

Archetics

# Dissonant European heritage as labs of democracy

---

Integrated Action Plan





# Table of Contents

0.	Executive Summary	4
1.	Context, Needs and Vision	5
1.1	Overall topic being addressed	5
1.2	The historical context of Vila Nova de Cerveira	6
1.3	Existing Strategies and Policies	11
1.4	Emerging topics, problem definition and Benchmarking	13
1.5	URBACT Local Group	19
2.	Integrated Action Plan	31
2.1.	Vision and Strategic Objectives	31
2.2.	Pilot Action	33
2.3.	Description of Focus Areas and Actions	37
3.	Implementation Framework	65
3.1.	Governance And Responsibilities	65
3.2.	Monitoring and evaluation plan	66



# Executive Summary

Building upon a participatory co-creation process with the URBACT Local Group (ULG), the IAP outlines a comprehensive strategy that combines cultural, educational, economic, and environmental actions to re-integrate the castle into the social and civic life of Cerveira. The plan defines a clear vision: to transform the castle into a meeting point for residents and visitors, and a hub for creativity, education, and cultural engagement—rather than a commercial or exclusive tourism facility.

The IAP is structured around four focus areas:

- Heritage and Landscape: Restoration of the castle and surrounding public spaces.
- Heritage and People – Community labs, educational programmes, and identity-building initiatives.
- Tourism, Culture, and Economic Development – Cultural routes, events, and local business support.
- Partnerships and Networks – Regional, national, and cross-border collaborations.

A flagship Small-Scale Action—the Castle Short Film Festival—involved local students and educators in creating short films about the castle, setting a precedent for future engagement and creative activation of heritage.

The IAP includes a clear governance framework, a robust monitoring and evaluation system, and a timeline of actions supported by potential funding sources (e.g., NORTE2030, Turismo de Portugal, ERASMUS+). Through its implementation, Vila Nova de Cerveira reaffirms its commitment to democratic heritage management and sustainable development, ensuring the castle becomes once again a vital, lived space for its people.

**It is with great pride and deep conviction that we present the Integrated Action Plan (IAP) of Vila Nova de Cerveira, developed within the framework of the European URBACT project ARCHETHICS – Architecture, Citizenship, History and Ethics to shape Dissonant Heritage in European Cities.**

This plan is more than a technical roadmap—it is the political and civic expression of our community's will to reclaim one of its most emblematic landmarks: Castelo D. Dinis. This castle, so rich in history and memory, must no longer remain a closed or abandoned space. It is time to give it back to those to whom it truly belongs: the people of Cerveira and the wider region.

Through this document, we make a firm and unequivocal commitment: we reject the vision of the castle as a hotel or tourism-exclusive facility. Instead, we envision it as a dynamic civic and cultural centre—open, inclusive, and co-created with our citizens. A space that celebrates our heritage, supports education, fosters creativity, and strengthens our collective identity.

This Action Plan is the result of a participatory process that involved schools, associations, artists, businesses, and residents of all ages. It represents a shared and forward-looking vision for Cerveira—one that values sustainability, inclusion, and the power of culture to unite and transform.

I also want to highlight the importance of Vila Nova de Cerveira's participation in the ARCHETHICS European network, alongside other cities that, like us, are committed to rethinking their heritage

with a democratic, ethical, and community-centred lens. This collaboration has brought inspiration, knowledge, and solidarity, and I reaffirm our full commitment to strengthening these partnerships in the years to come. Europe is built through cooperation, and we want to be active contributors to this shared project.

As Mayor of Vila Nova de Cerveira, I pledge to lead the implementation of this Plan with determination and transparency. Let us work together to transform our castle into a true meeting place for people, ideas, and generations.

The castle is ours. And the future is too.

**Rui Teixeira**  
Mayor of Vila Nova de Cerveira



#1

**Context, Needs  
and Vision**

# 1.1 Overall Topic being addressed

URBACT is the European Territorial Cooperation programme for cities focused on building their capacity to deliver on EU objectives for sustainable urban development. The AR.C.H.ETHICS – Architecture, Citizenship, History and Ethics to shape Dissonant Heritage in European cities network brings together nine European cities that share the presence of heritage linked to a complex and controversial historical past (totalitarian regimes, contentious borders, etc). The network focuses on four pillars: architecture, people, history, and ethics. Each of these dimensions is leveraged to create urban community labs in which formerly abandoned or underutilized heritage sites are transformed into inclusive spaces that encourage both local communities and visitors to engage with the past in a multi-perspective manner. The goal is not just to preserve these sites, but to reinterpret them as living parts of the urban fabric, fostering discussions about the past, present, and future.

In Vila Nova de Cerveira, the “Castelo de D. Dinis - Castelo de Cerveira,” built in the 13th century, serves as a central feature of the town’s dissonant heritage. Originally constructed as a defensive structure, the castle and its surrounding fortifications gradually lost their significance by the early 20th century, as key institutions like the Town Hall and Hospital moved out of the castle’s walls. A revitalization attempt in the 1980s transformed the castle into a hotel, the Pousada de D. Dinis, which operated until its closure in 2008.

Since its closure, revitalizing the castle has been a major concern for the town. In 2016, the castle was included in Portugal’s REVIVE programme, which aims to restore heritage properties by offering them for concession to private individuals for tourism-related

projects. Despite the signing of a private contract for its revitalization, no construction has taken place yet. This stagnation highlights one of the broader challenges that AR.C.H.ETHICS seeks to address: how to rehabilitate heritage sites while reconnecting them to the social and economic life of their local communities.

The key challenge now is to rehabilitate the castle and reconnect it to the local community, especially young people, by enhancing its dissonant character as a symbol of European history of walls and borders. The goal is to transform the castle into a community space that promotes cultural dialogue, solidarity, and European values, while recovering its centrality in the social life of Vila Nova de Cerveira.

## 1.2 The historical context of Vila Nova de Cerveira

**Vila Nova de Cerveira Castle, constructed in 1320 by King Dinis, was originally designed to protect the newly established town. The fortress, which has a perimeter of 260 meters and features eight square towers, retains much of its medieval architecture. Significant restorations in the late 15th century, and further alterations over the centuries, are visible in the castle's structure, including its curtain walls and tower doors.**

However, the castle retains its medieval defensive architecture, with walls made from stones darkened over time, bearing the marks of the 55 masons who restored it in the late 15th century. Some original doors remain, including the ogival access door and the "door of betrayal". The main tower's "door of honour" was partially demolished in 1844. King Dinis's crests are still visible on the arch staves. Alterations over various periods are evident in the curtain walls, notably with a Johannine battery extension facing the river on the west side.

By the early 20th century, however, the castle had lost its central role in the life of the town, particularly after the Town Hall and Hospital were relocated outside its walls. The once-vital structure began to deteriorate, and efforts were made to prevent further decline. In the 1970s, the town council developed a plan to convert the castle into a hotel to support local tourism, leading to the inauguration of the Pousada de D. Dinis in 1982. It operated as a hotel for several decades, but after its closure by the Pestana Group in 2008, the castle once again found itself in need of revitalization.

It's important to mention that, since 1974 the Castle has been classified as a "Property of Public Interest" and it was recognized as a key element for the local culture due to its strong identity as a founding element of the town, but also as one of the anchor points of the border line of Minho, the oldest in Europe. Since its closure, alternatives have been sought to revitalise it. In 2004, the application for the Master Plan for the cross-border fortresses of the Minho Valley was approved under the Interreg III Programme. In 2006, the Vila Nova de Cerveira town Council presented a Detailed Plan for the Safeguarding of the Historic Centre, co-ordinated by architect Sandro Lopes and archaeologist Paula Ramalho.

Recognizing the castle's importance both as a cultural landmark and as an economic asset, the Portuguese government included it in the REVIVE program, an initiative designed to restore historic properties by granting them to private entities for tourism purposes. Further information about this process in the box.



### Revive Program Concession by the Portuguese Government

> 25 of July 2019 > a public tender was launched for the concession to operate the Vila Nova de Cerveira Castle, with a view to carrying out works, including infrastructure, and subsequent exploitation for tourism purposes as a hotel establishment, local accommodation or other project with a tourist vocation, under the terms of the legislation in force. Main terms:

- Duration of the concession: 50 (fifty) years
- Minimum annual rent: €13,260.00
- Construction area: around 4,224.00 m<sup>2</sup>

> 6th December 2019 > Concession contract signed. The plan was to set up and operate a hotel establishment of at least four stars, with 41 rooms, a restaurant and a gym. The total investment to restore the building was estimated at around 3 million euros.

> 10th January of 2022 > amendment to the concession with guarantees that operations would begin by March 2026.

> November 2025 > the project is yet to be given to any constructor and no sign of any developments in the project are visible.

Conclusion: Vila Nova de Cerveira Castle, a historical jewel and symbol of the town, remains abandoned five years after a concession for its restoration under the Portuguese government's REVIVE program. Originally intended to renovate the former Pousada into a hotel, the project shows no progress, leaving this treasured landmark in disrepair. The Municipality, firmly against this stalled concession, now reclaims the castle for the city and its people, seeking to restore it as a vibrant part of the community's heritage and identity.

Located on a hill in the historic centre of Vila Nova de Cerveira, the castle offers expansive views of the town and the River Minho. Its strategic location, close to Spain and well-connected by roads and railways, has always been crucial to the town's identity as a border settlement. This cross-border positioning has shaped the economic and cultural development of Vila Nova de Cerveira over the cen-

turies, transforming it from a medieval military stronghold into a vibrant cultural hub.

Today, Vila Nova de Cerveira is home to approximately 8,921 residents, according to the 2021 Census. While the population has remained relatively stable, the town faces the challenge of an aging demographic, a common trend in many Portuguese areas. However, efforts are being made to retain younger generations and attract new residents by improving infrastructure, creating cultural offerings, and fostering economic opportunities, particularly in sectors like tourism and creative industries.

The town's economy is diverse and balances its historical agricultural and fishing roots with more modern sectors like manufacturing, tourism, and commerce. Vila Nova de Cerveira has seen significant economic growth thanks to the expansion of its industrial base. The transformation sector, including manufacturing, has become a key driver of economic activity, with several multinational companies establishing operations in the area, including DC Pipping (a company which produces components for data centres), Brunswick Corporation (an industry leader in marine recreation and technology), Dura Automotive Systems (a global mobility systems supplier), Gestamp (manufacturer of metal automotive components) and Tintex Textiles (textile manufacturer) (Alves, 2024; Brunswick Corporation, n.d.; Diário do Minho, 2024; Dura Shiloh, n.d.; Gestamp Cerveira, n.d.). These companies, among others, have been a cornerstone of Vila Nova de Cerveiras' economy, specifically since they create jobs for locals and boost international trade in the region.

Tourism also plays a vital role in the town's economic strategy, leveraging



key assets such as the historic Cerveira Castle, the Caminho de Santiago, the natural beauty of the region, and the Cerveira International Art Biennial. Established in 1978, the Bienal is Portugal's oldest contemporary art biennial and has earned international recognition for its promotion of contemporary art, providing a significant cultural platform for both established and emerging artists. The event not only strengthens the artistic identity of the municipality but also contributes significantly to its local economy and social cohesion, attracting thousands of visitors to Vila Nova de Cerveira, boosting tourism and related industries. In addition, the event has helped position Vila Nova de Cerveira as a cultural tourism destination, which has long-term benefits for economic growth and investment in the region. To understand the status of the Cultural and Tourism sectors in Vila Nova de Cerveira, it is relevant to understand its main indicators, for the period of 2019-2023, which are presented in tables 1 to 3. Data was retrieved from Instituto Nacional de Estatística (2020, 2021, 2022, 2023, 2024) and further analysed. Having in consideration that the analysed period includes the Covid-19 pandemic, which caused the decrease of venue and visitor based cultural activities due to the imposition of lock-down measures (Voldere et al., 2021), it is possible to conclude that:

- On average the number of museum visitors increased 2,23% between 2020 and 2022, due to the abovementioned post-covid 19 effect and the rise of the importance of the experience economy (Kaur & Kaur, 2020);
- Live performances viewers, per inhabitant, increased 381%, between 2021 and 2022, what is explained by an increase in the number of live performances in Vila Nova de Cerveira and the release of the new cultural agenda (e.g., Cerveira Viva Agenda) (Câmara Municipal de Vila Nova de Cerveira, 2022). Additionally, the post-covid 19 pandemic effects also had a positive impact in domestic tourism (Moreno-Luna et al., 2021) and attendance to cultural events (Kaur & Kaur, 2020), what contributed to the achieved results;
- The level of participation in BIAC has decreased in the analysed period, either in the number of artists involved or in the number of visitors, as showcased in table 2, that might have been caused by the creation of similar programs promoted in Portugal and Spain over the last few years and also because it needed to adapt to a reduced number of exhibition venues. Among the spaces lost were the castle and the VNC factory (formerly the fire station).
- The average stay of non-residents decreased 9,52% between 2022 and 2023, and had a peak in 2021, after the covid-19 lock down measures became more flexible (Jannis Fleer & Matteo Matera, 2021);
- Regarding the evolution of the growth rate of Per room average income (Rev Par) (in €), it is necessary to acknowledge that the value is not adjusted to inflation, thus its behaviour is congruent with the evolution of the Portuguese inflation rate in the analysed period (namely via the analysis of the HICP index) (European Central Bank, 2025).

Indicator	2019	2020	2021	2022	Compound annual growth rate (2021/2022)	Compound annual growth rate (2020/2023)
Museum visitors (No.)	2765	2741	-	2954	-	2,23%
Live performance viewers (No.)	59300	5710	6313	30366	381%	-20%
Live performance viewers per inhabitant (No.)	381%	-20%	0,7	3,3	371%	-21%

Table 1 - Indicators of the cultural sector in Vila Nova de Cerveira according to INE data

Indicator	2020	2021	2022	2023	2024	Compound annual growth rate (2020/2022)	Compound annual growth rate (2022/2024)
Artists involved (No.)	370	-	318	-	120	-7%	-39%
Artwork in exhibition (No.)	350	-	270	-	160	-12%	-23%
Nationalities involved (No.)	38	-	29	-	20	-13%	-17%
Visitants to the exhibition (No.)	17259	3515	40037	14848	10686	52%	-48%

Table 2 - Indicators of the International Biennial of Contemporary Art (BIAC), provided by Fundação Bienal de Arte de Cerveira (FBAC)

Indicator	2020	2021	2022	2023	2024	Compound annual growth rate (2020/2022)	Compound annual growth rate (2022/2024)
Average stay of non-residents (N.)	2,1	1,9	2,2	2,1	1,9	-9,52%	0%
Accommodation capacity per 1,000 inhabitants	76,1	68,1	67,2	76,9	74,1	-3,64%	0,26%
Sleeps in tourism establishments per 100 inhabitants	735,9	431,3	581	739,3	754,6	2,07%	0,12%
Per room average income (Rev Par) (in €)	-	15,6	21,3	27	28,7	6,30%	20%
Medium Stay (No.)	2	2	2,1	1,9	1,9	0%	-1,27%
Net occupancy rate per available bed	28,1	20,5	25,5	28,5	30,4	0,0667 p.p.	0,00353 p.p.

