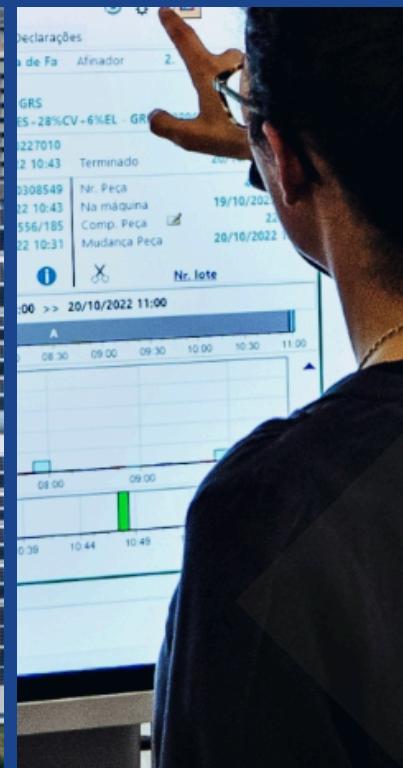


2025

# FAMALICÃO CITY COUNCIL



## INTEGRATED ACTION PLAN (IAP)



# TECHNICAL SHEET

**Project:** IN4GREEN – URBACT IV Programme

**Type of Document:** Integrated Action Plan (IAP)

**City:** Famalicão, Portugal

**Lead Partner:** Avilés (Asturias, Spain)

**Partner Cities:**

- Bijelo Polje (Montenegro)
- Dąbrowa Górnica (Poland)
- Famalicão (Portugal)
- Larissa (Greece)
- Navan (Ireland)
- Solingen (Germany)
- Sabadell (Catalonia, Spain)
- Salerno (Italy)
- Žďár nad Sázavou (Czech Republic)

**Local Coordination:** Municipality of Famalicão

**Responsible Team:** International Relations Unit

**Contributing Units:** Strategic Planning, Innovation, Economy, Environment, Education, Mobility, Urban Planning

**Local Stakeholders:** URBACT Local Group (ULG)

**Lead Expert:** José Costero – providing methodological guidance, expertise, and support in the co-creation of the Integrated Action Plan.

**Technical Assistance:** DEX – technical support to the Municipality of Famalicão in the conception of the IAP.

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*Famalicão’s URBACT  
In4Green Integrated Action  
Plan sets out a local strategy  
to promote industrial  
sustainability and support a  
greener economic transition  
through coordinated  
actions involving community  
and industry partners.*



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# LIST OF ACRONYMS

CeNTI – Centre for Nanotechnology and Smart Materials

CITEVE – Textile and Clothing Technology Centre

CoR – European Committee of the Regions

EER – European Entrepreneurial Region (Award)

ESG – Environmental, Social and Governance

EU – European Union

GDP – Gross Domestic Product

IAP – Integrated Action Plan

IAPMEI – Portuguese Agency for Competitiveness and Innovation

IN4GREEN / IN4Green – Project / network name

INE – National Statistics Institute (Portugal)

LSB – Local Strategic Board

NUTS – Nomenclature of Territorial Units for Statistics

OECD – Organisation for Economic Co-operation and Development

PDM – Municipal Master Plan (Plano Diretor Municipal)

R&D – Research and Development

SDG / SDGs – Sustainable Development Goal(s)

SME / SMEs – Small and Medium-sized Enterprise(s)

ULG – URBACT Local Group

UN – United Nations

URBACT (URBACT IV) – EU urban cooperation programme

WCCD – World Council on City Data

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# FOREWORD

Famalicão's Integrated Action Plan (IAP), developed within the IN4GREEN network under the URBACT IV Programme, sets out a strategic and operational framework to support the green and digital transformation of its industrial ecosystem. Building on a strong industrial base and a long-standing commitment to innovation, sustainability, and internationalisation, the IAP translates European and local policy priorities into concrete, place-based actions.

Aligned with the European Green Deal, the EU Industrial Strategy, and the Famalicão.30 Strategy, the plan addresses key challenges faced by industrial cities: enhancing competitiveness while reducing environmental impact, strengthening links between industry and research, and preparing the workforce for the transition towards Industry 5.0. The IAP adopts an integrated approach that combines innovation, skills development, digitalisation, circular economy practices, and inclusive governance.

The preparation of this IAP was based on a participatory and co-creative process involving several municipal departments, local stakeholders, industry representatives, research and technological centres, education providers, and civil society, within the framework of the URBACT Local Group (ULG). The Municipality of Famalicão wishes to express its sincere appreciation to all contributors whose commitment, expertise, and collaborative spirit were instrumental in shaping the strategy and defining its priority actions.

Special acknowledgement is extended to the IN4GREEN partner cities – Avilés, Dąbrowa Górnica, Žďár nad Sázavou, Larissa, Navan, Solingen, Sabadell, Salerno, and Bijelo Polje – for their openness in sharing experiences, good practices, and lessons learned throughout the network activities. The municipality also recognises the valuable support provided by the URBACT Lead Expert, whose methodological guidance and peer-review inputs significantly strengthened the coherence and quality of the Action Plan.

This IAP provides a clear framework for implementation over the 2025–2030 period, supporting coordinated action across policy areas and stakeholders. Through its strategic objectives and priority actions, the plan seeks to strengthen Famalicão's industrial competitiveness while advancing sustainability, innovation, and long-term resilience in line with European and local development priorities.

# GREEN TRANSITION IN EUROPEAN INDUSTRIAL CITIES

The URBACT In4Green network aims to empower and build the capacity of local actors in industrial areas to overcome the barriers that prevent the transition to greener economies while remaining competitive and inclusive cities.

The overall challenge that the In4Green network wants to address is the green transition in small and medium-sized European cities with an industrial past.

The green transition in industrial cities is a major challenge. These areas face obstacles to adopting more sustainable practices due to their dependence on traditional industry and lack of resources. However, it is crucial to include these cities in the transformation towards a greener economy. They contribute significantly to the economic development of their territories and represent an important part of EU employment and GDP.

The green transition can be an opportunity to revitalise these areas, improve the quality of life of inhabitants and reduce pollution. To achieve this, public authorities need to be empowered and industrial actors need to be trained.

It is also essential to involve all stakeholders and civil society in the development and implementation of local green transition policies.

Collaboration and networking are key to overcoming challenges and moving towards a more sustainable future. Modernising industries and improving urban management are key elements in this process. Only through the joint efforts of all actors involved will we be able to lead the transformation towards a more efficient and environmentally friendly economy, improving the quality of life of our communities.

In short, the green transition in industrial cities is essential to achieve sustainable development. Despite the challenges, these areas have much to gain by adopting more sustainable practices and promoting innovation. Working together, we can drive positive change and make these cities examples of success in the transition to a greener economy.

# FAMALICÃO CONTEXT

## OVERVIEW

Famalicão is strategically located in Portugal's northwest macro-region, within the AVE (NUTS III) sub-region of the NORTE (NUTS II) region. Positioned at the heart of the urban axis formed by Porto, Braga, and Guimarães, the municipality plays a central role in supporting the region's polycentric development. Supported by a well-structured transport network and strong intermunicipal connectivity, Famalicão promotes proximity-based urbanism, reinforcing its attractiveness for both businesses and residents and creating favourable conditions for economic activity and industrial development.

The city is characterised by multifunctionality, spatial diversity, and a strong commitment to sustainability. These factors contribute to local autonomy, enable efficient use of resources, and support a balanced interaction between urban functions, industrial areas, and environmental assets, strengthening long-term sustainability.

