Meaning cooperation between all levels of government and local players]

The actions of the Integrated Action Plan will require the active involvement of the local authority and collaboration and specific guidelines from the CCDRN (Porto) and URBACT National Point/Direção-Geral do Território (Lisbon), for funds access related to the theme. These two entities have participated in the meetings of Active Citizens of Santa Maria da Feira so they know the Integrated Action Plan. On the other hand, they have made significant contributions both to the evolution of our presence at URBACT programme and through online communications for clarification or information, and physical meetings with the Portuguese URBACT network (meetings and infoday).

The actions will be carried out in close liaison with these national and regional entities, the Municipality and local citizens.

HORIZONTAL INTEGRATION

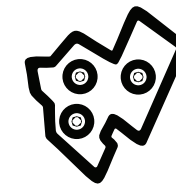


[Meaning cooperation across different policy areas and departments of a municipality]

Actions will seek transparency. In October 2019, Active Citizens was presented to the different municipal sectors that were invited to actively integrate the project, namely urban planning, youth, sport, education, social action and culture. Some civil servants were appointed to integrate Active Citizens project who have been taking an active and decisive role in providing specific information about the functioning of the municipality, laws or projects intended for the city.

At the same time, a diverse number of local municipal agents were invited to join Active Citizens. These local agents have different compositions and types of organization, some more active than others, some more focused on practical initiatives, others more linked to theoretical issues. This diversity of origins, identities, types of work and ideas enriches the Active Citizens project in Santa Maria da Feira.

“TERRITORIAL” INTEGRATION “RESOURCES” INTEGRATION



[Meaning cooperation between neighbouring municipalities]

Actions involves local agents from all the council territory. We will struggle to implement itinerant and decentralized actions in order to reach all municipal citizens either individual or group of citizens, NGOs, public or private sector settled in the 21 parishes of Santa Maria da Feira, an area of 215,87 km².



[Between ‘hard’ (physical) investments and ‘soft’ (social)]

Soft investments will be communication campaign, training, citizenship festival, mobile citizenship lab, drawing of the digital platform.

Hard Investments will be the creation of the digital platform and gamification as well as the creation of the Citizen Participation Office that will enrich Active Citizens in Santa Maria da Feira.



BEYOND URBACT LOCAL GROUP

**URBACT LOCAL
GROUPS ARE A KEY
COMPONENT OF THE
URBACT METHOD**



Page 86 | 88:
2nd Small-Scale Action, develop participatory urban
planning, safari tour in the city park, 16 October
2021; ULG, deputy-mayor and citizens

Basically means that each city partner needs to gather a group of around 15 20 (in general) individuals representing a diverse set of local stakeholders. It might include civil servants from the local authority itself (including different departments within the local administration), beneficiaries/users, NGOs, public agencies, academics, the private sector (companies, local shop owners, local entrepreneurs, etc.) as well as the civil society (citizens/inhabitants). The idea is to gather all the parties who may either have some expertise on the challenge the city is trying to tackle, or have some interests, or have valuable knowledge, or have atypical perspectives, etc. Basically, anyone who the city think could be relevant, valuable, constructive, worth having on board the URBACT journey.

Santa Maria da Feira had from the beginning political commitment from its elected officials for Active Citizens and in all ULG and TNM meetings there was always an elected official.

The ULG meetings began in June 2020, conditioned by the Covid-19 pandemic, which led to the use of zoom and miro platforms by citizens - a great challenge, especially for the elderly.

From the very beginning, Active Citizens has proved to be a motivating project for all those involved, above all because it is open, under construction, providing free thinking to citizens, step by step, in articulation with policy makers. The priority of the working group is to listen, co-create, integrate validated proposals and define the role of each one in the different processes.

To overcome constraints, time adjustments were made for meetings and personal contacts were made to encourage citizen participation, as we intended to encourage dialogue and raise citizens' ideas – we want to hear the voice of citizens – from children to the elderly.