Table 3 - Indicators of the tourism sector in Vila Nova de Cerveira according to INE data

In addition to tourism, the town focuses on sustainable development, creative industries, and cross-border collaboration, particularly with Spain. These initiatives encourage eco-tourism, support environmental sustainability, and preserve the town's rich cultural heritage, further strengthening Vila Nova de Cerveira's economic and cultural growth.

## 1.3 Existing Strategies and Policies

**Vila Nova de Cerveira operates within a complex policy framework at regional, national, and European levels, all of which significantly influence the town's development strategies, particularly regarding heritage, urban planning, and sustainable tourism.**

At the regional level, Vila Nova de Cerveira is part of the Eurocity Cerveira-Tomiño, a cross-border initiative promoting economic, social, and cultural cooperation with the neighbouring Spanish municipality of Tomiño. This Eurocity model supports shared services and infrastructure projects, such as joint tourism strategies and cross-border heritage initiatives. Currently, as a result of this cooperation, travel agencies have already started designing and implementing travel programs which combine both cities, what contributes to increase travel flows.

The Regional Plan for Territorial Planning (PROT) of the Northern Region of Portugal also provides a strategic framework, focusing on sustainable development, regional cohesion, and the protection of natural and cultural heritage. These align closely with Vila Nova de Cerveira's objectives.

At the national level, the National Programme for Spatial Planning Policies (PNPOT) outlines key priorities for territorial development, including the protection and enhancement of cultural heritage, the promotion of balanced regional growth, and the fostering of sustainable urban environments. These priorities strongly resonate with the

ongoing revitalization of Vila Nova de Cerveira's castle and the town's broader cultural and tourism objectives. In addition, several critical policies and programs shape the management and development of Vila Nova de Cerveira's heritage. Key among them is Law No. 107/2001 (Heritage Law), which governs the protection, preservation, and enhancement of cultural heritage across Portugal. This legal framework mandates the proper management of Properties of Public Interest, like Castelo de D. Dinis, ensuring that any revitalization project complies with strict conservation principles. The National Plan for the Protection and Enhancement of Cultural Heritage, under the direction of the DGPC, sets out strategic priorities for the rehabilitation of cultural landmarks in Portugal. The plan promotes the adaptive reuse of heritage properties, a key principle guiding the restoration of Vila Nova de Cerveira Castle through the REVIVE Program. This national initiative seeks to attract private investment for the restoration and sustainable use of heritage properties, allowing them to contribute to economic growth, particularly through tourism. In addition, national cultural policies encourage the integration of heritage and tourism development, recognizing the potential of cultural sites to serve as

engines of local and regional economic growth. This is particularly relevant for Vila Nova de Cerveira, where the combination of the Bienal de Cerveira and the revitalization of the castle positions the town as a hub for cultural tourism.

At the European level, several EU policies support Vila Nova de Cerveira's efforts in heritage conservation and sustainable urban development. The European Framework for Action on Cultural Heritage, part of the European Year of Cultural Heritage 2018 initiative, promotes the preservation and adaptive reuse of heritage assets across Europe, encouraging towns like Vila Nova de Cerveira to integrate heritage into their development strategies. Additionally, the European Green Deal and the European Urban Agenda place emphasis on sustainable development and resilient urban planning, supporting projects that protect cultural heritage while addressing climate challenges.

Moreover, European initiatives on dissonant heritage, such as the Council of Europe's Faro Convention, promote the idea that cultural heritage belongs to everyone, encouraging the reimagining of dissonant or contested sites as spaces for inclusive cultural dialogue—an approach central to Vila Nova de Cerveira's rehabilitation efforts. Lastly, the Leipzig Charter, with its focus on integrated urban development and the revitalization of historical areas, is also worth mentioning. By bridging heritage, community participation, and sustainability, Vila Nova de Cerveira's involvement in AR.C.H.ETHICS embodies the Leipzig Charter's vision of integrated, resilient, and inclusive urban development.

Regarding to Vila Nova de Cerveira's strategies for the rehabilitation of its heritage assets, namely the Castelo de D. Dinis, this project operates within the framework of four key dimensions—architecture, people, history, and ethics—which align with the town's approach to managing its dissonant heritage.

• Architecture:

Central to the project is the restoration of the castle, ensuring that its medieval architectural integrity is preserved while adapting it for modern use.

• People:

Engaging the community, especially younger generations, is a core component of the project, seeking to ensure that the community remains an integral part of the castle's future, transforming it into a participatory space that reflects the values of residents.

• History:

The dissonant heritage of Vila Nova de Cerveira, as a former military stronghold along one of Europe's oldest borders, offers an opportunity to reflect on broader European history. Through this project the town aims to use this heritage as a means of fostering dialogue on historical narratives and European identity.

• Ethics:

Ethical considerations in heritage management involve ensuring that the reuse of historical sites is respectful of their original context and the needs of the community. Vila Nova de Cerveira is committed to a rehabilitation process that benefits the local population while preserving the authenticity of the

castle as a historical landmark.

Locally, Vila Nova de Cerveira is guided by several constraints and aspirations that influence the development of this project. These challenges are exacerbated by the current dispute between the local authorities and the hotel promoter. The conflict over the future use of the castle has highlighted the challenges of balancing heritage preservation with private investment. It also illustrates a significant constraint — the challenge of managing heritage projects that involve commercial interests, particularly when the vision of private investors may conflict with the aspirations of the local community.

However, the town continues to hold strong aspirations for the future of the castle and its broader role in local development. Local authorities and community members continue to work (and fight) to reverse the concession and ensure that the Castel becomes a space for community engagement, education, and economic revitalization.

## 1.4 Emerging topics, problem definition and benchmarking

In recent years, sustainable tourism has become a key focus for towns like Vila Nova de Cerveira, which face the challenge of balancing cultural preservation with economic development. The town's historical assets, including Castelo de D. Dinis, offer immense potential for cultural tourism. However, developing a model that enhances both local livelihoods and heritage preservation is crucial. This approach involves ensuring that tourism initiatives have low impact, contribute to the local economy, and engage local communities in preserving their heritage while offering authentic experiences to visitors.

At the intersection of arts and culture, Vila Nova de Cerveira stands out through initiatives like the Bienal de Cerveira. As Portugal's oldest contemporary art biennial, it demonstrates how art can drive social cohesion and cultural identity. The town's commitment to fostering creative industries aligns with the broader European trend of leveraging culture as a key driver of economic diversification and social resilience. However, challenges remain in fully integrating younger generations into these initiatives and ensuring long-term engagement.

In terms of economic development, the town has seen significant economic

growth driven by industries like metalworking, automotive parts, and electronics. These sectors have provided stability and job opportunities, making the local economy less dependent solely on tourism, although tourism remains an important complementary pillar. Moving forward, Vila Nova de Cerveira can leverage both its industrial strength and cultural heritage to build a resilient and dynamic local economy. By promoting cross-border collaborations through initiatives like the Eurocity Cerveira-Tomiño, the town is well-positioned to enhance both its industrial output and its cultural tourism offerings, contributing to long-term sustainable growth.

However, one cannot forget that the primary issue at hand is the tension between heritage preservation and economic development, particularly concerning the future of Castelo de D. Dinis. The ongoing conflict between local authorities and private investors over the castle's restoration highlights broader questions around the heritage. There is a need to balance private investment with public interest, ensuring that commercial activities do not undermine the cultural or historical significance of the site. Additionally, the challenge of attracting younger generations to engage with heritage projects remains a significant barrier to long-term cultural sustainability. Further, strengthening the local creative economy, particularly through initiatives that combine tourism with arts, culture, and entrepreneurship, will be critical.

These issues highlight the central challenge that Vila Nova de Cerveira must address how to reconcile economic development with the preservation of its cultural heritage in a way that benefits the entire community and ensures lasting growth.

To address this challenge, a SWOT analysis may provide a clear framework for understanding both the assets that Vila Nova de Cerveira can build upon and the areas where improvement is needed. This analysis will guide strategic decision-making and ensure that both heritage and economic objectives are met in a balanced and sustainable way.

## Strengths

### Rich Cultural Heritage

The town's history and historic sites, and the internationally recognized Bienal de Cerveira provide strong cultural foundations.

### Strategic Cross-Border Location

As part of the Eurocity Cerveira-Tomiño initiative, the town benefits from cross-border cooperation with Spain, enhancing opportunities for tourism and cultural exchange.

### Community Interest in Cultural Revitalization

There is strong local interest in revitalizing the Castle.

### International Networks

The town's participation in the AR.C.H.ETH-ICS project and its partnership with other European cities strengthen its ability to share best practices in heritage management and sustainable urban development.

## Weaknesses

### Conflict Over Heritage Use

The ongoing conflict between the local authorities and private investors over the castle's future use poses a risk to the timely restoration and sustainable management of the site.

### Limited Engagement of Younger Generations

There is a need for more initiatives that engage younger residents in heritage and cultural projects to ensure long-term community involvement.

## Opportunities

### Revitalization Through Sustainable Tourism

Vila Nova de Cerveira has the potential to develop a sustainable tourism model that emphasizes low-impact, heritage-based tourism, drawing on its natural and cultural resources.

### Cultural Entrepreneurship

The restoration of the castle and promotion of arts could foster new business opportunities (creative industries, artisanal products, and cultural events).

### EU Funding and International Collaboration

Participation in EU programs such as URBACT offers opportunities for accessing funding and learning from international best practices in heritage management and urban development.

## Threats

### Commercialization at the Expense of Heritage

Without careful management, private investment in heritage sites could prioritize commercial interests over cultural and community values, potentially undermining the long-term sustainability of these assets.

### Climate Change and Environmental Risks

The potential impact of climate change on Vila Nova de Cerveira's natural and built heritage, particularly through extreme weather events, poses a long-term risk to the town's sustainable development.

**Several case studies demonstrate successful strategies for integrating sustainable tourism, culture, and economic development. These provide useful insights for Vila Nova de Cerveira's revitalization plans:**



## # Study Case 1 ADN Murcia

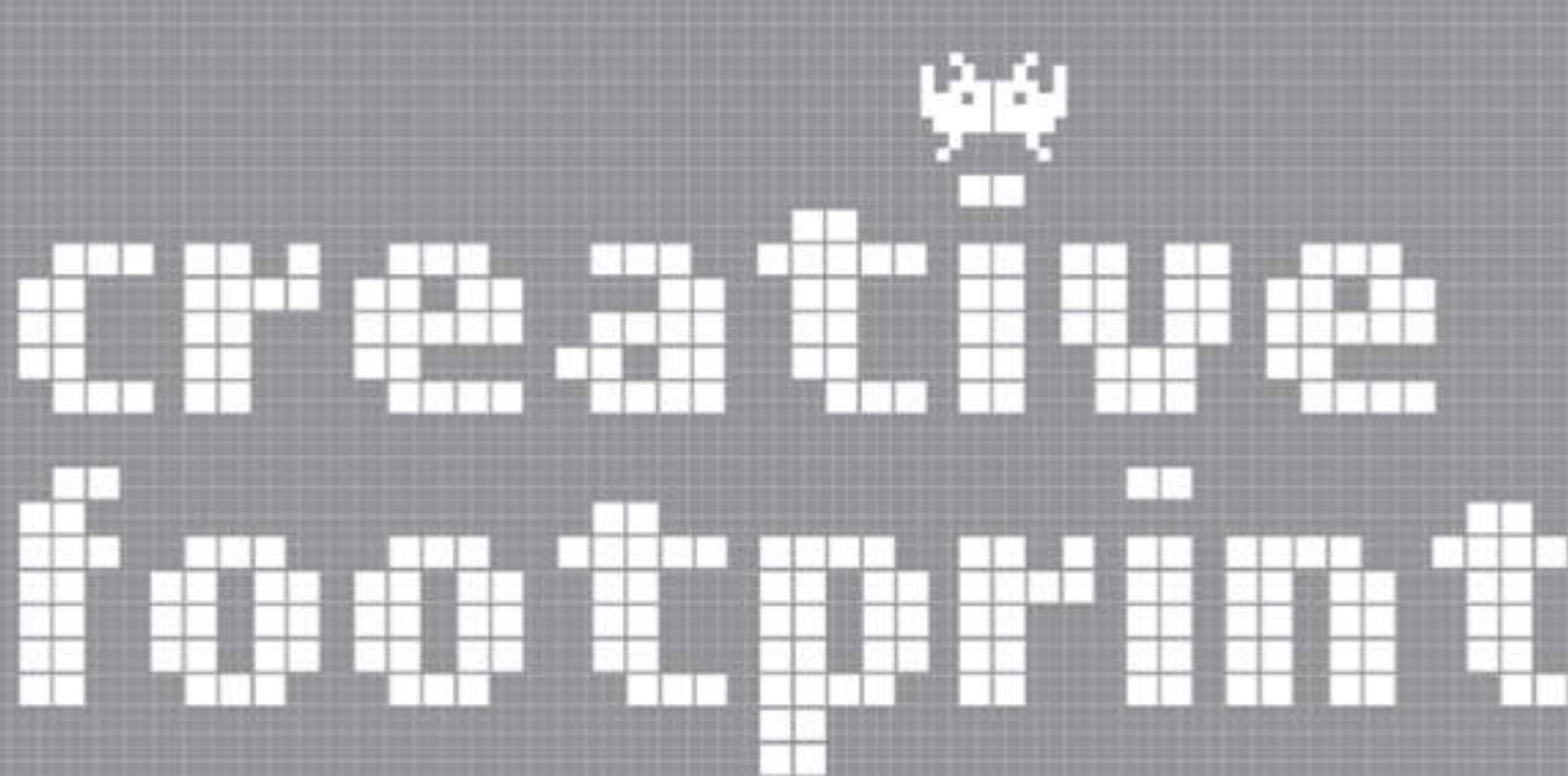
ADN Murcia is an initiative by the Murcia City Council that focuses on renewing city neighbourhoods by involving residents in co-creation processes. This model emphasizes community participation, resulting in increased civic engagement and a stronger sense of belonging. Vila Nova de Cerveira could adapt this approach for the revitalization of Castelo de D. Dinis, ensuring the community's involvement in shaping the site's future.

As a result of the co-creation processes with the residents, various types of activities/actions were implemented,

such as: Painting of Neighbourhood Facades with volunteers; Creation of new Gardens; Promotion of new cultural events; Printing of a Memory Book, among others.

However, the main results were:

- Increased Civic Participation of Residents.
- Greater Sense of Belonging.
- Better understanding of the problems, as well as the history of these Neighbourhoods.
- Improved alignment between public investments and the real needs of the residents.