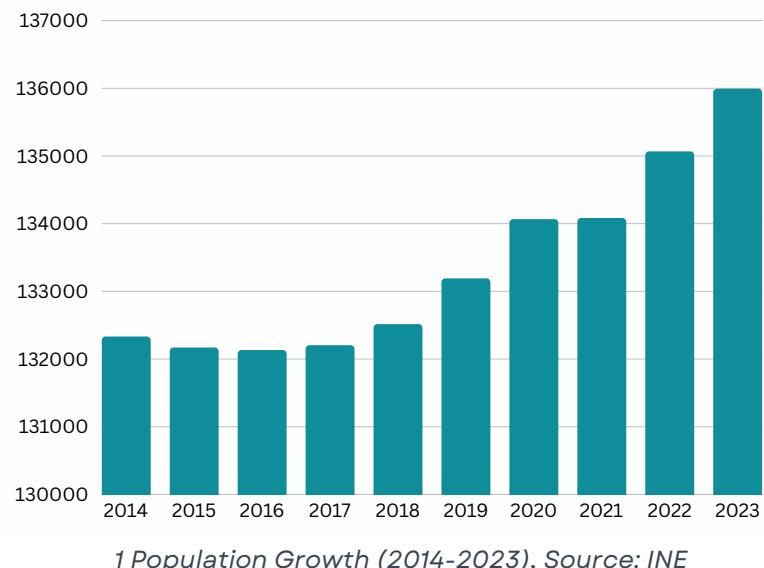
Aligned with the European vision of proximity-oriented cities – where essential services such as education, healthcare, green spaces, public administration, employment, culture, and local commerce are accessible within short walking or cycling distances – Famalicão embraces the principles of the 15-minute city. This approach is reflected in the emerging concept of PROXILIENCE (Proximity + Resilience), which provides a coherent framework for sustainable urban and industrial transformation, combining proximity, functionality, quality of life, and resilience.

# FAMALICÃO CONTEXT

## DEMOGRAPHIC & SOCIAL TRENDS

Between 2011 and 2021, the number of households in Famalicão grew by 6.9%, reaching a total of 48,263. Of these, 16% are single-person households, 30% have two members, 27% have three members, and 19% comprise four or more members.

Famalicão has shown steady demographic growth since 1960, when the municipality had 79,250 inhabitants.

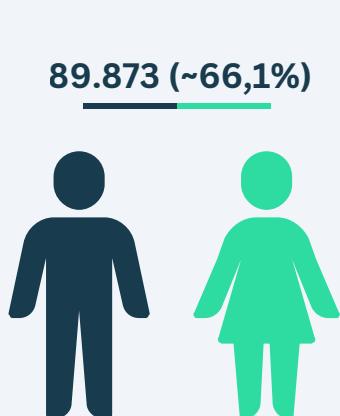


By 2023, the population had increased to 135,994 residents – 65,975 men and 70,019 women (INE, 2023). That year, Famalicão ranked as the 20th most populous municipality among Portugal's 308 municipalities. Its population also represented 32.2% of the total residents in the NUTS III Ave region.

# FAMALICÃO CONTEXT

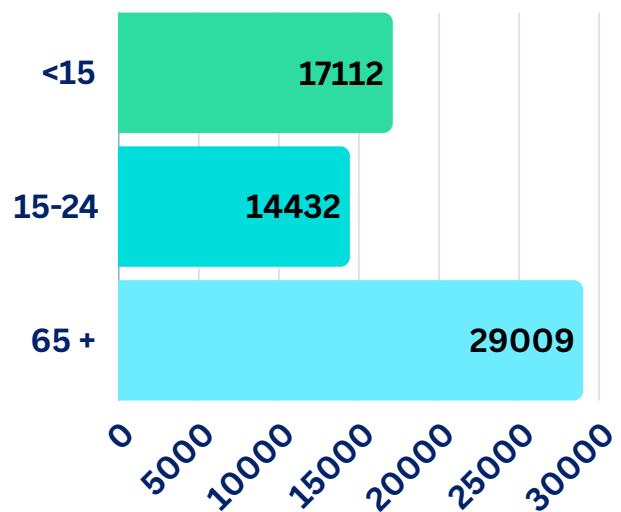
## DEMOGRAPHIC & SOCIAL TRENDS

Over the last decade, many municipalities in Portugal have experienced either slow population growth or even decline. However, Famalicão has demonstrated resilience, with its population continuing to grow. This trend is driven by the city's strong economic dynamics, high employment rate, strategic location, and exceptional quality of life.



**The working-age population (15–64 years) totals 89,873 people, representing around two-thirds of all residents.**

3 Resident population by age group. Source: INE, 2023.



**The age structure includes 17,110 residents under 15, 14,430 aged 15–24, and 29,010 aged 65 and over.**

2 Resident population by age group (absolute numbers). Source: INE, 2023.

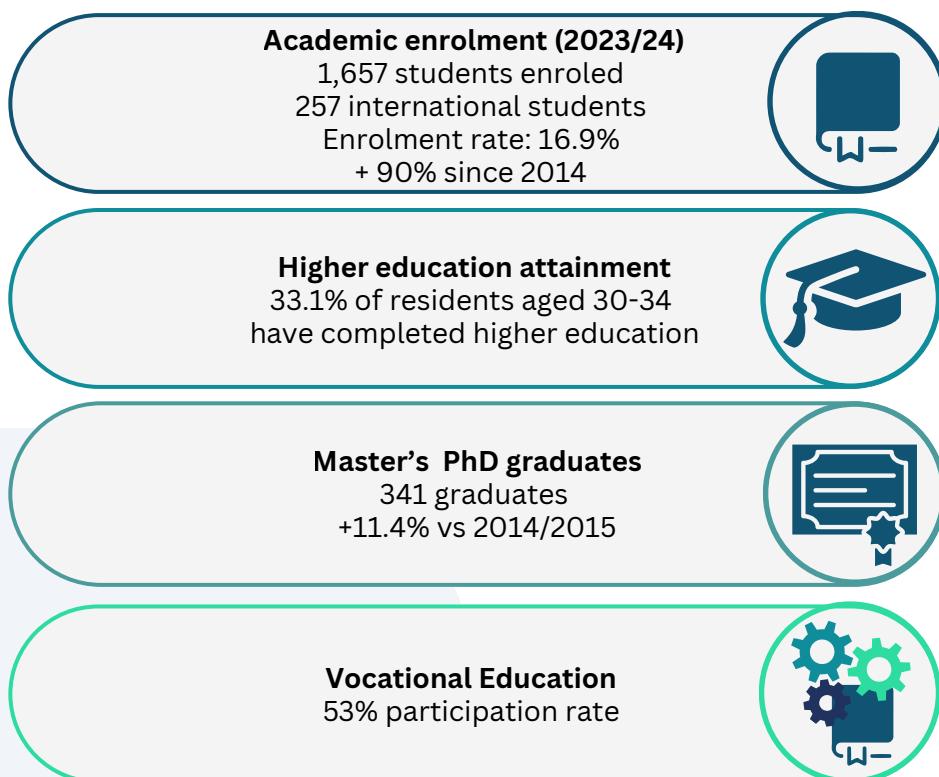
Despite this positive demographic trend, Famalicão shares Portugal's broader challenge of an ageing population, driven by declining birth rates and increasing life expectancy. Currently, more than 21% of residents are aged 65 or older. Migration and natural growth rates remain close to zero, at 0.16% and 0.13%, respectively.

# FAMALICÃO CONTEXT

## DEMOGRAPHIC & SOCIAL TRENDS

In the 2023/24 academic year, Famalicão registered 1,657 students, including 257 international students. The enrolment rate reached 16.9%, representing a 90% increase since 2014. Figure 4 provides a snapshot of these trends, highlighting enrolment levels, higher education attainment, postgraduate achievements, and vocational training.

### Education snapshot



4 Source INE, Statistics Portugal

Among residents aged 30–34, 33.1% have completed higher education, confirming a steady upward trend in academic attainment. In 2022/23, the municipality recorded 341 Master's and PhD graduates – an 11.4% increase compared to 2014/15. At the same time, vocational education remains strong, with a 53% participation rate in 2023/24.

# FAMALICÃO CONTEXT

## ECONOMY & INDUSTRY

Famalicão boasts a long-standing industrial tradition, particularly in textiles, agri-food, automotive components, and metalworking. To modernise this profile and strengthen its export capacity, the municipality launched the Famalicão Made IN programme in 2014, designed to foster entrepreneurship and support SMEs.