The digital meetings took place in Santa Maria da Feira until June 2, 2021, the day of the first face-to-face meeting. This was a turning point for the ULG, as members less familiar with the new technologies became more motivated, and face-to-face discussions were fiercer and more participatory. The ULG became more diversified and the subjects more practical / real - the problem analysis and visions phase was over – the small-scale actions (SSA) on the territory were being planned.

For the future, the ULG could give rise to an informal Citizenship Council that will continue the work started in Active Citizens – contributing to the future planning of the city, including citizens' perceptions and ideas about the territory.

The ULG/Citizenship Council may have the following attributions:




- Monitor the implementation of the Integrated Action Plan;
- Define directions or tasks/events (participation agenda, citizens' festival, etc.);
- Establish participatory goals for the future;
- Promoting co-creation and co-decision.



BUDGET & FUNDING

CHALLENGE

- DEVELOP CULTURE OF PARTICIPATION
- DEVELOP PARTICIPATORY URBAN PLANNING
- CO-CREATING SOLUTIONS MUNICIPALITY & CITIZENS TOGETHER

 Action	 Estimated Costs	 Funding Entity
COCRIA LAB (citizen space for innovation)	1 senior technician (€1200) x 3 years + VAT = €53,136.00	Recovery and Resilience Plan
Digital Platform of Participatory Democracy	creation of the website 11 000€	Municipality
Provide information/disseminate in person and digitally the participation needs of the municipality and existing participatory citizenship entities - Participation agenda	1 senior technician (€1200) x 3 years + VAT = €53,136.00	Recovery and Resilience Plan
Events “No Barriers”	Advertisement materials; other expenses and diverse services / 1 500€	Municipality
Events “Citizenship Forum”	Advertisement materials; other expenses and diverse services / 3 000€	Municipality
Events “City Hall Open Day”	Advertisement materials; other expenses and diverse services / 1 500€	Municipality
Training	training consultancy 3 training sessions x 3 hours = €10,000	Recovery and Resilience Plan
Brainstorming actions: needs and ideation of the territory	Advertisement materials; other expenses and diverse services / 1 500€	Municipality
Experiment Actions on the field	Advertisement materials; other expenses and diverse services / 1 500€	Municipality; Horizon to be defined



Action



Estimated Costs



Funding Entity

Mobile citizenship laboratory that circulates through the parishes	Van purchase / 61 500€	Recovery and Resilience Plan
Awareness campaigns in schools and social media	Advertisement materials; other expenses and diverse services / 2 000€	Municipality
International partnerships of participatory democracy	To be defined	To be defined

Santa Maria Municipality will try to involve the resources already existent in the diverse local stakeholders to fulfill the implementation of the projects specified in the Action Tables.

We will pay attention to the various existing sources of funding, namely the structural funds (Portugal 2030 and PRR – Recovery and Resilience Plan) and the EU direct funding programs (URBACT, INTERREG...).

The municipality as the initiator of Active Citizens actions, will try to provide the necessary own contribution and resources that can not be obtained from external sources, in order to increase the number of initiatives shared with the private sector and non governmental organizations.



POTENTIAL RISKS

The implementation of the Integrated Action Plan may suffer from some constraints of external origin such as the pandemic situation, armed conflicts and others.

Other obstacles/risks may be related to:

- changing priorities and policies;
- political change (election of new policy makers);
- lack of financial resources;
- lack of human resources to implement the IAP;
- lack of motivation of local agents;
- lack of external guidance (lead expert);
- lack of time - project deadlines and overload of civil servants;
- failure to communicate between the different administrative sectors and between these and external local agents.

To minimize risks, the Active Citizens team of Santa Maria da Feira makes efforts to:

- build a real, feasible and ambitious Integrated Action Plan with good prospects for implementation;
- develop a communication campaign to make the IAP known to the municipal administration and the entire local community;
- identify relevant funding sources for the Integrated Action Plan (RRP);
- identify and submit calls to funds of relevant interest;
- create and maintain a physical and digital soft structure to accompany the implementation of the IAP.

Title

**LISTENING AND CO-CREATING WITH CITIZENS |
Integrated Action Plan - Santa Maria da Feira**

Edition

Municipality of Santa Maria da Feira

Contents

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**Santa Maria da Feira
june 2022**

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