## THE NEXT BIG STEP WILL BE A LOT OF SMALL STEPS ÓBIDOS. LOCAL ACTION PLAN



### Study Case 2 Óbidos Creative Footprint

Óbidos has successfully integrated creativity into its local development strategy. This approach aligns with Vila Nova de Cerveira's aspirations to diversify its economy through arts and culture. Creating similar creative infrastructures and supporting local artists could strengthen the town's cultural economy.

The Creative Footprint project in Óbidos, part of the URBACT network and focused on "Creative Clusters in Low-Density Urban Areas," aimed to strengthen creativity and innovation in the urban and social development of the city. Through this project, Óbidos sought to establish a creative strategy that would transform the local community, directly involving its citizens and enhancing the quality of life through creativity. The development model allowed for:

- Encouraging Community Participation,

highlighting the importance of community engagement and the integration of various local stakeholders in creativity policies.

- Developing a year-round cultural and leisure Events Agenda with impact beyond the municipality (national and international);
- Developing a set of Creative Support Infrastructures, including spaces and facilities that foster creative expression and entrepreneurship (Fab Labs, innovation centres, public spaces);
- Promoting Creative Entrepreneurship by implementing an incentive system that supports creative entrepreneurship, both socially and economically.
- Integrating a culture of creativity into school programs (at various educational levels).

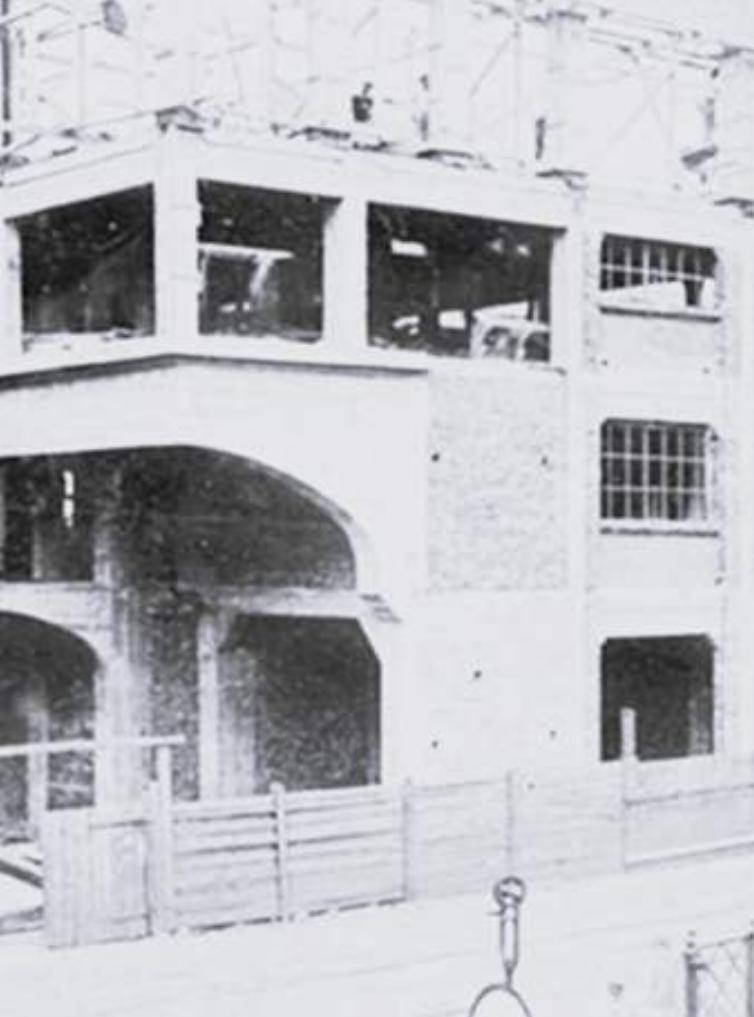
## # Study Case 3 SKOLA6

Skola6 supports creative and digital industries through co-working spaces and community-driven projects. Vila Nova de Cerveira could transform its castle into a cultural hub for entrepreneurship and education, engaging younger generations.

As a co-creation space, Skola6 aids product and service development for the local community, reshaping the city by:

- Attracting new residents.
- Building ties with the community through projects (e.g., prototyping lab, school collaborations).
- Hosting creative conferences and masterclasses (crafts, painting, etc.).
- Coordinating an annual Entrepreneur Grants Competition for 10 local entrepreneurs.
- Members are required to donate their knowledge and an hour of time to others.





## Study Case 4

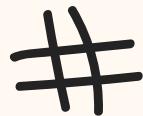
# Nantes, France - From a Creative to an experimental city

Nantes exemplifies how a city can leverage its industrial and dissonant heritage to foster a creative and participatory urban transformation. Through public policies, Nantes has revitalized abandoned industrial spaces, turning them into cultural hubs, focusing on:

- A transdisciplinary vision of culture, grounded in creativity, social proximity, and economic and urban development.
- Highlighting the strong identity of the city's (dissonant) heritage.
- Supporting artistic creation, public

art, and participatory cultural activities.

The redevelopment of the "Grands Moulins de la Loire" into a cultural centre, "La Cité des Imaginaires", highlights the city's commitment to preserving heritage while creating spaces for public engagement, creativity, and tourism. The participatory process ensures that heritage reuse remains accessible to all and aligned with the community's values.



## Study Case 5

# Matera, Italy-Cultural Renewal and Heritage Preservation

Matera is a small to medium-sized city in southern Italy, known for its "Sassi," cave dwellings that have been inhabited since the Paleolithic period. Once a symbol of poverty, these caves have been transformed through renewal efforts into a symbol of cultural recovery and innovation. In 1993, the Sassi were declared a UNESCO World Heritage site, and Matera was named European Capital of Culture in 2019.

Matera attracted national and international investments, creating cultural startups and enhancing tourism. Matera's success demonstrates the importance of public-private partnerships and community involvement in preserving heritage while fostering innovation and tourism in small to medium-sized cities.





## # Study Case 6 Marvão, Portugal

Marvão is a village located in the Alentejo region, known for its medieval castle perched on a cliff. It has a rich cultural and historical heritage.

The town has successfully promoted sustainable tourism through the careful restoration of its medieval castle and village. By hosting cultural events, like the Marvão Music Festival, and enhancing the town's cultural infrastructure, Marvão has increased its appeal as a destination for cultural tourism. Collaboration with the International Academy of Marvão for Music, Arts, and Sciences has further contributed to capacity building and local employment, fostering a sense of identity and belonging among residents.

Conclusion: The benchmarking of Vila Nova de Cerveira against these case studies highlights several key strategies: community engagement (as seen in Nantes and Murcia), creative industries (like in Óbidos and Skola6), and sustainable tourism models (as demonstrated by Matera and Marvão). These examples show how Vila Nova de Cerveira can balance heritage preservation with economic development through local involvement, creative entrepreneurship, and cultural tourism. Implementing these strategies will revitalize Castelo de D. Dinis for both residents and visitors, strengthening the town's cultural identity and economy.

# 1.5 Urbact Local Group

The URBACT Local Group, ULG, is composed of a diverse mix of local authorities, residents, educators, cultural institutions, and private sector representatives. This multi-disciplinary group aims to collaboratively shape the Integrated Action Plan (IAP) for the revitalization of the town's dissonant heritage, Castelo D. Dinis.

Outlined below is a comprehensive overview:

- Municipal Involvement:

Multiple representatives from the Municipality of Vila Nova de Cerveira covering key areas like heritage, urbanism, culture, and international projects. Their presence ensures that the IAP is aligned with the town's broader urban and cultural development strategies.

- Educational Institutions:

The involvement of the School Group Director and School Group, ETAP – Vocational School of Vila Nova de Cerveira, the University of Minho, and other local educators ensures that the revitalization project includes strong educational components, actively engaging young people and students in learning about their town's heritage.

- Architects and Heritage Experts:

Some residents, who are architects, professors and/or researchers working on the revitalization of Castelo D. Dinis, on historical heritage and on urban planning bring technical expertise to the table.

- Cultural and Artistic Sector:

Institutions like the Cerveira Biennial Art Foundation and the Academy Fernandes Fão ensure that the cultural dimension of the project is prioritized, promoting the arts and cultural tourism.

- Private Sector and Tourism:

Representatives from organizations such as VEFATRAVEL, Olá Vida Ecoturismo & Ar Livre, and the Tourism of Porto and Northern Portugal provide insight into the tourism industry, ensuring that the IAP taps into sustainable tourism opportunities while respecting the town's cultural and natural assets.

- Cross-border Collaboration:

The involvement of Sandra Gonzalez, the mayor of Tomiño, reflects the cross-border cooperation between Vila Nova de Cerveira and Spain, which could enhance tourism and cultural exchange between the regions.

- External Expertise:

INOVA+ representatives provide local support to the action group, offering expertise in project development and implementation.

The group is well-balanced and highly committed to the overall objectives of the project. Members actively participate in the ULG meetings and Transnational Meetings, contributing valuable insights to the discussions and playing a key role in shaping the IAP's direction and concrete actions. Each of them plays a distinct role in shaping the direction of the IAP. Meetings within the ULG took place using an on-site format workshop, promoting a collaborative structure, where key decisions are made collectively during regular meetings.

Those meetings occurred as it's described below:

<b>ULG MEETINGS</b>	7.NOVEMBER.2023  Lead Expert Visit Discussion about ULG composition	31.JANUARY.2024  Presentation of the project   ULG Meetings planning and objectives	21.MARCH.2024  Problem Definition, IAP Target Group and Objectives definition Vision and Strategic Objectives	11.JUNE.2024  Benchmarking + Main Ideas   Focus Areas to include in the IAP
	SEPTEMBER.2024  Actions proposals about Small Scale Actions	17.FEBRUARY.2025  Consolidation and Analysis of Potential Stakeholders and Funding Sources	14.JUNE.2025  Small-Scale Action Final Presentation	NOV.2025  Main results of the ULG meeting and the IAP

As mentioned in the chart above, the process of developing the Integrated Action Plan included several stages, according to the advancement of the project:

- Presenting information about the project.
- Arranging project details, namely, deciding about the composition of the ULG.
- Problem analysis, definition of IAP target groups, vision and strategic objectives.
- Sharing good practices and experiences from transnational meetings
- Co-creation process: developing actions and consulting with wider range

of stakeholders.

As mentioned in the figure above, the process of cocreating the Integrated Action Plan (IAP) at the local level included several stages, according to the advancement of the project:

- Stage 1 (November 2023): definition of the composition of the ULG, in cooperation with the lead expert;
- Stage 2 (January 2024): presentation of the project and partners involved to the ULG, cocreation and planning of meetings and definition of project's objectives;
- Stage 3 (March 2024): ULG to define the problem of Vila Nova de Cerveira,

regarding dissonant heritage, definition of target groups and objectives;

- Stage 4 (June 2024): Benchmarking exercise and definition of focus areas to frame the IAP;
- Stage 5 (September 2024): Proposal of Small Scale Actions;
- Stage 6 (February 2025): Consolidation of the project, analysis of funding sources and stakeholders to be involved in the actions;
- Stage 7 (June 2025): Small-Scale Action Final presentation;
- Stage 8 (July 2025): Funding and Final revision of the IAP and definition of the management and operationalization models,
- Stage 9 (October/November 2025): Presentation of the ULGs main results and the final version of the IAP.



Figure 1 - ULG March 2024



Figure 2- ULG 2024: Postcards for the Mayor exercise

Specifically, throughout stage 3, group dynamics were applied to analyse the current situation of the municipality, leading to the definition of its value-added, problems and challenges. Two main questions were made to the ULS stakeholders: (i) What currently exists in the territory associated with this important Municipal (and National) Heritage? And what is missing, what is needed? (ii) What do we wish to see associated with the Management, Promotion, or Implementation of this Heritage? And what should not be part of it? Additionally, an exercise on how to define the objectives of the integrated action plan was implemented. The results of the exercises lead to the definition of the strategic objectives of the project and the target groups, which will be

thoroughly explained in chapter 2, point 2.1. Figure 1 showcases the design-thinking and collaborative cocreation exercises implemented during the session.

During stage 4, individual and group activities were implemented: (i) postcards for the mayor to identify themes with potential for improvement; (ii) presentation of case studies and definition of those which are intended to be implemented at the local level. Results were implemented in the IAP, to define the action to be included, aligned with the focus areas. Also, a presentation of the state of the IAP was made, in order to guarantee it is aligned with stakeholders' expectations.

In stage 5, a draft version of the strategic matrix was presented. Afterwards, a collaborative activity was implemented with the objective of proposing small scale actions aligned with the strategic matrix. Additionally, a small-scale action was defined as a pilot, namely Curtas no Castelo (i.e., Castle Short Movies), which will be further explored in section 2.2.

Additionally, stage 6 was a relevant moment to know more about the relevance of the activities included in the IAP for the different members of the ULG. To obtain that information an interactive exercise was implemented using mentimeter, where ULG members had to evaluate from 1 to 10 the relevance of the ac-



Figure 3- ULG February 2022

tivity. Table 4 showcases the results of the Additionally, stage 6 was a relevant moment to know more about the relevance of the activities included in the IAP for the different members of the ULG. To obtain that information an interactive exercise was implemented using mentimeter, where ULG members had to evaluate from 1 to 10 the relevance of the activity. Table 4 showcases the results of the exercise and figure 3 showcases some moments of the ULG.



Figure 4- ULG Meeting in September

Activity	Level of Importance
1 - Qualification of the Castle, Public and Religious Spaces	9.1
2 - Program for the Valorization of the Built Heritage (Private and Public)	9.1
3 - Castle Interpretative Centre	9.6
4 - Education Program on Local Identity and History	9.1
5 - Community Labs for Collective Memory Valorization	9.5
6 - Research and Innovation Support Program	9.0
7 - Development of Cultural, Tourist, and Gastronomic Routes	9.2
8 - Art, Culture, and Religion Program	9.6
9 - Training Program to Support Local Economy	8.3
10 - Annual Event Plan for the Valorization of the Castle	9.9
11 - Cooperation Networks	7.9
12 - Collaborative Repository of Tangible and Intangible Heritage	9.2

Table 4 - Level of Importance of the IAP activities according to the ULG members

An informal ULG meeting was held on the 14th June during the Final Event of our Small-Scale Action. This event was an excellent opportunity to confirm the importance of the Castle to our local community and the firm political and social commitment to reintegrate the Castle in daily life of "Cerveirenses".

Beyond the ULG meetings, the Archethics project includes transnational meetings, inwhich members of the ULG and further project representatives are presenting showcasing the results of the IAP construction and its actions in Vila Nova de Cerveira. The main objectives os these meetings are: (i) to share best practices amongs members of the consortium, including collaborative cocreation exercis- es; (ii) have capacity building workshops and sessions with leading experts in dissonant heritage and URBACT projects, whose knowledge can be transferred into each one of the cities; (iii) take part in study visits to examples of dissonant heritage.