Over the past ten years (2014–2024), this initiative has become a cornerstone of the local economy, generating 4,176 registered investment intentions, the creation of 411 start-ups, 3,078 new jobs, and attracting €347 million in private investment.

Today, Famalicão stands among Portugal's leading export hubs, ranking third nationally and first in the North Region. In 2024, it recorded the country's second-highest trade surplus, with a positive balance of €998.5 million (INE, 2024).

Exports are led by the automotive industry (51.4%), followed by textiles and clothing (21.1%), machinery and mechanical appliances (5.8%), and the agri-food sector (3.5%).

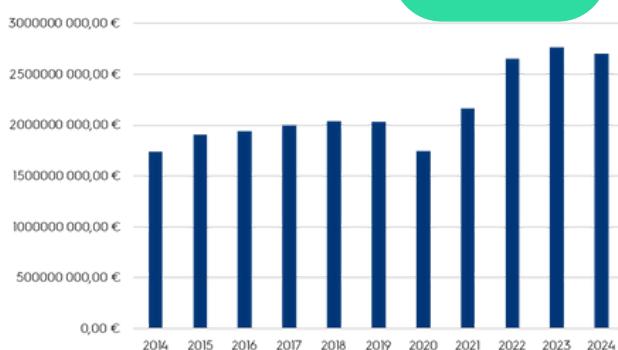
The municipality also features a highly dynamic business fabric, with 16,318 enterprises headquartered locally (INE, 2023). This equates to an enterprise density of 80.9/km<sup>2</sup>, significantly above the regional (23.6/km<sup>2</sup>) and national (16.4/km<sup>2</sup>) averages.

Altogether, these companies generated a turnover of €7.8 billion (INE, 2022) and a Gross Value Added of €2 billion (INE, 2022), while employing 63,561 people (IEFP, 2024). This performance confirms Famalicão's role as a regional and national economic engine.

# FAMALICÃO CONTEXT

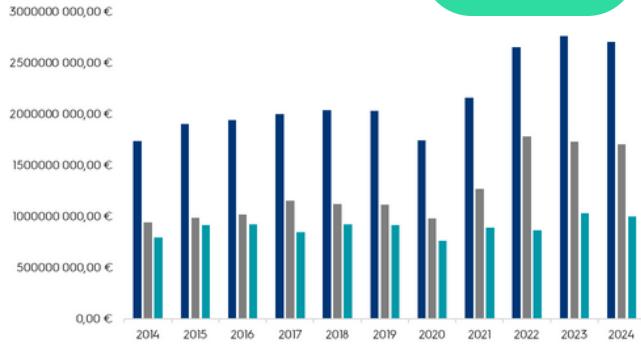
## ECONOMY & INDUSTRY

### EXPORT VOLUME



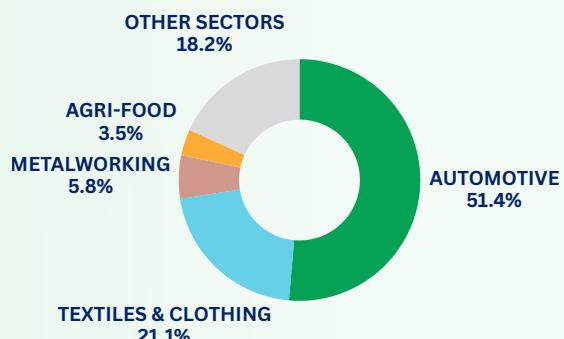
3rd BIGGEST EXPORTER IN PORTUGAL  
2,7B € (INE, 2024)

### TRADE BALANCE



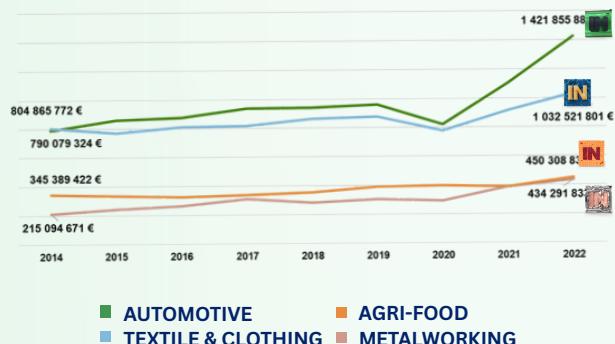
2nd HIGHEST TRADE SUPERPLUS  
2,7B € (INE, 2024)

### INDUSTRY KEY SECTORS :: EXPORTS



Source: INE, 2022

### INDUSTRY KEY SECTORS :: TURNOVER



Source: INE, 2022

### ECONOMIC DATA HIGHLIGHTS

COMPANIES	16.318 (INE, 2023)
EMPLOYMENT	63.561 (IEFP, 2024)
TURNOVER	7,8B EUR (INE, 2022)
GVA	2B EUR (INE, 2022)

The data highlights the municipality's strong position as Portugal's 2nd largest exporter and 2nd highest trade surplus contributor, with leading industries including automotive, textiles & clothing, and metalworking.

# FAMALICÃO CONTEXT

## GREEN TRANSITION

Aligned with the EU's 2030 objectives and the UN Sustainable Development Goals, Famalicão is transitioning from a “Made IN” to a “Created IN” economy, focusing on digitalisation, infrastructure modernisation, resilience, and environmental s

**O Jornal Económico**

ECONOMIA EMPRESAS MERCADOS EXCLUSIVOS EDIÇÕES DIGITAIS OPINIÃO JE ADVISORY MULTIMÉDIA

BANCA, EMPRESAS, ESG, SAPO ECONOMIA, SUSTENTABILIDADE

**Bankinter Portugal estrutura emissão de papel comercial “verde” da TMG Automotive**

**Riopele** issued €3 million in green bonds to achieve carbon neutrality by 2027.

**TMG Automotive**, launched ESG commercial paper to reduce greenhouse gas emissions.

**Innovation in Textiles**

NEWS OPINION INTERVIEWS EVENTS REPORTS

INDUSTRY TALK SMART TEXTILES RESEARCH/DEVELOPMENT/EDUCATION FIBRES/YARNS/FABRICS TECHNOLOGY/MACHINERY NONWOVEN/CONVERTING COATING/LAMINATING/BO COMPOSITES TESTING/STANDARDS DYEING/FINISHING/PRINTING

**Fibres/Yarns/Fabrics**  
Looking to the future at Riopele

Company working towards its operations becoming carbon neutral by 2027.

**SHIMA SEIKI**  
KNITify the World. Smart Solutions in Textiles

Local companies and technological centres, such as CITEVE and CeNTI, are key drivers of this shift, promoting green investment and sustainable innovation. Their initiatives illustrate how Famalicão is accelerating the green and digital transitions while reinforcing competitiveness, resilience, and international positioning.

# FAMALICÃO CONTEXT

## FINANCIAL & ADMINISTRATIVE EFFICIENCY

Famalicão has been recognised as one of Portugal's most efficient municipalities in financial management. It ranks among the top 10 municipalities (out of a total of 308) in the Financial Yearbook of Portuguese Municipalities (2025) and performs strongly in the Municipal Transparency Index, particularly in the areas of economic and financial transparency, public engagement, and regulatory clarity.

**O MINHO** MINHO BRAGA ALTO MINHO CÁVADO AVE DESPORTO MAIS ...

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ECONOMIA | 4 MIN A LER

### Saiba quais são os municípios do Minho com melhor eficiência financeira

**FAMALICÃO**

#### Famalicão sobe para o 7.º lugar no 'ranking' dos municípios com melhor eficiência financeira em Portugal

Published 1 mês ago on Novembro 4, 2025  
By José Ricardo Barbosa




# FAMALICÃO CONTEXT

## RECOGNITION

Famalicão has achieved notable national and international recognition for its governance and economic policies, including the Municipality of the Year Award (2016), the European Enterprise Promotion Awards (2016), and its designation as an Eco-Municipality (2017-2024). It has also been acknowledged by the UN, the OECD, and the WCCD - earning ISO 37120 certification - for its effective response to COVID-19 and its sustainable development practices. In 2024, the CoR granted Famalicão the EER Award, reinforcing the municipality's commitment to economic resilience and sustainable growth.



Together, these recognitions not only validate Famalicão's commitment to sustainable and resilient development, but also underline the municipality's ability to anticipate challenges, implement innovative policies, and position itself as a reference in Europe for governance, competitiveness, and quality of life.

# FAMALICÃO CONTEXT

## KEY INSIGHTS

Taken together, the evidence presented above highlights a coherent development trajectory supported by a strong industrial base, sustained economic performance, and a clear orientation towards innovation, skills, and sustainability. Famalicão's capacity to combine industrial dynamism with demographic resilience, educational attainment, and institutional efficiency reflects a consistent alignment between strategic vision and tangible outcomes.

The municipality's economic structure, export performance, and business density demonstrate its ability to generate value, attract investment, and sustain competitiveness, while local companies and technological centres actively contribute to the green and digital transitions. This evolution is further reinforced by a governance model characterised by multilevel coordination, stakeholder engagement, and policy coherence across economic, social, and environmental domains.

Famalicão has also shown a strong capacity to anticipate and respond to structural change, leveraging data, innovation, and institutional effectiveness to support diversification, resilience, and inclusive growth. The transition from a "Made IN" to a "Created IN" approach encapsulates this shift towards higher value-added activities and knowledge-based development.

In an increasingly complex and uncertain context, maintaining competitiveness requires continuous adaptation, evidence-based decision-making, and integrated policy responses. Building on these foundations, the municipality relies on a coherent set of existing policies and strategies that provide a participatory, data-driven, and flexible framework for action, aimed at consolidating long-term prosperity, resilience, and Famalicão's positioning as a forward-looking and competitive European city.

# EXISTING STRATEGIES AND POLICIES

The EU has developed a comprehensive policy framework to promote sustainable growth, regional development, and industrial competitiveness, addressing major challenges such as climate change, digital transformation, and economic resilience. While not all EU policies are explicitly industry-focused, many – including those under the Urban Agenda for the EU – strongly shape industrial activity through cross-cutting priorities such as the circular economy, energy transition, mobility, land use, air quality, and digitalisation.

Key instruments, notably EU Cohesion Policy, have long supported industrial infrastructure, innovation, R&D, and SME competitiveness, and are increasingly aligned with the objectives of the European Green Deal and the green and digital transitions. The updated EU Industrial Strategy (2022) further strengthens resilience, reduces strategic dependencies, and accelerates innovation, while recognising SMEs as central actors in industrial transformation. Despite this evolving framework, European industry continues to face structural challenges related to global competition, skills shortages, underinvestment, and the scale and pace of technological change.

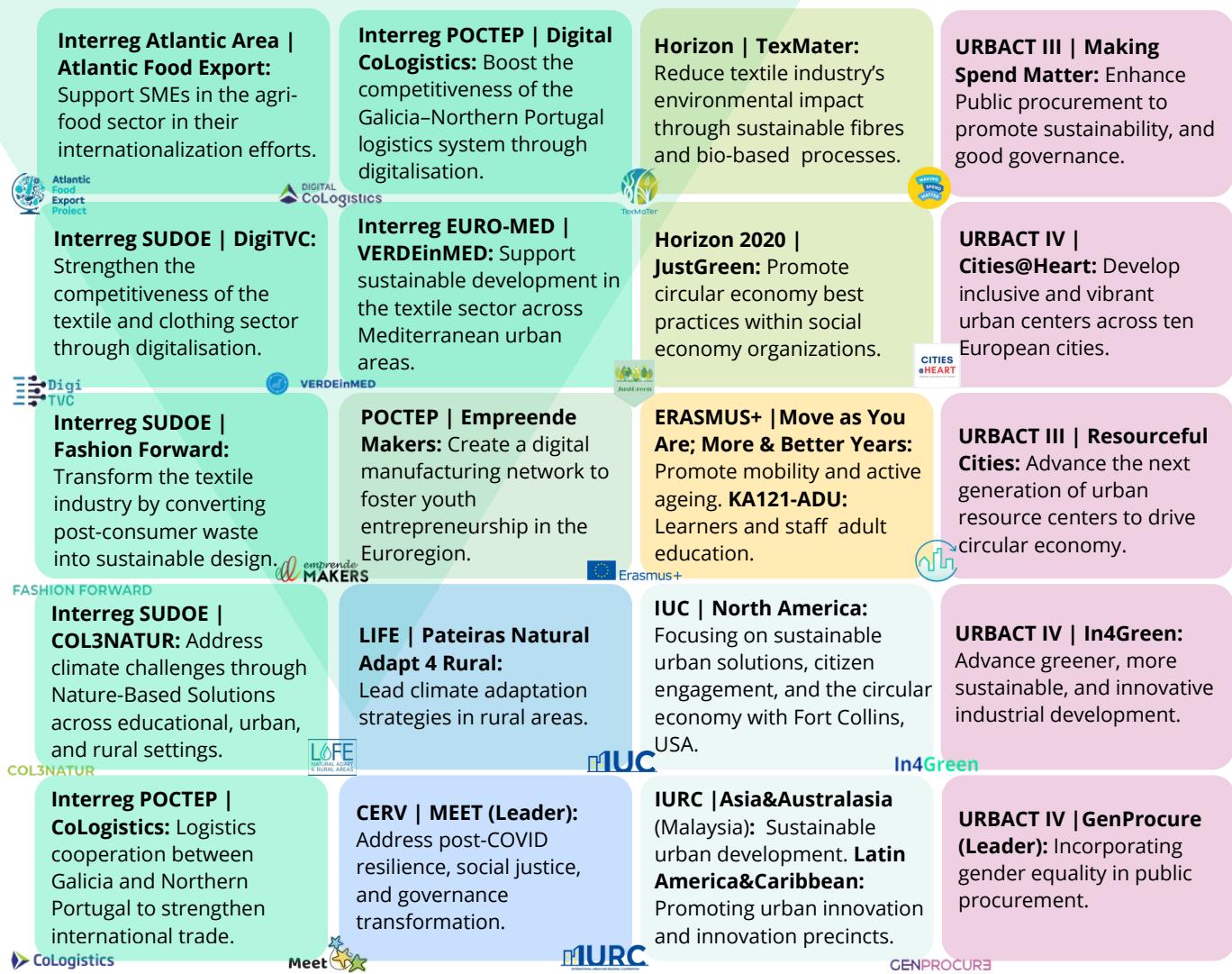
Within this policy context, the municipality developed the Famalicão.30 Strategy, a strategic framework for 2022–2030 that is flexible, participatory, and aligned with regional, national, European, and global agendas. Grounded in comprehensive diagnostic analysis and extensive stakeholder engagement, the strategy addresses key priority areas such as employment, sustainability, mobility, demographics, and reindustrialisation, demonstrating how municipalities can translate EU strategic objectives into place-based action while strengthening long-term territorial resilience.

## FAMALICÃO.30



# EXISTING STRATEGIES AND POLICIES

## IMPLEMENTING FAMALICÃO.30 THROUGH INTERNATIONAL COOPERATION



Famalicão implements the Famalicão.30 Strategy, leveraging experience in **national and EU-funded programmes** and international cooperation to strengthen cross-border collaboration in sustainability, digitalisation, economic development, and industrial transformation.

# EXISTING STRATEGIES AND POLICIES

## FAMALICÃO AS A HUB FOR INNOVATION AND SUSTAINABILITY

Beyond international projects, Famalicão promotes a set of local initiatives aligned with European and global priorities in sustainability, energy efficiency, and research-driven innovation. Through innovation hubs, community-based energy solutions, research and innovation incentives, and programmes recognising sustainable and innovative business practices, the municipality translates strategic objectives into concrete action.

Together, these initiatives strengthen local ecosystems, foster collaboration and innovation, and support long-term economic resilience and sustainable development.