The transnational meetings occurred from April 2024 to November 2025, as de- scribed bellow:

Transnational Meetings	December 2023 Cesena, Italy  Activation Stage Network Kick-Off	9-10 April 2024 Gdansk, Poland  History & Ethics	18-19 June 2024 Tirana and Permet, Albania  Architecture and People
5-6 November 2024 Vila Nova de Cerveira, Portugal  Mid-Term Review	1-2 April 2025 KraKow, Poland  Peer-Review of IAP's	1-2 July 2025 Leipzig, Germany  IAP - resourcing/ implementing	10- 11 December 2025 Betera-Valencia, Spain  Ready to Share

As such, this URBACT project implied that a total of 7 transnational meetings occurred between 2023 and 2025, of which the first one was the kick-off meeting in Cesena. Specifically, transnational meetings 2 to 4 comprehended the planning actions for the IAP; transnational meetings 5 and 6 comprised the preparation for the implementation of the IAP; the last one was the final event, in which results from the project were presented.

- Transnational Meeting 2 – Gdansk (April 2024): activities on the action planning journey, including masterclasses on history and ethics, gender diversity, sessions on storytelling, the IAP and project management with Ad hoc experts (e.g., on gender).
- Transnational Meeting 3 - Tirana and Permet (June 2024): masterclass and work- shop on architecture and people with experts (e.g., on digital), sessions on com- munity planning tools and IAP development.
- Transnational Meeting 4 - Vila Nova de Cerveira (November 2024): reflection on the testing of local actions, meetings and workshops with ad hoc experts on green transition and knowledge sharing on Action Planning details.
- Transnational Meeting 5 - Krakow (April 2025): mid-term reflection sessions with workshops on peer-review, ad hoc experts on cultural heritage, definition of a com-

mon vision on ethical/cultural approach on Dissonant Heritage and on how to refine actions and define resources to implement the IAP.

- Transnational Meeting 6 – Leipzig (July 2025): activities for living lab on tools to develop long term IAPs with experts, sessions on project financing with Ad Hoc experts.
- Transnational Meeting 7 – Betera-Barcelona (November 2025): final event to share the results of the project, including city guide, living lab, charter and the action planning journey.



Figure 6 – Delegation present in Gdansk

During the transnational meeting 2 held in Gdansk, between the 9th and 10th of April 2024, a master-class on History and Ethics was held, in order to enlighten the partners on best practices and knowledge on the theme, with sessions on Exploring the European History linked with dissonant Heritage – follow-up on Cities partner history, with Dora Ivanova; Dissonant History in Gdansk and Europe, with Prof. Jacka Friedrich, of the University of Gdansk; Multilayer dissonant heritage in Gdansk, with Prof Piotr Lorentz, from the Municipality of Gdansk; The Gdansk experience on storytelling and civic engagement, by Iga Perzyna; Gender, diversity and the multi-perspective approach to read the dissonant, by URBACT Rainero.



Figure 7 - Interactive session

Also, an interactive workshop on History and Ethics; Gender, diversity and the multi-perspective approach to co-design the IAP; Tools and methods to run an engaging ULG! were held. Study visits to the Dissonant heritage present in the city (i.e., The Grunwald Residential District (GRD) and Maritime Cultural Centre in Nowy Port) intended to let the partner cities explore the city of Gdansk, in order to get inspiration for their local activities. Figure 6 and 7 showcase some of the main moments of sessions.

During the 3rd Transnational Meeting held in Tirana and Përmet, on the 18th and 19th of June 2024, partners engaged in debates and workshops under the theme Dissonant Heritage. Sessions led by experts such as Ileana and Nils Scheffler, on Dissonant European Heritage as Laboratory of Democracy highlighted the complexity of managing dissonant heritage, emphasising the need for inclusive dialogue involving diverse stakeholder groups, ranging from local communities, including youth, to academics and cultural experts.

The need to use heritage as a bridge between the past and the future was also mentioned. Particularly insightful was the presentation by Doriana Musaj on Albania's dissonant architecture, illustrating how heritage sites were manipulated as propaganda tools during authoritarian regimes. Additionally, participants explored strategies for transforming such heritage into platforms for democratic engagement, remembrance, and education.



Figure 8 - Workshops in Tirana

Furthermore, interactive workshops allowed participants to delve deeply into the intersection of architecture and people, underscoring the importance of multiple perspectives and histories in the interpretation of contested sites. Key recommendations emphasised creating open archives and engaging the broader community through innovative formats like participatory arts projects, educational walks, or commemorative events. As next steps, the partners committed to developing educational and touristic materials, implementing participatory models involving local communities, and enhancing slow tourism initiatives. These strategies aimed not merely to preserve heritage but to utilise it proactively as a powerful means of shaping democratic discourse and fostering inclusive public spaces. Figures 8 and 9 capture significant highlights from the meeting sessions.



Figure 9 - Delegation present in Tirana

The 4th Transnational Meeting, hosted by Vila Nova de Cerveira, between the 5th and 7th of November 2024, provided participants with the opportunity to engage in critical mid-term reflections on the progress and challenges encountered during the project. Through a structured brainstorming session, cities shared valuable feedback, openly discussing both successful outcomes and areas needing improvement.

Peer-review workshops specifically addressed Vila Nova de Cerveira's con-

text, including an examination of the town's dissonant heritage and the strategic framework presented within its Integrated Action Plan (IAP), leading to the cocreation of different ideas for projects to be implemented in the city, on the scope of the AR.CH.ETHICS URBACT project. These sessions encouraged collective analysis, and the development of targeted actions designed to enhance the town's dissonant heritage management and community engagement.



Figure 10 - Illustration of the mid term reflection exercise, by Ileana Toscano, URBACT lead expert

Moreover, thematic sessions on digital transformation and green transition offered insights into innovative approaches to preserving and interpreting dissonant heritage. Participants explored Vila Nova de Cerveira's heritage sites through study visits, including the historic Vila Nova de Cerveira Castle, the XXIII International Art Biennale, and the culturally significant route, "Camino de Santiago". The meeting also featured a workshop on The role of borders/migration/coliving – Past, Present and Future!, including the testimonial of the Eurocidade Cerveira-Tomiño. Furthermore, bilateral meetings and personalised consultations with URBACT specialists supported local action

planning, while a creative mini-hackathon promoted collaborative design of digital innovations tailored specifically to enhancing public interaction with dissonant heritage.



Figure 11 - Delegation attending the Vila Nova de Cerveira Meeting



Figure 12 - Workshops and study visits

In April 2025 (from the 1st to the 3rd) the 5th Transnational Meeting took place in Krakow, gathering representatives from ARCHETHICS partner cities to collaboratively review and refine their draft Integrated Action Plans (IAPs). The meeting included interactive peer-review sessions, during which cities exchanged constructive feedback; for example, Vila Nova de Cerveira and Pérmet engaged in mutual reviews, presenting their conclusions to the remaining partners. The programme also featured specialised training addressing crucial aspects such as governance tools and how to secure resources to effectively implement the action included in the IAP.

The agenda included informative study visits to Krakow's significant sites of dissonant heritage, notably the Nowa Huta district, covering landmarks such as the Central Square, Culture Centre, and Muzeum, as well as the historically rich areas

of the Old Town and Kazimierz. A session titled “Human Library” allowed participants to exchange practical experiences in youth engagement and community planning, supported by contributions from experts Ileana Toscano and Sofia Burioli.

A Political Board meeting facilitated dialogue among policymakers representing ARCHETHICS cities on how to ensure long term sustainability to enable the implementation of the activities included in the IAP. Three main themes were approached: (1) Ethics and History for a Novel Storytelling of Dissonant Heritage; (2) Architecture & the possibility of Adaptive reuse of dissonant heritage; (3) People - Connecting with young generation.



Figure 13 - Workshops and study visits



### Transnational Meeting 7 – Betera-Barcelona (December 2025):

Figure 14 – Workshop in Leipzig

The 6th Transnational Meeting was held in Leipzig on the 1st and 2nd of July. It served three main objectives: 1) to learn about the Matthäikirchhof redevelopment area in Leipzig; 2) to participate in an online lecture related to “Dissonant Heritage in the Mass Media and Cinema”; and 3) to evaluate the ARCHETHICS Action Planning journey and provide valuable inputs to all cities on how to conclude their Integrated Action Plans.

#2

# Integrated Action Plan

## 2.1 Vision and Strategic Objectives

The Integrated Action Plan (IAP) for Vila Nova de Cerveira is driven by a clear vision:

Castelo D. Dinis as a meeting point for the local community and our visitors, and a driving force for social, cultural, and economic development, aiming to establish Creative Town of Cerveira in the national and international context.

At the heart of this vision is the revitalization of Castelo D. Dinis, a symbol of the town's cultural identity. By transforming the castle into a dynamic hub for the community and visitors, the IAP aims to promote Vila Nova de Cerveira as a creative and sustainable destination, fostering both cultural preservation and economic growth. This vision establishes a roadmap for long-term development that blends heritage with modern initiatives.

This vision is built on three pillars:

Policy	Heritage	Social and Economic Development
Need to reverse the concession and/or ensure that the interior of the castle is integrated into the urban fabric (and life).	Ensure the enhancement and preservation of the heritage and collective memory of the castle and the town.	The castle as a symbol of the territory and a tool to support the development of cultural, religious, educational, scientific, and tourism programs and activities.

To achieve this vision, the following strategic axis have been defined:

- Heritage and People

Bring local communities closer to the history and identity of the castle and the town. Promote educational pro-

grams and collaborative initiatives that engage residents, especially the younger generation, in valuing and contributing to heritage preservation .

- Heritage and Landscape

Ensure the preservation and enhance-

ment of both tangible and intangible heritage linked to Castelo D. Dinis. This includes preserving the collective memory of the town and reinforcing the cultural and historical significance of the castle within the urban landscape.

**• Tourism, Culture, and Economic Development**

Strengthen the tourism offer by promoting Castelo D. Dinis as a flagship attraction. Support the development of

cultural, educational, and scientific programs, as well as local businesses tied to cultural and religious tourism.

**• Partnerships and Networks**

Promote regional, national, and international cooperation by integrating Vila Nova de Cerveira into broader networks for cultural tourism and heritage preservation. Leverage cross-border collaborations with Spain to enhance cultural and economic exchanges.

The goals that need to be achieved to fulfil the strategic objectives include:

S.0.1	Ensure the Qualification of Heritage, Environment, and Public Space
S.0.2	Ensure the Valorisation of the Intangible Heritage Associated with the Castle and Its People
S.0.3	Bring Local Communities Closer to the History of the Castle and the Town
S.0.4	Promote Knowledge and Scientific Research
S.0.5	Qualify and Strengthen the Cultural and Tourism Offer
S.0.6	Support the Creation of New Businesses and the Capacity Building of Stakeholder
S.0.7	Value the Tangible and Intangible Heritage
S.0.8	Integrate Cooperation Networks at National and International Levels

In conclusion, the IAP is designed to leverage Castelo D. Dinis as a cornerstone for the social, cultural, and economic revitalization of Vila Nova de Cerveira. By integrating heritage preservation, community engagement, tourism, and cross-border partnerships, the plan aims to position the town as a creative and dynamic destination with a strong cultural identity.

## 2.2 Pilot Action

As part of the ARCHETHICS initiative in Vila Nova de Cerveira, one key pilot project has been developed with a focus on engaging the local community, particularly its younger generation, through creative and educational activities around Castelo D. Dinis. This project aims to strengthen the relationship between the town's heritage and its future by fostering cultural, educational, and technological innovation.

The project, titled Curtas no Castelo – Castle Short Movies, is a cultural initiative that involves local students across various educational levels (from primary to secondary school) in the creation of short films about the castle. The project seeks to reestablish Castelo D. Dinis as a cultural and social hub for the community. By providing opportunities for students to explore the castle's history and significance through filmmaking, this project encourages both creative expression and a deeper understanding of local heritage. The project was implemented following these stages:

- Specialized training to guide students through the process, with workshops

covering aspects of film production, from writing scripts to editing;

- Guided visits to the castle, to understand its history and get inspiration for the short-movies;
- Using accessible tools like smartphones, students made their films and edit them with platforms, such as iMovie or Shotcut;
- Final presentation in Festival Curtas no Castelo, offering the community a chance to celebrate the students' work.

This Small-Scale Action had a very positive impact, not only because it heightened awareness of local heritage but also promoted the strengthening of social cohesion and identity within the community.

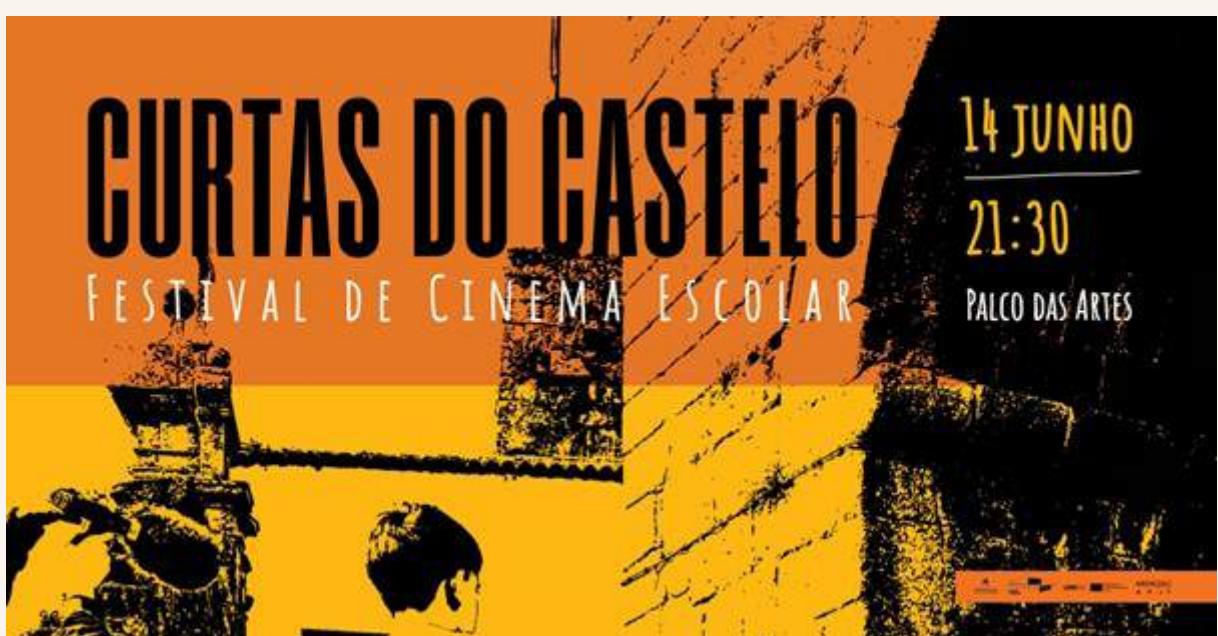




Figure 16 – Photos from the Final presentation of Festival “Curtas no Castelo”

Besides this Small-Scale Action, we have also developed a video [\[Link\]](#) - O Castelo é Nosso!" (The Castle is Ours), a powerful and emotional video where the people of Cerveira reclaim their iconic Castle as a symbol of identity, belonging, and community. With assertiveness and pride, Cerveirenses call for the return of their ex-libris to the people of Cerveira and the region. Produced within the framework of the ARCHETHICS project, this video gives voice to a collective will: to reconnect heritage with those who live it.