**Famalicão INHUB** – An innovation hub fostering collaboration between universities, R&D entities, start-ups, spin-offs, and knowledge-intensive organisations.



**Business Recognition Programme:** Sustainability & Innovation – An initiative promoting and rewarding best practices in economic, social, and environmental sustainability and innovation.



**Research & Innovation Incentives** – Municipal research grants for young researchers, supporting innovation, business development, and knowledge transfer to local industries.

# PROBLEM IDENTIFICATION

## URBACT LOCAL GROUP

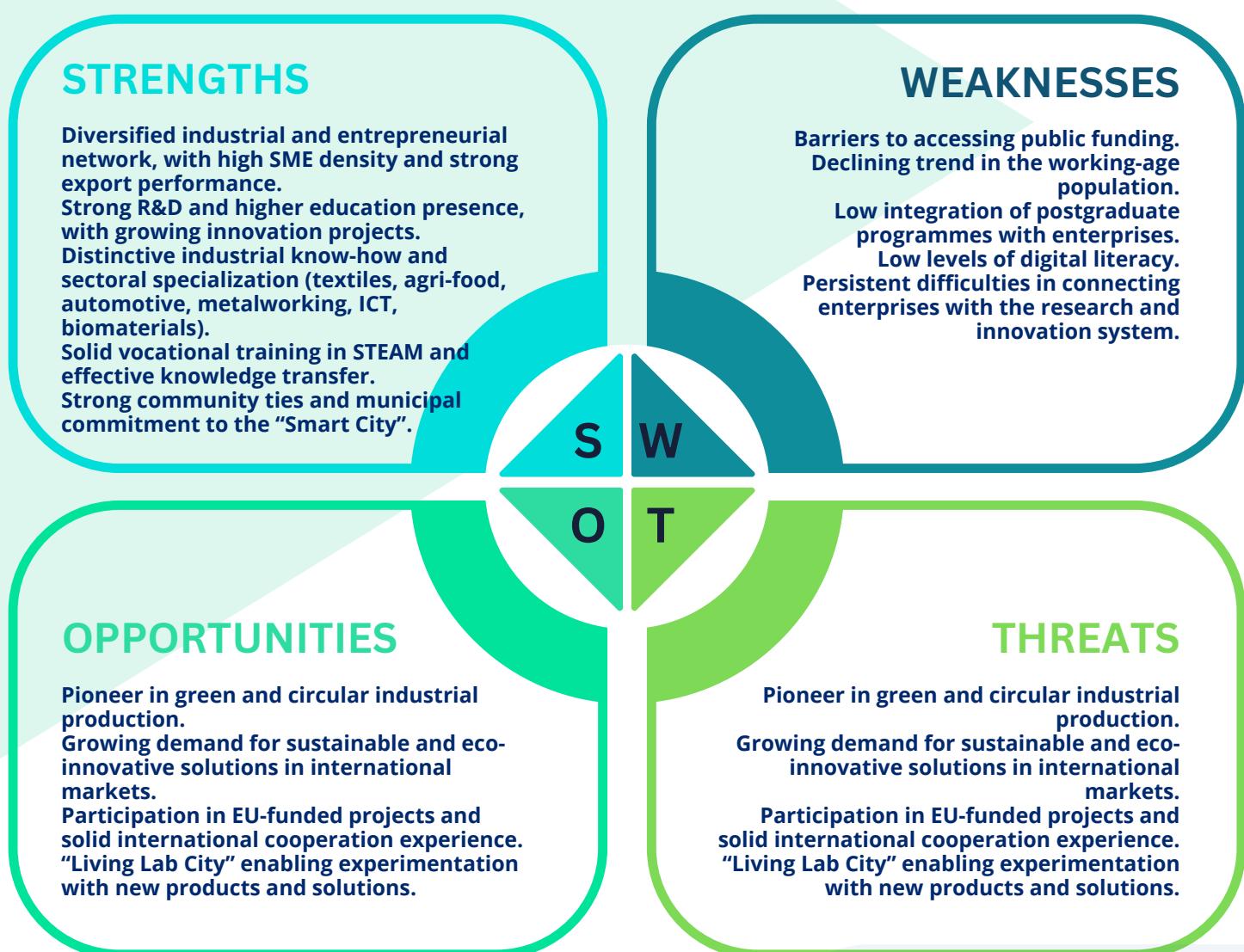
Famalicão builds on a strong tradition of collaboration with public and private stakeholders, with the ULG formally established to co-create strategies aligned with regional, national, and international objectives. Bringing together representatives from multiple sectors, as shown below, the ULG reflects the diversity of the local ecosystem and supports cross-sector collaboration for more sustainable, inclusive, and competitive territorial development.

PUBLIC INSTITUTIONS	PRIVATE INSTITUTIONS
<b>GOVERNANCE AND SUPPORTING BODIES</b> <ul style="list-style-type: none"><li>• Atlantic Axis of the Northwestern Iberian Peninsula</li><li>• Intermunicipal Community of Ave</li><li>• Agency for Competitiveness and Innovation</li><li>• Portuguese Chamber of Commerce and Industry</li><li>• Institute for Employment and Vocational Training (IEFP)</li><li>• Regional Coordination and Development Commission of the North (CCDRN)</li></ul>	<b>ASSOCIATIONS AND CIVIL SOCIETY</b> <ul style="list-style-type: none"><li>• Business Association for Innovation (COTEC)</li><li>• Portugal Foods</li><li>• Association of Metallurgical, Metalworking, and Related Industries of Portugal (AIMMAP)</li><li>• Portuguese Textile and Clothing Association (ATP)</li><li>• Business Angels Association (FAMAGROW)</li><li>• Portuguese Business Association (AEP)</li><li>• Pentágono Urbano</li></ul>
<b>CLUSTERS AND R&amp;D CENTRES</b> <ul style="list-style-type: none"><li>• Research Centers and Labs of Minho University</li><li>• Textile and Clothing Technology Center (CITEVE)</li><li>• Centre for Nanotechnology and Advanced Materials (CeNTI)</li><li>• Agri-Food Competence Center for the Meat Sector (TECMeat)</li></ul>	
<b>EDUCATIONAL INSTITUTIONS</b> <ul style="list-style-type: none"><li>• Minho University</li><li>• Polytechnic Institute of Cávado and Ave (IPCA)</li><li>• Lusíada University</li><li>• Cooperative for Polytechnic and University Higher Education (CESPU)</li></ul>	

# PROBLEM IDENTIFICATION

## SWOT ANALYSIS

To identify local priorities for the industrial green transition, a SWOT analysis was carried out. The analysis highlighted, on the one hand, a limited integration between postgraduate programmes and enterprises, which constrains knowledge transfer and innovation. On the other hand, it revealed a growing global demand for sustainable and eco-innovative solutions, creating opportunities for local businesses to strengthen competitiveness through research and technological development.



# PROBLEM IDENTIFICATION

## STRATEGIC PRIORITIES

Based on the Baseline Study, ongoing stakeholder consultations, and comprehensive SWOT analyses, four primary strategic priorities were identified

### SMES INTEGRATION AND GROWTH

Strengthening local businesses by fostering collaboration, market expansion, and access to funding.

### ENERGY TRANSITION

Promoting industrial decarbonization, energy efficiency, and the adoption of renewable energy sources.

### SMART PARKS AND INDUSTRY 5.0

Enhancing industrial zones with automation, robotics, and AI-driven solutions with human-centric focus.

### INNOVATION CREATION (ACADEMIA - INDUSTRY COOPERATION)

Encouraging technology and research integration into production processes, adding value to products and boosting international competitiveness.

### Social, environmental, and community responsibility in business.

Green Industrial Economy, fostering sustainable manufacturing through design, technology, and environmental innovation.

Excellence in Industry 5.0, with leadership in automation, robotics, and AI with human-centric focus to address emerging challenges.

A Technological Innovation Hub, serving as a reference model for collaboration between technology centres, research institutions, and businesses.

These priorities align with the Famalicão.30 strategic vision and emphasise

# PROBLEM IDENTIFICATION

## BRIDGING INNOVATION AND INDUSTRY: OVERCOMING FAMALICÃO'S COMPETITIVENESS CHALLENGE

Famalicão's industrial strength is undeniable; however, a key challenge persists – local products are not widely recognised in international markets as high-value-added goods. As a result, they are often sold at lower prices, which in turn reduces productivity levels and limits the region's competitive edge.

A major contributing factor to this issue is that many companies still do not fully recognise the importance of research and innovation. The disconnect between academia and industry hinders the integration of cutting-edge research into product development, making it difficult for businesses to create differentiated, high-value-added products that stand out in global markets.

To address this, Famalicão is committed to strengthening collaboration between universities, R&D centres, and businesses, ensuring that research is applied directly to industry challenges. By fostering a knowledge-driven economy, the municipality aims to:

- **Enhance product innovation and differentiation, thereby increasing competitiveness in international markets.**
- **Encourage businesses to integrate R&D into their strategic planning, boosting productivity and long-term sustainability.**
- **Position Famalicão as a leader in industrial innovation and sustainability at the European level.**

Through targeted initiatives that promote technology transfer, industry-academia partnerships, and innovation-driven investment, Famalicão seeks to transform its industrial landscape – ensuring that its products command higher value in global markets and reinforcing its status as a forward-thinking industrial hub.

# INTEGRATION CHALLENGES

Despite the existence of a shared long-term vision, as expressed in the Famalicão 2030 Agenda, and a set of thematic initiatives supporting the municipality's development priorities, Famalicão faces challenges in ensuring the effective integration of policies related to climate action, industrial development, innovation, skills, spatial planning, and social inclusion. These policy areas are often implemented through sectoral approaches, which limits their combined impact on the green and industrial transition.

To address priority challenges for the 2022–2030 period, the municipality launched a set of thematic Lighthouse Programmes aligned with the Famalicão 2030 Agenda, focusing on areas such as climate action, demographic change, sports and community infrastructure, and urban planning and land use. While these programmes provide important strategic direction, they tend to operate in parallel and require stronger coordination to maximise synergies and long-term impact.



As a result, the core integration challenge lies in aligning existing initiatives, stakeholders, and instruments within a coherent framework capable of linking academic-industry collaboration, technological integration, SME competitiveness, and green and digital leadership. Addressing this challenge is essential to operationalise the Famalicão 2030 vision, support the transition from a “Made IN” to a “Created IN” approach, and scale innovation, sustainability, and value creation across the local economy.

# INTEGRATED APPROACH

## SHARED VISION

Guided by the Famalicão.30 vision of becoming “*a connected techno-industrial community in a multifunctional green city*,” this IAP seeks to address key challenges and accelerate Famalicão’s transformation into a global benchmark for technological and industrial innovation. Building on this foundation, the following shared vision was defined:

“



*“Famalicão will be a pioneering hub of industrial innovation, where high-value creation, technological advancement, sustainability, and a human-centric approach drive global competitiveness.”*

In4Green

# INTEGRATED APPROACH

## STRATEGIC OBJECTIVES

Building on the shared vision of positioning Famalicão as a hub of industrial innovation, the municipality defines a set of strategic objectives to guide its industrial transformation. These objectives translate the vision into concrete priorities, integrating competitiveness, technological innovation, sustainability, and social progress in alignment with European and national policy frameworks.



1

### PROMOTE INNOVATION-DRIVEN INDUSTRIAL COMPETITIVENESS

Strengthen Famalicão's industrial base by advancing manufacturing, research-led innovation, and sustainable growth, while enhancing SME competitiveness through digitalisation, market expansion, and improved access to finance.

### STRENGTHEN ACADEMIA-INDUSTRY COOPERATION

Foster collaboration between research institutions and businesses to enhance technology transfer, drive innovation, and maximise added value.

2



### BOOST UPSKILLING AND TALENT DEVELOPMENT

Develop a highly skilled, technology-driven industrial workforce aligned with the principles of Industry 5.0.

3



### ACCELERATE TECHNOLOGICAL INTEGRATION AND INDUSTRY 5.0

Advance industrial digitalisation by moving beyond Industry 4.0 and embracing Industry 5.0 technologies to improve efficiency, resilience, and sustainability.

4



### SUPPORT LEADERSHIP IN THE GREEN AND DIGITAL TRANSITIONS

Position Famalicão as a leader in industrial sustainability and circular economy practices by promoting industrial decarbonisation, energy efficiency, and renewable energy adoption to ensure long-term resilience.

5



# INTEGRATED APPROACH

## AREAS OF INTERVENTION

Building on the strategic objectives and addressing the identified integration challenges, the Integrated Approach is structured around seven complementary areas of intervention. These areas define the main domains through which Famalicão will act to support the green and industrial transition in a coordinated and coherent manner.

Rather than operating in isolation, the areas of intervention function as interconnected levers, ensuring alignment between economic competitiveness, innovation, skills development, sustainability, spatial planning, and social cohesion. Together, they provide a common framework that guides the definition of specific objectives and underpins the intervention logic of the Action Plan.

### AREAS OF INTERVENTION



# INTEGRATED APPROACH

## SPECIFIC OBJECTIVES

To support the strategic objectives, a set of specific objectives was defined, providing a clear and measurable roadmap for the effective implementation and monitoring of Famalicão's Integrated Action Plan.

### 1 PROMOTE INNOVATION-DRIVEN INDUSTRIAL COMPETITIVENESS

Strengthen innovation, knowledge transfer and the internationalisation of SMEs.

#### SPECIFIC OBJECTIVES

- 1.1 Implement and scale Innovation Vouchers to facilitate access to university-led R&D
- 1.2 Consolidate INHUB as an academia–industry innovation platform
- 1.3 Attract private investment and European funding for strategic projects
- 1.4 Support the internationalisation and growth of innovative SMEs

#### Expected results

- ↑ business innovation
- ↑ industrial competitiveness
- ↑ investment attraction



### 2 STRENGTHEN ACADEMIA-INDUSTRY COOPERATION

Bring scientific knowledge closer to the real needs of the productive sector.

#### SPECIFIC OBJECTIVES

- 2.1 Create R&D Hubs in strategic sectors (textiles, agri-food, metalworking)
- 2.2 Strengthen applied research and technology transfer programmes
- 2.3 Increase the presence of students and researchers in business environments

#### Expected results

- ↑ applied innovation
- ↑ technology transfer
- ↑ structured academia–industry collaboration



### 3 BOOST UPSKILLING AND TALENT DEVELOPMENT

Prepare the workforce for the digital and industrial transition.

#### SPECIFIC OBJECTIVES

- 3.1 Implement dual education and reskilling programmes
- 3.2 Develop initiatives in AI, automation and Industry 4.0
- 3.3 Award Young Talent Grants to attract and retain young talent

#### Expected results

- ↑ qualified employment
- ↑ talent retention
- ↑ industrial productivity



### 4 ACCELERATE TECHNOLOGICAL INTEGRATION AND INDUSTRY 5.0

Modernise production processes through advanced technologies and data.

#### SPECIFIC OBJECTIVES

- 4.1 Implement Industry 5.0 and Smart Parks projects
- 4.2 Apply AI, robotics and predictive maintenance solutions
- 4.3 Establish a local Digital Innovation Hub for SMEs

#### Expected results

- ↑ industrial efficiency
- ↑ operational costs
- ↑ technological competitiveness



### 5 SUPPORT LEADERSHIP IN THE GREEN AND DIGITAL TRANSITIONS

Reduce environmental impact and align industry with the SDGs.