REAL TESTIMONIAL

António Barbosa

For me personally, I was born there,

# ARCHETHICS



URBACT

Co-funded by  
the European Union  
Erasmus

URBACT

Co-funded by  
the European Union  
Erasmus

CERVEIRA  
VILA.DAS.ARTE

ARCHETHICS 45

## 2.3 Description of focus areas and actions

Focus Areas	I. Heritage and Landscape	II. Heritage and people	III. Tourism, culture and economic development	IV. Networks and events
Strategic Objectives	SO1. Ensure the qualification of heritage environment, and public space	SO3. Bring local communities closer to the history of the castle and the town	SO5. Create a stronger and more qualified cultural and Touristic Offer	SO7. Value the Tangible and Intangible Heritage
	SO2. Ensure the valorization of the intangible heritage associated with the castle and its people	SO4. Promote knowledge and scientific research	SO6. Incentivize the Creation of Innovative Business Models and increase the Capabilities of Stakeholders	SO8. Integrate Cooperation Networks at National and International Levels
Actions/Operations	I.1 Qualification of the Castle, Public and Religious Spaces	I.4 Education Program on Local Identity and History	I.7 Development of Cultural, Tourist and Gastro-nomic Routes	I.10 Annual Event Plan for the Valorization of the Castle
	I.2 Program for the Valorization of the Built Heritage (Private and Public)	I.5 Community Labs for Collective Memory	I.8 Art, Culture and Religion Program	I.11 Cooperation Networks
	I.3 Castle Interpretative Centre	I.6 Research and Innovation Support Program	I.9 Training Program to Support Local Economy	I.12 Collaborative Repository of Tangible and Intangible Heritage
	I.13 Governance and Monitoring			
	I.14 Communication and Promotion (Identity, Integration, Innovation)			

To establish a comprehensive framework for the Integrated Action Plan (IAP) of Vila Nova de Cerveira, we developed a strategic matrix (see table above) organized into four focus areas:

I. Heritage and Landscape Preservation; II. Heritage and People; III. Tourism, Culture and Economic Development and IV. Partnerships and Networks. Each fo-

cus area includes strategic objectives and targeted actions designed to achieve the vision and goal of revitalizing Castelo D. Dinis, providing a clear roadmap for planning and implementation. Additionally, for each activity risks are analysed and mitigation strategies described.

## I. Heritage and Landscape

The Heritage and Landscape Preservation focus area aims to safeguard and enhance both tangible and intangible heritage linked to Castelo D. Dinis. It emphasizes preserving the Cerveira's collective memory and reinforcing the castle's cultural and historical significance within the urban landscape. There are three actions to be considered, that represent the higher investments within this IAP, namely:

- I.1. Qualification of Castle, Public and Religious Spaces
- I.2. Program for the valorisation of Built Heritage (Private and Public)
- I.3. Castle Interpretative Centre

In detail, these actions are summarized in the following Action Sheets:

I.1	<b>Qualification of the Castle, Public and Religious Spaces</b>		
Main Investor	Portuguese Government   Municipality of Vila Nova de Cerveira		
Strategic Objective	SO.1. Ensure the Qualification of Heritage, Environment, and Public Space		
Specific Objectives	Safeguard the historical and architectural features of the Castle, Public and Religious Spaces Improve Accessibility and Visitor Experience		
Timeline	Start	End	
	Jan. 2026	Dec.2027	
Monitoring (Output and Result Indicators)	Indicator		Target
	Output	Rehabilitated Area	3100m <sup>2</sup>
		Partnership Agreement	1
	Result	Percentage of visitors reporting ease of access and inclusive facilities	>=65%
Target Groups		Other entities to be Engaged	
General Public and Tourists		Santa Casa da Misericórdia   Others	

Sources of Funding	Investment
NORTE 2030   Turismo de Portugal	1.000.000,00 €
	<b>Funding</b>
	850.000,00 €

#### Description and Methodology of Implementation

After years without having any physical intervention in the Castle, the Portuguese Government will cancel the concession contract with the private investor and establish a cooperation protocol with the Municipality of Vila Nova de Cerveira.

This action is dedicated to preserving the historical integrity and cultural value of the buildings within the castle walls and surrounding public and religious spaces. The initiative includes targeted restoration efforts to protect key landscape features and enhance the overall visitor experience. Improvements will focus on maintaining architectural details, reinforcing structural elements, and ensuring that these spaces are accessible to all.

Key interventions will enhance public spaces with clear informational signage, accessible pathways, and upgraded safety features. Priority areas include the "Caminho da Ronda" where improved lighting and advanced security systems will help create a secure, welcoming environment for visitors. By blending preservation with modern safety and accessibility enhancements, this action aims to safeguard Vila Nova de Cerveira's heritage while making it a more enjoyable experience for the community and visitors alike.

#### Methodology:

- Jan.-Mar.2026 | Protocol between Portuguese Government and Municipality of Cerveira
- April-Sept.2026 | Development of the Rehabilitation Project for the Castle Walls and promotion of Accessibility to All
- Oct.-Dec.2026 | Application for Funding at Norte2030
- Jan.2027-Dec.2027 | Rehabilitation Works

In this activity the castle walls and surrounding public and religious spaces will be consolidated, while with the investment foreseen in I.3, new functions will be created, bringing a new life to this castle and a strong bond between local community and this impressive historical heritage.

Risks and Mitigation Strategies	Risk	Mitigation Strategy
	Delay in the signature of the partnership agreement between the Portuguese Government and the Municipality of Cerveira	<ul style="list-style-type: none"> <li>- Reinforce the existing engagement with the responsible entities (Government and REVIVAL Program) to guarantee that decisions are taken.</li> <li>- Regular follow-up meetings to monitor the progression of the partnership agreement.</li> </ul>
	Delay in the execution of the rehabilitation works	<ul style="list-style-type: none"> <li>- Development of a comprehensive work schedule with clear milestones and deadlines to anticipate potential bottlenecks, which is monitored by a defined project manager.</li> <li>-Contract of companies with a proven record for delivering public rehabilitation works during the contracted period.</li> </ul>

I.2	<b>Program for the valorisation of Built Heritage (Private and Public)</b>				
Main Investor	Municipality of Vila Nova de Cerveira				
Strategic Objective	SO.1. Ensure the Qualification of Heritage, Environment, and Public Space				
Specific Objectives	Promote Active Preservation of Heritage Structures				
	Promote Energy Efficiency Measures				
Timeline	Start		End		
	Jan. 2026		Dec.2029		
Monitoring (Output and Result Indicators)	Indicator		Target		
	Output	Regulatory Framework to Support the Built Heritage	1 (2026)		
		Number of Energy Spaces created	1 (2026)		
	Result	% of Vila Nova de Cerveira private and public entities, and residents, applying energy efficiency measures	35 % (2029)		
<b>Target Groups</b>		<b>Other entities to be Engaged</b>			
Private Owners		-			
<b>Sources of Funding</b>		<b>Investment</b>			
Fundo Ambiental [Energy Space] Municipality of V.N.Cerveira		350.000,00 €			
		<b>Funding</b>			
		40.000,00 €			
<b>Description and Methodology of Implementation</b>					
The action is designed to protect and enhance the built heritage of Castelo D. Dinis and its surrounding structures, covering both public and privately-owned historical sites. By encouraging preservation efforts and fostering a shared sense of responsibility, the program aims to safeguard these structures as living elements of the town's identity.					
Key interventions will include:					
<ul style="list-style-type: none"> <li>• Creation of a Regulatory Framework to Provide Technical and Financial Assistance   the Regulation will be developed in the 1st quarter of 2026. For 3 years, an annual budget of 100.000€ will be provided to private owners (maximum of 10.000€ of individual support).</li> <li>• Creation of Energy Space ("Espaços Energia") to support the implementation of Energy Efficiency Measures in the Municipality.</li> <li>• Create a Guide with conservation practices for heritage property owners, as well as practical workshops on maintaining historical features, and partnerships with conservation experts.</li> <li>• These initiatives will provide owners and the community with the tools and knowledge needed to respect and preserve architectural integrity and promote the rehabilitation of Cerveira, based on the core principles of New European Bauhaus and Green Deal.</li> </ul>					

<p><b>Methodology:</b>            Jan.-March.2026   Regulatory Framework Approval and Energy Space Opening            Jan-Jun.2026   Development of the Sustainable Construction Guide            Jul.2026.-Dec.2029   Providing technical Support and Financial Assistance to Private Owners</p>		
<b>Risks and Mitigation Strategies</b>	<b>Risk</b>	<b>Mitigation Strategy</b>
	Non-adherence to the preservation program by private owners, due to strict guidelines defined in the regulatory framework	<ul style="list-style-type: none"> <li>- Engage private owners early in the process to explain the program's benefits, objectives, and constraints, and gather their input.</li> </ul>
<b>I.3</b>		<b>Castle Interpretative Centre</b>
<b>Main Investor</b>		Municipality of Vila Nova de Cerveira
<b>Strategic Objective</b>		SO.2. Ensure the Valorisation of the Intangible Heritage Associated with the Castle and Its People
<b>Specific Objectives</b>	Promote Vila Nova de Cerveira Heritage and History	
	Strengthen Local Identity by sharing tangible and intangible Heritage	
<b>Timeline</b>	Start	End
	Jan. 2026	
<b>Monitoring (Output and Result Indicators)</b>	<b>Indicator</b>	
	<b>Out-put</b>	Rehabilitated Area
		5.059m2
	<b>Result</b>	New Functions Provided: Restaurant/Cafe   Exhibition Hall   Artistic Residence Accommodation   Immersive Tourism Office   Digital Art Educational Room.
<b>Target Groups</b>		<b>Other entities to be Engaged</b>
Entire Population		Fundaçao Bienal de Arte de Cerveira   Universidade Portucalense   FAUP   others
<b>Sources of Funding</b>		<b>Investment</b>
NORTE 2030   Turismo de Portugal	3.000.000,00 €	
	<b>Funding</b>	
	2.550.000,00 €	

## Description and Methodology of Implementation

After the partnership agreement with the Portuguese Government and the rehabilitation investments made in the structure of the Castle (I.1), a cocreation methodology, based on the principles of the NEB will be implemented to develop the project for the Castle Interpretative Centre. This Center will function as a dynamic educational and cultural hub, immersing visitors in the history and intangible heritage of Castelo D. Dinis and its significance to the local community. Designed to enhance heritage appreciation, the centre will offer curated exhibits, interactive displays, and multimedia resources that bring the castle's stories to life. By providing deeper insights into the architectural features, historical milestones, and cultural importance of the castle, the centre will bridge past and present, fostering a personal connection between visitors and the heritage of Vila Nova de Cerveira.

The centre will also host workshops, lectures, community events and artistic residences, encouraging ongoing dialogue and exploration of the town's rich history. Through partnerships with historians, local artisans, and educators, the centre will create an evolving narrative that highlights the castle's role in shaping local identity and community pride. This initiative will not only enhance the visitor experience but also serve as an educational resource, enriching the town's cultural landscape and ensuring the valorisation of its intangible heritage.

### Methodology:

- Jan.2025-Dec.2026 | Concept Design & Project Development – Define themes and curate materials. Cocreation sessions between Architectural Team and Local Stakeholders to develop the execution project
- Jan-Sept.2027 | Public Tender for the Execution of the Works
- Oct.2027-Sept.2029 | Work Execution

Risks and Mitigation Strategies	Risk	Mitigation Strategy
	Low engagement of the local community in the cocreation sessions	<ul style="list-style-type: none"> <li>- Develop incentives for participation (e.g., transportation, coffee break, intergenerational activities).</li> <li>- Hold sessions at convenient times and accessible, familiar community venues; offer multiple dates or formats (in-person, hybrid, online).</li> <li>- Start outreach early using multiple channels (social media, local radio, flyers, word of mouth) to inform all community segments about the sessions.</li> </ul>
	Bottlenecks in the execution of the project	<ul style="list-style-type: none"> <li>- Develop a detailed project plan with clear milestones, timelines, dependencies, and resource allocation to identify potential bottlenecks early.</li> <li>- Ensure timely procurement and availability of necessary resources (materials, technology, staff) to prevent work stoppages.</li> </ul>
	Difficulties in implementing partnerships with historians, local artisans, and educators	<ul style="list-style-type: none"> <li>- Offer flexible engagement options (e.g., advisory roles, short-term involvement, event-specific participation) to accommodate different capacities.</li> <li>- Identify and reach out to potential partners early to understand their interests, capacities, and concerns. Also, create an open call for experts, to incentivize the participation of intrinsically motivated experts.</li> </ul>

## II. Heritage and People

This focus area aims to strengthen the connection between the local community and the history of Castelo D. Dinis. It fosters a sense of ownership and appreciation among residents, particularly younger generations, through educational and participatory programs.

There are three actions to be considered, namely:

I.4. Education Program on Local Identity and History

I.5. Community Labs for Collective Memory Valorisation

I.6. Research and Innovation Support Program

In detail, these actions are summarized in the following Action Sheets:

I.4	Education Program on Local Identity and History		
Main Investor	Municipality of Vila Nova de Cerveira		
Strategic Objective	SO.3 bringing local communities closer to the history of the castle and the village		
Specific Objectives	Implement 4 Educational Programs/Activities for different levels of Education [1st Cycle, 2nd Cycle, 3rd Cycle and Secondary] Provide Certificated Training Programs for Teachers and Educators		
Timeline	Start	End	
	Oct. 2025	Jul. 2028	
Monitoring (Output and Result Indicators)	Indicator		Target
	Output	Number of Educational Programs implemented	4 (2028)
		Participation of Students and teachers	600+4 (2028)
	Result	% of teachers and educators participating in training programs on local identity and history	40% (2029)
Target Groups		Other entities to be Engaged	
Educational Community		Fundação Bienal de Cerâmica   Agrupamento de Escolas   Others	
Sources of Funding		Investment	
NORTE 2030   PESSOAS 2030		200.000,00 €	
		Funding	
		170.000,00 €	

## Description and Methodology of Implementation

This project aims to strengthen the connection between communities and their cultural heritage by developing an Educational Program on Local Identity and History. Through digital content, educational materials, and interactive tools, the program will engage students and residents, fostering a deeper understanding of their shared history.

By integrating local history into school curricula and extracurricular activities, the program ensures that younger generations appreciate and preserve their cultural roots, reenforcing the sense of identity and social cohesion of the community. The activity includes skills development programs on audiovisual techniques and technologies, resulting in the elaboration of guides for the short films and the production and edition of the short films. The Small-Scale Action "Curtas no Castelo" is a great example of the type of activities to be developed. Considering the success of this SSA, in 2025/2026 a new edition will be implemented.