#### SPECIFIC OBJECTIVES

- 5.1 Promote renewable energy use and energy efficiency
- 5.2 Develop circular economy and industrial symbiosis projects
- 5.3 Implement ESG certifications and sustainability reporting
- 5.4 Promote sustainable mobility for industrial workers

#### Expected results

- ↓ CO<sub>2</sub> emissions
- ↑ industrial sustainability
- ↑ alignment with the 2030 SDGs



5 STRATEGIC  
17 SPECIFIC  
OBJECTIVES

# INTEGRATED APPROACH

## INTERVENTION LOGIC

To deliver Famalicão's shared vision of industrial innovation, a structured model links five strategic objectives to seven intervention areas, translated into 17 specific objectives and 10 concrete actions. This integrated framework ensures coherence, policy alignment, and measurable impact, transforming the vision into a practical roadmap for industrial and economic transformation.



The diagram presents the integrated logic of Famalicão's IAP, showing how **Strategic Objectives** are operationalised through **interconnected Areas of Intervention** and translated into **Specific Objectives**. This framework provides the basis for the definition and implementation of concrete actions and pilot activities presented in the following section.

# INTEGRATED APPROACH

## TESTING ACTIONS

Famalicão's pilot participation in the 2024 **European Night of Researchers** engaged over 1,400 visitors, including students, educators, and local stakeholders, strengthening scientific literacy and STEM engagement. The success of the initiative validated community interest and led to its integration into the IAP as a permanent action.



The **Made IN Famalicão Hackathon** was a pilot action promoting innovation through collaborative solutions in digital transformation, automation, and AI. Aligned with URBACT principles, it generated scalable ideas for local companies and reinforced Famalicão's positioning as an innovation hub. The initiative will be continued as a recurring action within the IAP.



# ACTIONS

This section presents a structured set of actions designed to address key challenges and capitalise on opportunities across the seven previously identified areas of intervention. The actions are strategically aligned with overarching policy objectives, including the green and digital transitions, industrial competitiveness, and enhanced collaboration between academia and industry.

Each table in this plan corresponds to a specific strategic objective, outlining targeted actions that drive long-term economic and social transformation while maintaining close alignment with the corresponding operational objectives. Collectively, these initiatives aim to foster innovation, strengthen industrial resilience, advance sustainability, and develop a highly skilled workforce capable of meeting the demands of Industry 5.0 and a knowledge-based economy.

For the purposes of this report, ten priority actions have been selected from an initial set of 44 proposed actions.

## A1 - iTechStyle Summit

Description	Support and promote the iTechStyle Summit organized by CITEVE, fostering innovation in the textile and technology sectors.
Link to Vision & Objectives	Aligns with the objective of promoting industrial competitiveness through innovation, particularly in Famalicão's strong textile cluster.
Area of Intervention	Industrial Innovation / Knowledge Transfer
Implementation Steps	<ol style="list-style-type: none"> <li>Coordinate with CITEVE on summit agenda.</li> <li>Engage local stakeholders.</li> <li>Promote Famalicão's innovative practices.</li> <li>Collect and disseminate outcomes.</li> </ol>
Timeline	2026-2030
Responsible Organisation(s)	CITEVE and Famalicão City Council
Estimated Costs	€200.000 (logistics, communication, participation support)
Funding Sources	Municipal budget, CITEVE budget, Sponsors, European Funds
Monitoring Indicators	<p><b>Output:</b> Number of participants and sessions involving companies from Famalicão</p> <p><b>Result:</b> Increased international visibility and recognition, and number of partnerships post-event</p>
Risk Assessment	<p><b>Identified Risks:</b> Low stakeholder engagement, event changes</p> <p><b>Likelihood &amp; Impact:</b> Possible / Tolerable</p> <p><b>Mitigation Measures:</b> Early engagement, flexible planning</p>

## A2 - Municipal Programme for Sustainability and Innovation

Description	Launch a municipal programme recognizing good practices in sustainability and innovation among local industries.
Link to Vision & Objectives	Supports the promotion of industrial competitiveness through innovation by highlighting and rewarding sustainable practices.
Area of Intervention	Sustainability / Innovation / Industrial Policy
Implementation Steps	<ol style="list-style-type: none"> <li>Design programme criteria.</li> <li>Launch open call for practices.</li> <li>Evaluation and selection.</li> <li>Public recognition event.</li> <li>Publication and communication of best practices.</li> </ol>
Timeline	2025-2030
Responsible Organisation(s)	Famalicão City Council
Estimated Costs	€150.000 (design, communication, awards, event)
Funding Sources	Municipal budget
Monitoring Indicators	<p><b>Output:</b> Number of applications and recognised companies; % of recognized companies increasing per edition</p> <p><b>Result:</b> Increased adoption of sustainable practices; increased innovation; contribution for CreatedIN Strategy</p>
Risk Assessment	<p><b>Identified Risks:</b> Low number of companies implementing social responsibility and environment requirements for sustainability</p> <p><b>Likelihood &amp; Impact:</b> Possible / Acceptable</p> <p><b>Mitigation Measures:</b> Capacity building program; Strong awareness for social and environmental sustainability</p>

A 3 - Science and Innovation Steering Committee		A4 - Innovation Mission in Companies	
Description	Establish a local Steering Committee to foster dialogue and alignment between academia and industry on innovation priorities.	Description	Organise a mission involving scientific and research visits to local companies to discuss about innovation challenges and needs in specific industrial context; showcase and disseminate good innovation practices.
Link to Vision & Objectives	Contributes to strengthening cooperation between academia and industry by creating a structured platform for strategic engagement.	Link to Vision & Objectives	Reinforces ties between academia and industry by promoting mutual learning and visibility of innovative efforts.
Area of Intervention	Science / Innovation / Governance / Industrial Competitiveness	Area of Intervention	Industrial Innovation / Knowledge Exchange
Implementation Steps	<ol style="list-style-type: none"> <li>1. Define Steering Committee structure and mandate.</li> <li>2. Identify and invite members from academia and industry.</li> <li>3. Hold regular meetings.</li> <li>4. Produce strategic recommendations.</li> </ol>	Implementation Steps	<ol style="list-style-type: none"> <li>1. Select companies and define mission objectives.</li> <li>2. Organize logistics and visits.</li> <li>3. Follow up of industry-academy interactions to transform research results into innovative products to the market.</li> <li>4. Document and disseminate practices.</li> <li>5. Collect feedback for improvement.</li> </ol>
Timeline	2026-2030	Timeline	2026-2030
Responsible Organisation(s)	Famalicão City Council, universities, Technological Centres, Regional Authority, Industry Representatives	Responsible Organisation(s)	Famalicão City Council, companies, research institutions and technological centres
Estimated Costs	€50,000 (coordination, logistics, communication)	Estimated Costs	€50,000 (organisation, transport, materials, communication)
Funding Sources	Municipal budget	Funding Sources	Municipal budget
Monitoring Indicators	<p>Output: increasing cooperation between industry and academy; strong innovation ecosystem</p> <p>Result: Strategic documents produced, joint initiatives launched</p>	Monitoring Indicators	<p>Output: Number of companies involved; number of researchers involved</p> <p>Result: Documented practices, increased collaboration; showcase the innovation in the market</p>
Risk Assessment	<p>Identified Risks: Low engagement, lack of follow-through</p> <p>Likelihood &amp; Impact: Possible / Tolerable</p> <p>Mitigation Measures: Strong coordination and clear added value</p>	Risk Assessment	<p>Identified Risks: Company availability, limited engagement</p> <p>Likelihood &amp; Impact: Possible / Acceptable</p> <p>Mitigation Measures: Early coordination and clear communication of benefits</p>