In collaboration with educators, historians, and local cultural institutions, during the next years, 3 more programs/activities will be designed and implemented, ensuring that content is accurate, relevant, and inspiring. If possible, digital resources will expand the program's reach, allowing broader community participation and ensuring the long-term impact of the project.

### Methodology:

- Sept.2025 | Implementation of the new edition of "Curtas no Castelo"
- Jan.-Set. 2026 | Content Development & Curriculum Integration – Research and development of educational materials, creation of digital tools, and integration into school programs.
- Set.26-Jul.27 | Implementation of the 1st year Program and Evaluation
- September 2027 & Beyond | Implementation of the Program and annual revision of contents

This initiative will enhance cultural awareness, promote local pride, and contribute to the valorisation of intangible heritage, ensuring its transmission to future generations.

Risks and Mitigation Strategies	Risk	Mitigation Strategy
	Difficulties in introducing the Educational Program on Local Identity and History in the current school curriculum, due to low stakeholders' engagement and difficulties in balancing the delivery of mandatory curriculum and innovative pedagogical tools	<ul style="list-style-type: none"><li>-Involve school administrators, teachers, curriculum planners, and education authorities early to co-design program content and delivery approaches.</li><li>-Develop program materials as modular units that teachers can integrate flexibly within existing classes or extracurricular activities.</li><li>-Implement small scale actions to in selected schools to test, gather feedback, demonstrate feasibility, and refine approaches before wider rollout.</li></ul>

I.5	Community labs for collective memory valorisation		
Main Investor	Senior University and Municipality of Vila Nova de Cerveira		
Strategic Objective	SO.3 bringing local communities closer to the history of the castle and the village		
Specific Objectives	Develop 8 Quarterly Community Labs in 2026 and 2027 to Engage Local Community Promote Intergenerational activities in the Community Labs		
Timeline	Start Jan. 2026		End Dec.2028
Monitoring (Output and Result Indicators)	Indicator		Target
	Output	Participation in the Community Lab sessions	120 (2027)
		Development of Content to integrate the Castle Interpretive Center	20 (2028)
	Result	% of young people involved in the community lab	33% (1/3) (2029)
Target Groups		Other entities to be Engaged	
Elderly Population		Fundação Bienal de Arte de Cerveira   Local Social Institutions (IPSS)   Santa Casa da Misericórdia de Vila Nova de Cerveira   Others	
Sources of Funding		Investment	
NORTE 2030   PESSOAS 2030   Portugal Inovação Social		100.000,00 €	
		Funding	
		85.000,00 €	

## Description and Methodology of Implementation

The Community Labs for Collective Memory Valorisation project seeks to preserve and celebrate local history through community-driven research and storytelling initiatives. By actively engaging residents—especially elderly members of the community—the project will document and share oral histories, personal archives, and cultural traditions, ensuring that valuable heritage is not lost over time.

Through a participatory approach, these labs will serve as collaborative spaces where different generations come together to exchange knowledge and experiences. The collected materials will be compiled into digital and physical records (I.12), serving as key resources for heritage interpretation, education, and cultural tourism. This initiative will reinforce local identity, foster intergenerational connections, and contribute to the long-term preservation of intangible cultural heritage.

### Methodology:

Jan-Jun 2026 | Community Engagement & Data Collection – Organizing storytelling sessions, interviews, and workshops to collect oral histories and personal archives.

Jul-Dec 2026 | Documentation & Archiving – Digitizing and curating collected materials for use in cultural projects, exhibitions, and educational initiatives.

Jan.2027-Dec.2028 | Public Access & Valorisation – Publishing digital and physical records, developing heritage interpretation programs, and integrating materials into local cultural initiatives.

This project will empower communities to take an active role in preserving their heritage while providing future generations with a rich and meaningful understanding of their cultural roots.

Risks and Mitigation Strategies	Risk	Mitigation Strategy
	Lack of willingness to share personal data (e.g., photos, objects, documentation)	<ul style="list-style-type: none"> <li>- Build Trust through Transparent Communication.</li> <li>- Use simple, clear consent forms to ensure participants understand and agree to data sharing terms, guaranteeing data privacy and security.</li> </ul>
	Low levels of youth participation	<ul style="list-style-type: none"> <li>- Use channels popular with youth (social media, schools, youth clubs) to raise awareness and interest in the labs;</li> <li>- Offer certificates, awards, or public recognition to motivate youth involvement and acknowledge contributions;</li> <li>- Regularly assess youth engagement levels and solicit feedback to adapt approaches dynamically.</li> </ul>

I.6	Research and Innovation Program		
Main Investor	Municipality of Vila Nova de Cerveira		
Strategic Objective	SO.4 Promote Knowledge and Scientific Research		
Specific Objectives	<p>Increase the awareness and knowledge about the Castle and its historical importance</p> <p>Provide Support to the development of, at least, 10 Research Projects related with the Castle</p>		
Timeline	Start		End
	Jun.2025		Jul.2028
Monitoring (Output and Result Indicators)	Indicator		Target
	Output	Research and Innovation Projects Implemented	10 (2028)
		Engagement of Researchers and Higher Education Students	4+80 (2028)
	Result	Interdisciplinary collaboration rate (Percentage of funded projects involving partnerships across interdisciplinary stakeholders)	55% (2028)
Target Groups		Other entities to be Engaged	
Researchers, Higher Education Students		Universidade Portucalense   Fundação Bienal de Arte de Cerveira   FAUP   Others	
Sources of Funding		Investment	
ERASMUS+   AGÊNCIA PARA A INVESTIGAÇÃO E INOVAÇÃO		100.000,00 €	
		Funding	
		0 €	

## Description and Methodology of Implementation

The Research and Innovation Support Program aims to advance knowledge and appreciation of Vila Nova de Cerveira's history and cultural heritage by providing targeted grants and resources for scholars, researchers, and cultural institutions. Annually, from 2026, 50k of grants will be awarded for the best research projects to be proposed by the Higher Institutions and Research Centres in Portugal.

The program fosters interdisciplinary collaborations between universities, museums, and research centers, encouraging innovative approaches to heritage studies.

To strengthen international academic cooperation, the partners of this program will promote and, whenever possible, implement Blended Intensive Program (BIP) under Erasmus+, offering students and researchers a hybrid learning experience combining virtual collaboration with short-term mobility. This initiative will allow participants to engage in immersive fieldwork in Vila Nova de Cerveira, participate in expert-led workshops, and co-develop innovative heritage valorisation strategies. Already in 2025, Universidade Portucalente will implement a BIP related with the Renovation of the Castle (the outcomes of this activity will be relevant for the I.1 and I.3 activities). This BIP aims to create a conceptual framework and define a strategy for the intervention in Castelo D. Dinis, including technical analysis of the building and its architectural evolution. Also, a benchmarking of locally produced materials will be performed, to evaluate if there are materials which enable to reduce energetic costs associated with transportation and which promote a contemporary application. Technical solutions will be adapted to the type of infrastructural intervention proposed. The final output of the BIP will be a technical report and posters to be presented.

### Methodology:

Jan-April.2026 | Establish Cooperation Protocols with Universities and other entities

May.-Oct. 2026 | Research Grants & Partnerships – Launch of funding calls for research projects and establishment of collaborations with academic and cultural institutions

Oct. 2026 & Beyond | Implementation of 2 Editions of the Program

This program will enhance the academic and cultural ecosystem, ensuring that Vila Nova de Cerveira's heritage is not only preserved but also dynamically explored and interpreted through cutting-edge research and international knowledge exchange.

Risks and Mitigation Strategies	Risk	Mitigation Strategy
	Low Level of Application for the Open Calls for Research Projects	<ul style="list-style-type: none"> <li>- Promote open calls widely among Higher Education Institutions, Research Centres, and cultural institutions through newsletters, academic networks, and social media;</li> <li>- Develop detailed application guidelines, FAQs, and templates, and host info sessions or webinars to clarify the process and requirements;</li> <li>- Encourage joint applications and interdisciplinary approaches by organizing networking events or virtual matchmaking sessions.</li> </ul>
	Delays in Grant Awarding and Disbursement, due to delays in evaluation processes and bureaucracy	<ul style="list-style-type: none"> <li>- Simplification of submission processes and evaluation;</li> <li>- Assign sufficient personnel to application review and fund disbursement functions to avoid bottlenecks;</li> <li>- Schedule regular coordination meetings between evaluation, finance, and legal teams to synchronize processes.</li> </ul>

### III. Tourism, Culture and Economic Development

Vila Nova de Cerveira's rich cultural heritage, vibrant artistic scene, and unique local traditions offer a strong foundation for sustainable tourism and economic development. This focus area seeks to enhance the region's attractiveness by promoting its cultural, historical, and gastronomic assets while fostering inclusive and community-driven tourism initiatives. Through the development of thematic routes, the promotion of artistic and religious heritage, and capacity-building programs for local stakeholders, the strategy aims to strengthen cultural identity, stimulate economic activity, and create meaningful visitor experiences. By integrating culture, tourism, and economic development, Vila Nova de Cerveira can position itself as a dynamic destination that values its past while embracing innovation and sustainable growth.

There are three actions to be considered, namely:

- I.7. Development of Cultural, Tourist, and Gastronomic Routes
- I.8. Art, Culture, and Religion Program
- I.9. Training Program to Support Local Economy

These actions are summarized in detail, in the following Action Sheets:

I.7	Development of Cultural, Tourist and Gastronomic Routes		
Main Investor	Municipality of Vila Nova de Cerveira		
Strategic Objective	SO.5 Qualify and Strengthen the Tourist and Cultural Offer		
Specific Objectives	Create New Touristic Routes that reinforce the attractiveness of the territory Reinforce the cross-border collaboration between touristic agents		
Timeline	Start	End	
	Jan.2027	Dec.2029	
Monitoring (Output and Result Indicators)	Indicator	Target	
	Output	New Touristic Routes / Programs	6 (2029)
		Participation of Local and Regional Touristic Agents	+80 (2029)
	Result	Cross border collaborations between VN de Cerveira e Tomiño (%)	+35% (2030)

Target Groups	Other entities to be Engaged
Tourist IE, Hotels, Restaurants, Commerce, Travel Agents and ultimately tourists and visitors	Turismo do Norte de Portugal   Santa Casa da Misericórdia de Vila Nova de Cerveira
Sources of Funding	Investment
	150.000,00 €
INTERREG POCTEP / TURISMO DE PORTUGAL	Funding
	0 €
Description and Methodology of Implementation	
<p>The Development of Cultural, Tourist, and Gastronomic Routes initiative is a cross-border collaboration between Vila Nova de Cerveira (Portugal) and Tomiño (Spain), designed to enhance tourism by curating thematic routes that celebrate the shared cultural heritage, traditions, and gastronomy of the region. By creating heritage walks, food trails, and art circuits, this initiative will foster a deeper appreciation of the historical and cultural ties between both sides of the border while strengthening local economies. Some routes will focus on specific local identities, while others will highlight cross-border connections, allowing visitors to experience the rich cultural diversity of the Minho River region. Collaboration with local businesses, artisans, and cultural institutions will ensure authentic experiences, and the initiative will be supported by digital and physical promotional tools, such as interactive maps, brochures, and guided tour packages, to attract visitors and promote the region as a dynamic cross-border cultural, natural and gastronomic destination.</p> <p>Based on the information already gathered, there is a local route that is already signalled to be developed: the revitalization of the "Cofre das Sete Chaves" and creation of a Visit Program. Inside the sacristy of the Misericórdia Church lies the historic "Cofre das Sete Chaves" (Chest of Seven Keys), a relic symbolizing the Santa Casa da Misericórdia's historical role in managing donations and legacies since its foundation in 15th-century Portugal. This chest, secured with seven locks, required the presence of trusted members of the Misericórdia's governing council, each holding a unique key, to access its contents. It served as a safeguard for valuable assets and documents, ensuring transparency and accountability in religious and charitable administration, thereby building community trust. The project intent to revive the mystique surrounding the Cofre das Sete Chaves by creating a compelling narrative that highlights its historical significance and connection to the town's heritage. This initiative will develop a storytelling framework centred on the chest and the nearby Pilgrims' Hospital, enriching the cultural experience of visitors. A communication and marketing plan will promote this story, drawing attention to the symbolic and cultural heritage of Vila Nova de Cerveira. The project also includes developing associated products to enhance visitor engagement and attract more tourists and pilgrims to the site.</p>	

**Methodology:**

Jan – May 2027 | Research & Route Development

- Conduct historical and cultural research to identify key heritage, culinary, and artistic assets in both Vila Nova de Cerveira and Tomiño
- Engage local stakeholders in defining thematic routes and cross-border routes.
- Organize cross-border launch events, press trips, and guided tour experiences to introduce the routes.

July 2028 & Beyond | Monitoring & Continuous Improvement

- Collect visitor feedback and impact assessment data to refine and expand the routes.
- Strengthen cross-border partnerships to sustain the initiative's long-term success

Jun – Sept 2027 | Stakeholder Engagement & Partnerships

- Collaborate with restaurants, artisans, and local guides on both sides of the border to integrate them into the routes.
- Organize capacity-building workshops to enhance service quality and ensure a unified cross-border experience.

Sept 2027 – Feb 2028 | Digital & Physical Resource Development

- Develop bilingual maps, brochures, and interactive online tools.
- Develop storytelling and multimedia content to enrich visitor experiences.

March – June 2028 | Tourism Promotion & Public Launch

- Implement joint marketing campaigns, leveraging both Portuguese and Spanish tourism networks.
- Organize cross-border launch events, press trips, and guided tour experiences to introduce the routes.

July 2028 & Beyond | Monitoring & Continuous Improvement

- Collect visitor feedback and impact assessment data to refine and expand the routes.
- Strengthen cross-border partnerships to sustain the initiative's long-term success.

Risks and Mitigation Strategies	Risk	Mitigation Strategy
	Insufficient Visitor Interest	<ul style="list-style-type: none"><li>- Develop partnerships with regional and international tour operator;</li><li>- Develop focused campaigns targeting specific visitor segments (e.g., cultural tourists, foodies, pilgrims) using social media, travel platforms, and influencers.</li><li>- Monitor visitor satisfaction and preferences, adjusting offerings and marketing based on data.</li></ul>
	Heritage Conservation Risks	<ul style="list-style-type: none"><li>- Conduct routine inspections and maintenance of cultural sites to identify and address wear promptly;</li><li>- Educate visitors on the importance of preserving heritage through guides, signage, and digital media;</li><li>- Develop virtual tours or augmented reality apps to reduce physical visits to the most fragile areas.</li></ul>
	Logistical and Infrastructure Limitations	<ul style="list-style-type: none"><li>- Design and install clear, multilingual signage across routes, including wayfinding and informational panels;</li><li>- Work closely with municipal authorities, transport agencies, and tourism operators to align infrastructure investments.</li></ul>

I.8	Art, Culture and Religion Program		
Main Investor	Fundação Bienal de Arte de Cerveira		
Strategic Objective	SO.5 Qualify and Strengthen the Tourist and Cultural Offer		
Specific Objectives	Create New Artistic Programs		
	Attract more visitors to the Castle and support local business		
Timeline	Start		End
	Jan.2026		Mar.2028
Monitoring (Output and Result Indicators)	Indicator		
	Output	Artistic Installations	6 (2028)
		Participation in the Cultural Events	+5000 (2028)
	Result	Change in Local Community's Perceived Connection to the Castle's Artistic, Cultural and Spiritual Heritage (on a 10-point scale)	5.5 (2029)
Target Groups		Other entities to be Engaged	
Artists, Tourists, Local Community		Municipality of Vila Nova de Cerveira	
Sources of Funding		Investment	
NORTE 2030 / CREATIVE EUROPE		150.000,00 €	
		Funding	
		120.000,00€	

## Description and Methodology of Implementation

This initiative led by the Fundação Bienal de Arte de Cerveira, aims at expanding artistic activities beyond traditional venues by using the Castle of Vila Nova de Cerveira as an additional space for cultural projects. This extension of the Bienal's work seeks to integrate contemporary art with the historical and religious heritage of the region, enriching both the local community's and visitors' cultural experiences. The program includes public art installations, thematic exhibitions, religious festivals, and artist-in-residence programs, all designed to celebrate the cultural and spiritual traditions of Vila Nova de Cerveira. By engaging artists, religious communities, and cultural institutions, the initiative aims to strengthen local identity and promote cultural and religious tourism in the region. This program will be a crucial element of the Castle Interpretive Center (I1.3).

### Methodology:

January – June 2026 | Curation & Planning

- Selection of Spaces and Themes: Identify areas within and around the Castle suitable for artistic installations and cultural events.
- Local Partnerships: Collaborate with local artists, historians, and religious leaders to define the themes of exhibitions and events, ensuring cultural and spiritual relevance.

July – December 2026 | Development & Promotion

- Art Production: Commission artworks that engage with the historical and religious heritage of the Castle, including artist residencies to foster on-site creation.
- Promotion Campaign: Develop promotional materials such as catalogs, digital content, and interactive media to attract a diverse audience and highlight the uniqueness of the initiative.

January – December 2027 | Implementation of Events

- Exhibition Openings: Launch public art installations and thematic exhibitions within the Castle, integrating them into local religious festivals to enrich traditional celebrations.
- Educational Programming: Offer workshops, lectures, and guided tours that explore the intersection of contemporary art, history, and spirituality, engaging schools and community groups.

Jan – March 2028 | Evaluation & Sustainability

- Public Feedback: Gather input from participants to assess the impact of the activities and identify areas for improvement.
- Future Planning: Establish the Art, Culture, and Religion Program as an annual or biennial event, ensuring its continuity and relevance through sustained partnerships and funding.

This program aims to enrich Vila Nova de Cerveira's cultural landscape by enhancing its historical and religious heritage through contemporary art and to reinforce the role of the Fundação Bienal de Arte de Cerveira as a key driver of innovative cultural initiatives.

Risks and Mitigation Strategies	Risk	Mitigation Strategy
	Preservation of Heritage Sites and art installations	<ul style="list-style-type: none"> <li>- Engage heritage conservation specialists to assess the suitability of art installations and supervise all activities near fragile sites. Guarantee the Centro Interpretativo do Castelo has the right conditions to safeguard the preservation of art installations;</li> <li>- Develop focused campaigns targeting specific visitor segments (e.g., cultural tourists, foodies, pilgrims) using social media, travel platforms, and influencers.</li> <li>- Conduct frequent inspections before, during, and after events to detect and address any damage immediately.</li> </ul>
	Seasonality and Weather Dependence	<ul style="list-style-type: none"> <li>- Schedule major outdoor activities during favorable seasons and consider off-season promotions to balance visitor flow;</li> <li>- Educate visitors on the importance of preserving heritage through guides, signage, and digital media;</li> <li>- Secure indoor or covered backup venues to host events if weather conditions become unsuitable.</li> </ul>
	Cultural Sensitivity and Conflict	<ul style="list-style-type: none"> <li>- Involve religious leaders, community representatives, and cultural institutions in the planning process to align expectations and build trust;</li> <li>- Encourage co-creation and dialogue between artists and religious communities to ensure mutual understanding and acceptance.</li> </ul>

I.9	Training Program to support local economy		
Main Investor	Municipality of Vila Nova de Cerveira		
Strategic Objective	SO.6 Support the Creation of New Businesses and Training of Labour Force		
Specific Objectives	Provide better services in the Tourism Industry Promote the cross-border collaboration		
Timeline	Start		End
	Jan.2026		Mar.2028
Monitoring (Output and Result Indicators)	Indicator		Target
	Output	Upskilling and Reskilling Training Programs	4 (2028)
		Number of Participants	+150 (2028)
	Result	Share of Local Tourism and Creative Businesses Reporting Improved Service Quality	55% (2029)
Target Groups	Other entities to be Engaged		
Labour Force (PT/ES)	Porto Business School   Turismo do Norte   Others		
Sources of Funding	Investment		
INTERREG POCTEP / TURISMO DE PORTUGAL / PESSOAS 2030	150.000,00 €		
	Funding		
	120.000,00€		

### Description and Methodology of Implementation

This program is a cross-border initiative designed to support local businesses, cultural operators, and tourism professionals in Vila Nova de Cerveira and Tomiño. By fostering professional development, knowledge exchange, and collaboration between Portugal and Spain, the program aims to strengthen the local creative and tourism economies, ensuring their sustainability and competitiveness in an evolving market. Through workshops, mentorship programs, and networking events, participants will gain insights into cultural management, tourism trends, and business development strategies. The initiative leverages the expertise of industry professionals, universities, and local organizations to enhance skills, foster innovation, and create cross-border partnerships.

#### Methodology:

##### January – June 2026 | Training Needs Assessment

- Stakeholder Engagement: Conduct consultations with tourism operators, cultural managers, and local businesses to identify key challenges and skill gaps.
- Market Analysis: Assess emerging trends in cultural tourism, digital transformation, and cross-border cooperation to tailor the training programs.

##### July – December 2026 | Program Design & Delivery

- Workshops & Training Sessions: Organize in-person and online workshops covering topics such as digital marketing for tourism, cultural event management, and sustainable tourism strategies.
- Mentorship & Coaching: Launch a mentorship program pairing emerging entrepreneurs and cultural operators with experienced professionals from both sides of the border.

##### January – June 2027 | Networking & Collaboration

- Industry Networking Events: Host cross-border forums and roundtables to facilitate collaboration between tourism professionals, cultural institutions, and policymakers, leveraging the currently established networks.
- Pilot Initiatives: Encourage participants to develop and test small-scale collaborative projects, such as joint cultural events or tourism packages.

##### July – December 2027 | Monitoring Impact & Follow-ups

- Evaluation & Feedback: Conduct surveys and interviews to assess participant satisfaction, skill improvement, and business impact.
- Sustainability Plan: Establish a network for continued knowledge exchange and explore funding opportunities to ensure the program's long-term impact.

This initiative reinforces Vila Nova de Cerveira and Tomiño's shared cultural and economic ecosystem, enhancing their ability to attract and engage visitors through high-quality tourism experiences and sustainable business models.

	Risk	Mitigation Strategy
Risks and Mitigation Strategies	Low engagement of relevant stakeholders	<ul style="list-style-type: none"> <li>- Involve stakeholders in cocreating workshops, mentorship, and networking events to ensure relevance and buy-in;</li> <li>- Engage influential local and cross-border figures to advocate for the program and encourage peer participation.</li> </ul>
	Low level of participation in the training sessions	<ul style="list-style-type: none"> <li>- Collaborate with local business associations, cultural institutions, and tourism boards to amplify outreach;</li> <li>- Offer sessions at convenient times and via multiple formats (in-person, online, hybrid) to accommodate participants' preferences;</li> <li>- Provide incentives for participation such as certificates, networking opportunities, or access to exclusive resources as motivation to attend.</li> </ul>

## IV. PARTNERSHIPS AND NETWORKS

The fourth and last focus area, Partnerships and Networks, seeks to strengthen Vila Nova de Cerveira's connections at regional, national, and international levels to enhance Cerveira's cultural tourism and heritage preservation efforts. By fostering cooperation networks, this area aims to value both tangible and intangible heritage and promote cross-border exchanges. Another objective is to strengthen the connection between artists and students that were engaged in academic, artistic and training programs over the years and that now are important ambassadors of Vila Nova de Cerveira.

There are three actions to be considered, namely:

- IV.10 Annual Event Plan for the Valorisation of the Castle
- IV.11 Cooperation Networks
- IV.12 Collaborative Repository of Tangible and Intangible Heritage

In detail, these actions are summarized in the following Action Sheets:

I.10	Annual Event Plan for the valorisation of the castle		
Main Investor	Municipality of Vila Nova de Cerveira		
Strategic Objective	SO.7. Value the Tangible and Intangible Heritage		
Specific Objectives	Revitalize the castle area by turning it into a community-centred space, enhancing social connections, and establishing cultural corridors to celebrate and promote heritage		
	Make the castle a hub of community engagement and a prominent cultural and social landmark		
Timeline	Start	End	
	Oct.2025	Dec.2028	
Monitoring (Output and Result Indicators)	Indicator		Target
	Output	Number of events organized annually	12 (2028)
		Number of Partnerships created	20 (2028)
	Result	Change in Local Residents' Sense of Community Connectedness (measured on a 10-point scale)	7 (2029)

Target Groups	Other entities to be Engaged
Residents and visitors	Local associations   Regional Entities   Public and Private Event organizations
Sources of Funding	Investment
	300.000,00 €
NORTE 2030   TURISMO DE PORTUGAL	Funding
	270.000,00 €
Description and Methodology of Implementation	
<p>The Annual Events Plan for the Castle of Cerveira aims to keep the space vibrant throughout the year with a variety of events. These include a Christmas market, spring storytelling, interactive digital art, live music events, flea and vintage markets, and a historical festival with thematic activities. Additionally, the plan features unique experiences like camping with scouts and dedicated storytelling sessions, all intended to foster year-round engagement and activity in the castle area.</p> <p>Events planned to be held in the public spaces of the Castle of Cerveira include:</p> <ul style="list-style-type: none"> <li>• Christmas Market – expand the Christmas market into the fortified area, with roaming entertainment related to the holiday season.</li> <li>• Spring at the Castle – storytelling activities.</li> <li>• Interactive Digital Art.</li> <li>• Castle Sounds.</li> <li>• Music at the Castle – live music with national and international artists.</li> <li>• Flea and Vintage Markets &gt; extension of the existing monthly fair</li> <li>• History Festival – expand the market into the fortified area with themed entertainment.</li> <li>• Camping at the Castle with Scouts.</li> <li>• Story Hour.</li> </ul> <p>Methodology:</p> <p>Oct.-Dec.2025   Event Planning &amp; Coordination</p> <p>Jan.-Dec.2026   Implementation of the 1st Annual Program of Events</p> <p>Jan.-Dec.2027   Post-Event Analysis, Improvement and Definition of the new Program</p>	

Risks and Mitigation Strategies	Risk	Mitigation Strategy
	Low Public Engagement or Attendance	<ul style="list-style-type: none"> <li>- Develop diverse, audience-specific marketing campaigns using social media, local media, tourism and arts influencers.</li> <li>- Use surveys and social media listening to understand visitor preferences and adjust future events accordingly.</li> </ul>
	Technical Failures	<ul style="list-style-type: none"> <li>- Conduct thorough testing of all technical equipment well before events to identify and resolve issues;</li> <li>- Have backup systems and spare parts available on-site to quickly address technical failures;</li> <li>- Train all equipment operators on emergency procedures and troubleshooting.</li> </ul>
	Environmental Impact	<ul style="list-style-type: none"> <li>- Incorporate environmental considerations into event design, such as reducing single-use plastics and promoting recycling;</li> <li>- Provide sufficient waste bins with clear signage for recycling and general waste; arrange for timely collection and disposal;</li> <li>- Create public awareness campaigns to educate attendees on environmental responsibility.</li> </ul>

I.11	Cooperation Networks		
Main Investor	Municipality of Vila Nova de Cerveira		
Strategic Objective	SO.8. Integrate Cooperation Networks at National and International Levels		
Specific Objectives	<p>Establish Partnerships for Heritage Development through collaborative relationships with regional, national and international cultural and heritage organizations</p> <p>Reinforce the Strategic Agenda for Cross-border Cooperation Cerveira-Tomiño</p>		
Timeline	Start	End	
	Jan.2026	Dec.2030	
Monitoring (Output and Result Indicators)	Indicator		Target
	Output	Integrate European and Cross-border projects	2 (2030)
	Result	Establish Partnership Agreements with National Entities	5 (2030)
	Frequency of Joint Activities or Projects Conducted Within the Networks		12 (2030)

Target Groups	Other entities to be Engaged
Local Support Group and other entities	Fundação Bienal de Arte de Cerveira   Universidade Portucalense   ETAP   Others
Sources of Funding	Investment
ERASMUS+   AGÊNCIA PARA A INVESTIGAÇÃO E INOVAÇÃO	50.000,00 €
	Funding
	40.000,00 €
Description and Methodology of Implementation	
<p>The Cooperation Networks action focuses on developing partnerships with heritage, cultural, and tourism organizations at multiple levels. These networks will enable Vila Nova de Cerveira to benefit from shared resources, best practices, and collaborative projects, reinforcing its heritage preservation and cultural tourism initiatives. Through ongoing engagement and joint initiatives, these networks will strengthen the town's capacity for sustainable cultural development.</p> <p>An essential element of this initiative is the active involvement of former students of ETAP, who have become key ambassadors for Vila Nova de Cerveira. Additionally, the network will include people which have started their careers in the creative and cultural industries in Vila Nova de Cerveira. They will be incentivized to participate in networking events, as well as have a representative in the advisory board. Their participation in the execution of the Integrated Action Plan will help bridge the gap between contemporary digital practices and heritage preservation, fostering innovation and community engagement.</p> <p>The main objectives are:</p> <ul style="list-style-type: none"> <li>• To forge partnerships with regional, national, and international cultural and tourism networks.</li> <li>• To strengthen cross-border collaborations with Spain to promote shared cultural heritage.</li> <li>• To engage in knowledge exchange with similar historic towns and institutions.</li> <li>• To integrate former students into cultural initiatives, leveraging their expertise to enhance digital engagement with heritage sites.</li> </ul> <p>Participation in INTERREG and URBACT projects remains a key strategy to facilitate these international exchanges and ensure Vila Nova de Cerveira continues to play a leading role in heritage-driven sustainable development.</p> <p>Methodology:</p> <p>Jan.-Jun.2026   List of Ambassadors and Regulation</p> <p>Jun.-Dec.2026   Invitation to Ambassadors of Cerveira Castle and Mapping of Possible Collaborations with National and International Entities</p> <p>Jan.2027 - on going   Formalization of New Partnerships and Integration of New Ambassadors. Integration in the Annual Program Event, of an Annual Ambassadors Meeting   Evaluating opportunities for collaboration and Funding and guarantee, annually, the submission of at least one application focused on cross-border collaboration.</p>	

Risks and Mitigation Strategies	Risk	Mitigation Strategy
	Partnership Challenges	<p>Formalize partnerships through clear agreements (MOUs) that define roles, responsibilities, and expectations for all involved.</p> <ul style="list-style-type: none"> <li>-Establish regular communication channels (e.g., meetings, newsletters) to keep partners informed and aligned.</li> <li>-Develop and implement clear processes for addressing conflicts or misunderstandings between partners.</li> </ul>
	Political or Administrative Changes	<ul style="list-style-type: none"> <li>- Secure funding from multiple sources, including EU grants, private sponsors, and local institutions, to reduce dependence on any single political entity;</li> <li>- Prepare contingency plans for various political or funding scenarios, including potential disruptions in cross-border cooperation or funding cuts.</li> </ul>
	Resource Allocation Issues	<ul style="list-style-type: none"> <li>- Use transparent budgeting practices and regularly report on resource use to ensure all partners are aware of financial status;</li> <li>- Involve all partners in resource planning and decision-making processes to align expectations and avoid discrepancies in contributions.</li> </ul>

I.12	Collaborative Repository of tangible and intangible heritage		
Main Investor	Municipality of Vila Nova de Cerveira		
Strategic Objective	SO.7. Value the Tangible and Intangible Heritage		
Specific Objectives	<p>Establish a comprehensive digital repository that captures and preserves Vila Nova de Cerveira's heritage, ensuring its accessible for future generations.</p> <p>Develop the repository as a multi-functional tool for research, education and cultural outreach</p>		
Timeline	Start		End
	Jan.2027		Dec.2029
Monitoring (Output and Result Indicators)	Indicator		Target
Output	Number of elements to be integrated in the Digital Archive		500 (2028)
	Research Activities developed in cooperation with Research Institutions		3 (2028)
Result	User Access Rate to the Repository (unique visits/downloads)		+10500 (2030)
Target Groups	Other entities to be Engaged		
-	CCDR-N (Área da Cultura)   Fundação Bienal de Cerveira   Others		
Sources of Funding	Investment		
To be determined	200.000,00 €		
	Funding		
	0,00 €		

Description and Methodology of Implementation		
<p>The Collaborative Repository of Tangible and Intangible Heritage aims to create an extensive digital archive that captures the cultural richness of Vila Nova de Cerveira. This repository will include historical artifacts, oral histories, photographs, documents, and multimedia presentations that reflect the town's unique heritage, from its architectural landmarks to its local traditions, customs, and stories. The content will be presented at the Castle Interpretive Center (I.3).</p>		
<p>In partnership with educational institutions, cultural organizations, and local heritage experts, this repository will be carefully curated and continuously updated to ensure a comprehensive and evolving record of the Cerveira's cultural assets. The methodology involves digitizing artifacts, conducting interviews with residents to capture oral histories, and incorporating visual and interactive media to make the repository engaging and accessible.</p>		
<p>Designed as a public resource, the repository will support academic research, educational programs, and cultural tourism by providing an easily accessible platform for exploring Vila Nova de Cerveira's heritage. Schools, community groups, and cultural institutions will be encouraged to use the repository in programs and activities, thereby fostering a deeper community connection to local heritage. Additionally, the repository will promote Vila Nova de Cerveira's cultural identity on an international scale, showcasing its history and traditions to a broader audience and supporting cultural exchange.</p>		
<p>This valuable heritage will be integrated in the Castle Interpretive Center (I.3).</p>		
METHODOLOGY		
<p>Jan.-Jun.2027   Definition of work group and collection of physical artifacts for digitalization;      Jul.-Dec.2027   Collection of oral histories, photographs, documents, and multimedia presentations, start of digitalization processes and construction of the software which will storage the data;      Jan.-Sep.2028   Finish digitalization and data input to the software;      Oct.-Dec.2028   Launch of the software and integration in the Castle Interpretive Center (I.3).</p>		
Risks and Mitigation Strategies		
	Risk	Mitigation Strategy
	Technological Barriers for Access	<ul style="list-style-type: none"> <li>- Ensure the platform adheres to international accessibility standards (e.g., WCAG 2.2) to make it usable for everyone;</li> <li>- Make the repository available across various devices (desktop, tablet, mobile) to reach users with different preferences and technological access.</li> </ul>
	Technical Failures or Security Risks	<ul style="list-style-type: none"> <li>- Ensure the platform's software, security protocols, and plugins are regularly updated to mitigate security risks and vulnerabilities;</li> <li>- Conduct regular security audits and vulnerability assessments to identify and resolve potential weaknesses.</li> </ul>
	Accessibility and Inclusion Concerns	<ul style="list-style-type: none"> <li>- Provide workshops or online tutorials for communities with lower digital literacy to help them access and use the repository effectively;</li> <li>- Conduct regular audits to assess the inclusiveness of the platform and its content, ensuring continuous improvement.</li> </ul>

By implementing the twelve strategic actions outlined in this Integrated Action Plan (IAP), Vila Nova de Cerveira aims to reposition Castelo D. Dinis as a dynamic cultural hub and a catalyst for inclusive economic development. More than a restoration project, this initiative represents a holistic approach to sustainable territorial regeneration—anchored in heritage, powered by education and creativity, and guided by strong community values. The IAP is structured to be implemented progressively until 2030, in alignment with the detailed calendar of activities presented in Table 5. This timeline ensures coherence across actions and allows for the adaptation of methodologies and resources in response to community needs and evolving funding opportunities.

Actions	2025		2026		2027		2028		2029		2030	
	1	2	3	4	5	6	7	8	9	10	11	12
I.1. Qualification of the castle, public and religious spaces												
I.2. Program for the valorisation of Built Heritage (Private and Public)												
I.3. Castle Interpretative Centre												
I.4. Education Program on Local Identity and History												
I.5. Community Labs for Collective Memory Valorisation												
I.6. Research and Innovation Program												
I.7. Development of Cultural, Tourist, and Gastronomic Routes												
I.8. Art, Culture, and Religion Program												
I.9. Training Program to Support Local Economy												
I.10 Annual Event Plan for the Valorisation of the Castle												
I.11 Cooperation Networks												
I.12 Collaborative Repository of Tangible and Intangible Heritage												

Table 5 – Timetable of the IAP

To support this ambitious agenda, Table 6 presents a consolidated overview of the financial dimension of the IAP, summarizing the expected investments and the recommended sources of funding. The total planned investment amounts to approximately 5,750,000€, with an anticipated co-financing of around 4.2 million euros, secured through various national and European funding mechanisms.

Actions	Estimated Investment (€)	Public Funding (€)	Recommended Funding Sources
I.1. Qualification of the castle, public and religious spaces	€1.000.000,00	850.000,00 €	Norte 2030; Turismo de Portugal
I.2. Program for the valorisation of Built Heritage (Private and Public)	350.000,00 €	40.000,00 €	Fundo Ambiental (Portugal 2030)
I.3. Castle Interpretative Centre	3.000.000,00 €	2.550.000,00 €	Norte 2030; Turismo de Portugal
I.4. Education Program on Local Identity and History	200.000,00 €	170.000,00 €	Norte 2030; Pessoas 2030
I.5. Community Labs for Collective Memory Valorisation	100.000,00 €	85.000,00 €	Norte 2030; Pessoas 2030; Portugal Inovação Social
I.6. Research and Innovation Program	100.000,00 €	0€	ERASMUS + ; Horizon Europe; Agência para a Investigação e Inovação
I.7. Development of Cultural, Tourist, and Gastronomic Routes	150.000,00 €	0€	INTERREG POCTEP / TURISMO DE PORTUGAL
I.8. Art, Culture, and Religion Program	150.000,00 €	120.000,00€	Norte 2030; Creative Europe
I.9. Training Program to Support Local Economy	150.000,00 €	120.000,00€	INTERREG POCTEP; Turismo De Portugal; Pessoas 2030
I.10 Annual Event Plan for the Valorisation of the Castle	300.000,00€	270.000€	Norte 2030; Turismo de Portugal
I.11 Cooperation Networks	50.000,00€	40.000,00€	INTERREG POCTEP
I.12 Collaborative Repository of Tangible and Intangible Heritage	200.000,00€	0,00€	TURISMO DE PORTUGAL
TOTAL INVESTMENT	5.750.000,00€	4.245.000,00€	

Table 6 – Investment and Funding per action of the IAP

While the Municipality of Vila Nova de Cerveira assumes a leading role as the principal investor and coordinating entity, the success of the IAP relies on a collaborative financing model, with contributions from regional and national agencies, European programmes (e.g., NORTE2030, Turismo de Portugal, ERASMUS+, PESSOAS2030), and engagement from educational, cultural,

and private stakeholders.

This financial strategy reflects the shared responsibility and collective ambition behind the IAP: to ensure that Castelo D. Dinis is not only preserved but reimagined as a cornerstone of Vila Nova de Cerveira's future, firmly positioned on the national and international map as a vibrant, creative, and sustainable town.

#3

# Implementation Framework

The implementation framework aims to create a structure for monitoring the evolution of the Archethics project. Specifically, it covers the governance structure and respective responsibilities, as well as the monitoring plan to be implemented until the end of the project.

## 3.1 Governance and Responsibilities

The implementation of the ARCHETHICS Integrated Action Plan (IAP) will rely on a robust and inclusive governance model to ensure transparency, accountability, and effectiveness. The governance framework is designed to guarantee continuous stakeholder engagement and successful delivery of all proposed actions until 2030.

The Project Coordinator, Manuela Ferreira, will oversee the overall execution of the IAP and ensure alignment with the strategic vision. She will be responsible for submitting biannual progress reports to the Mayor of Vila Nova de Cerveira, allowing for timely strategic decision-making and ensuring the project remains on track.

The URBACT Local Group (ULG), which played a central role during the co-creation of the IAP, will remain active throughout the implementation phase. Quarterly ULG meetings will be convened to:

- Present updates and progress reports;
- Promote joint reflection and learning;
- Encourage the active involvement of all stakeholders, including citizens, NGOs, experts, and public and private institutions;
- Co-develop mitigation measures if needed.

Additionally, an Annual Public Report will be produced to summarize the implementation status of each action, including indicators, milestones achieved, and any required adjustments. This report will be:

- Reviewed by the ULG and the Municipal Executive;
- Presented publicly to foster transparency and engage the wider community;
- Disseminated through the municipality's official communication channels.

This governance structure aims to build shared ownership and collective responsibility for the revitalization of Castelo D. Dinis and its surrounding area.

## 3.2 Monitoring and Evaluation Plan

The Monitoring and Evaluation (M&E) Strategy follows the URBACT Plan-Do-Check-Act cycle and integrates qualitative and quantitative tools to assess progress. Its main objectives are:

- Monitor the operationalization of actions I.1 to I.12;
- Track progress against clearly defined output and result indicators;
- Identify risks early and apply mitigation strategies;
- Support evidence-based decisions and adaptation.

Focus Area	Action	Output Indicator	Result Indicator
Heritage and Landscape	Qualification of the Castle, Public and Religious Spaces	Rehabilitated Area: 3100m2	Percentage of visitors reporting ease of access and inclusive facilities: >=65%
		Partnership Agreement: 1	
	Program for the Valorisation of Built Heritage (Private and Public)	Regulatory Framework to Support the Built Heritage: 1	% of Vila Nova de Cerveira private and public entities, and residents, applying energy efficiency measures: 35%
		Number of Energy Spaces created: 1	
	Castle Interpretative Centre	Rehabilitated Area: 5.089m2	Percentage of visitors reporting increased understanding and appreciation of Castelo D. Dinis and its intangible heritage: 65%
		New Functions Provided: Restaurant/Cafe   Exhibition Hall   Artistic Residence Accommodation   Immersive Tourism Office   Digital Art Educational Room: 5	
Heritage and People	Education Program on Local Identity and History	Number of Educational Programs implemented: 4	% of teachers and educators participating in training programs on local identity and history: 40%
		Participation of Students and teachers: 600+4	
	Community Labs for Collective Memory Valorisation	Participation in the Community Lab sessions: 20	% of young people involved in the community lab: 33% ( 1/3)
		Development of Content to integrate the Castle Interpretive Center: 120	
	Research and Innovation Support Program	Research and Innovation Projects Implemented: 10	Interdisciplinary collaboration rate (Percentage of funded projects involving partnerships across interdisciplinary stakeholders): 55%
		Engagement of Researchers and Higher Education Students: 4 + 80	

Tourism, culture and economic development	Development of Cultural, Tourist, and Gastronomic Routes	New Touristic Routes / Programs: 6	Cross border collaborations between VN de Cerveira e Tomiño: 35%
		Participation of Local and Regional Touristic Agents: +80	
	Art, Culture, and Religion Program	Artistic Installations: 6	Change in Local Community's Perceived Connection to the Castle's Artistic, Cultural and Spiritual Heritage (on a 10-point scale): 5.5.
		Participation in the Cultural Events: +5000	
Training Program to Support Local Economy	Upskilling and Reskilling Training Programs: 4	Number of Participants: 150	Share of Local Tourism and Creative Businesses Reporting Improved Service Quality: 55%
Partnerships and networks	Collaborative Repository of Tangible and Intangible Heritage	Number of events organized annually: 12	Change in Local Residents' Sense of Community Connectedness (measured on a 10-point scale): 7
		Number of Partnerships created: 20	
	Cooperation Networks	Integrate European and Cross-border projects: 2	Frequency of Joint Activities or Projects Conducted Within the Networks: 12
		Establish Partnership Agreements with National Entities: 5	
Collaborative Repository of Tangible and Intangible Heritage	Number of elements to be integrated in the Digital Archive: 500	Research Activities developed in cooperation with Research Institutions: 3	User Access Rate to the Repository (unique visits/downloads): + 10.500

Each action is associated with a set of indicators, aligned with the IAP's strategic objectives. Key principles include:

- Annual monitoring reports, publicly available;
- Evaluation dashboards, to track key indicators across different timeframes;
- Regular assessment by the ULG and the Project Coordinator to identify bottlenecks or areas needing additional support;
- Clear feedback loops into decision-making, allowing dynamic adaptation of strategies and activities.

The Mayor of Vila Nova de Cerveira, supported by the project team, will validate these reports and implement corrective measures when necessary.

This implementation framework ensures that ARCHETHICS remains an adaptive, participatory, and impact-driven initiative, transforming dissonant heritage into a catalyst for sustainable development and local pride.



Archetics

# Dissonant European heritage as labs of democracy

---

Integrated Action Plan