A5 - European Researchers' Night – Industry & Science Focus		A6 - Network of Specialised Technological Centres	
Description	Organise the participation on the European Researchers' Night with a strong focus on the intersection of science and industry, promoting careers in research and innovation, and boosting citizen science.	Description	Create or consolidate a network of specialised technological centres to support industrial innovation and advanced skills development.
Link to Vision & Objectives	Contributes to valuing talent and reinforcing skills by engaging youth and the public with science and innovation.	Link to Vision & Objectives	Addresses the need to enhance qualifications by promoting access to cutting-edge knowledge and infrastructure.
Area of Intervention	Science Communication / Education / Industry / Citizen Science	Area of Intervention	Industrial Modernisation / Skills / Innovation Infrastructure
Implementation Steps	1. Engage researchers and companies. 2. Engage schools and students from STEAM areas to participate. 3. Develop communication materials. 4. Collect feedback.	Implementation Steps	1. Map existing centres and gaps. 2. Define roles and specialisations. 3. Promote collaboration and joint initiatives. 4. Support visibility and access.
Timeline	2025-2030	Timeline	2028-2030
Responsible Organisation(s)	Famalicão, research centres, schools, industry partners	Responsible Organisation(s)	Famalicão City Council, local Schools with CTE's (Specialised Technological Centres)
Estimated Costs	€100,000 (event logistics, materials, communication, facilitation)	Estimated Costs	€30,000 (coordination, mapping, joint activities, dissemination)
Funding Sources	Municipal budget, Universities and School Budgets	Funding Sources	Municipal budget, national education and innovation fundings, Schools budget
Monitoring Indicators	Output: Number of activities, institutions involved, participants, visitors Result: Increased awareness of science careers and societal science education	Monitoring Indicators	Output: Number of centres involved, initiatives launched Result: Improved access to technological expertise; quality of vocational training; interaction/proximity between industrial companies and vocational training
Risk Assessment	Identified Risks: Limited participation, coordination challenges Likelihood & Impact: Possible / Acceptable Mitigation Measures: Early planning, strong promotion strategy	Risk Assessment	Identified Risks: Lack of alignment among centres, limited uptake Likelihood & Impact: Possible / Tolerable Mitigation Measures: Shared governance model, stakeholder engagement

A7 - Redevelopment of Famalicão IN HUB as an Innovation Campus		A8 - Famalicão Business Forum: Industry 5.0, Sustainability & Innovation	
Description	Requalify the Famalicão IN HUB to function as a dynamic space for innovation, experimentation and collaboration, with a focus on Industry 5.0	Description Organise an annual business forum focused on Industry 5.0 trends, sustainability and innovation, promoting debate and partnerships between key stakeholders.	Link to Vision & Objectives Fosters the integration of emerging technologies and sustainable practices by promoting dialogue and collaboration.
Link to Vision & Objectives	Support the strategic goal of accelerating technological integration and promoting advanced industry practices to promote industrial competitiveness.		
Area of Intervention	Digital Transition / Smart Industry / Infrastructure / Scientific Research		
Implementation Steps	1. Diagnose current infrastructure and define vision. 2. Design renovation plan. 3. Secure funding and partnerships. 4. Implement works and open new spaces at the hub. 5. Launch innovation programmes.		
Timeline	2025-2030		
Responsible Organisation(s)	Famalicão City Council, industrial and academic partners		
Estimated Costs	€4.000.000 (architectural renovation, equipment, initial operations)		
Funding Sources	Municipal budget, European Funds		
Monitoring Indicators	Output: Completion of works, programmes launched Result: Number of users/startups and spin-offs installed/interactions with companies		
Risk Assessment	Identified Risks: Budget constraints, delays in execution Likelihood & Impact: Possible / Tolerable Mitigation Measures: Strong project management, phased implementation; partners strongest engagement/commitment		Identified Risks: Low participation, limited impact Likelihood & Impact: Possible / Acceptable Mitigation Measures: Broad stakeholder involvement, targeted outreach

A9 - Hackathon Famalicão MadeIN – Green & Digital Solutions		A10 - Municipal Programme for Selective Collection of Textile Waste	
Description	Organise a hackathon focused on developing innovative green and digital solutions for local sustainability and digital transformation challenges.	Description	Develop and implement a local system for the selective collection of textile waste, promoting reuse, recycling, and circular economy
Link to Vision & Objectives	Strengthens Famalicão's leadership in the green and digital transition by mobilising talent for local solutions.	Link to Vision & Objectives	Promotes leadership in the green transition through practical circular economy initiatives targeting one of the region's key sectors.
Area of Intervention	Digital Innovation / Green Transition / Youth Engagement	Area of Intervention	Circular Economy / Waste Management / Environmental Sustainability
Implementation Steps	1. Select companies involved. 2. Define themes and challenges. 3. Launch call for participants. 4. Organise hackathon and mentorship. 5. Award best solutions. 6. Promote project implementation.	Implementation Steps	1. Design operational model. 2. Coordinate with collection partners and key textile companies 3. Define communication strategy. 4. Launch and monitor implementation.
Timeline	2025-2027	Timeline	2026-2030
Responsible Organisation(s)	Famalicão City Council, universities, incubators, industry partners	Responsible Organisation(s)	Famalicão City Council, waste operators, textile industry, CITEVE
Estimated Costs	€20.000 (event, awards, logistics, mentorship)	Estimated Costs	€100.000 (logistics, containers, communication, monitoring)
Funding Sources	Municipal budget, innovation programmes, sponsors	Funding Sources	Municipal budget, circular economy funding schemes, industry partners, European Funds
Monitoring Indicators	Output: Number of participants, projects developed, number of companies involved Result: Feasibility and implementation of selected ideas	Monitoring Indicators	Output: Tons of textile waste collected selectively; textile waste reduction Result: Higher recycling rates, reduced landfill disposal, increased reuse, and reintegration of materials into textile production processes
Risk Assessment	Identified Risks: Low participation, poor-quality proposals Likelihood & Impact: Possible / Acceptable Mitigation Measures: Targeted outreach and mentorship support	Risk Assessment	Identified Risks: Low citizen participation, logistical issues, budget overrun Likelihood & Impact: Possible / Tolerable Mitigation Measures: Strong awareness campaigns, phased rollout, Establish a detailed and realistic budget with contingency reserves

# IMPLEMENTATION

## GOVERNANCE AND STAKEHOLDER ENGAGEMENT

The City Council of Famalicão, through the Councillor for the Economy and the Strategic Planning Department, will act as the overall coordinating body for the IAP. Within the Famalicão.30 strategic monitoring framework, the Strategic Planning Department will ensure close coordination with key municipal sectors – Economy, Environment, Education, Mobility, and Urban Planning – to guarantee coherence, operational effectiveness, and alignment with national and European policy frameworks, while safeguarding institutional continuity and political legitimacy.

Sustained stakeholder engagement is central to the successful implementation of the IAP. Building on the experience of the ULG, a new participatory model will be institutionalised to ensure continuity beyond the URBACT programme. The ULG will evolve into a permanent Local Strategic Board (LSB), directly linked to the CreatedIN Famalicão Strategy and embedded in the municipality's overarching policies on innovation, green transition, and digital transformation.

The LSB will bring together academia and research centres, business clusters and companies, technological centres and start-ups, civil society organisations, and municipal departments within a multi-level governance framework. It will function as a permanent platform for dialogue and co-creation, supporting multi-stakeholder collaboration, monitoring progress, identifying bottlenecks, ensuring policy alignment, fostering knowledge exchange, and safeguarding long-term continuity and ownership beyond 2030.

Stakeholder engagement will be reinforced through annual review meetings and a digital collaboration platform enabling continuous updates, action tracking, and feedback. By institutionalising participation and integrating lessons learned from the ULG, the LSB transforms previous limitations into strengths, establishing a more resilient, inclusive, and sustainable governance framework to guide implementation confidently through 2030.

# IMPLEMENTATION

## ESTIMATED COSTS (2025-2030)

The implementation of Famalicão's IAP is supported by a consolidated financial framework covering the period 2025-2030. Estimated costs reflect the scale and diversity of the proposed actions, with a strong focus on infrastructure and industrial development, capacity-building, sustainability, innovation, and governance.

Overall investment is estimated between €5.0 and €5.5 million, ensuring the operationalisation of strategic priorities through targeted actions, pilot initiatives, and continuous monitoring and coordination. This financial planning provides a realistic and coherent basis for the effective delivery, sustainability, and long-term impact of the IAP.

Category of Action	Estimated Cost (€)	Timeframe	Actions
<b>Infrastructure &amp; Industrial</b>	~4,000,000	2025 - 2030	Redevelopment of Famalicão IN HUB as
<b>Events, Forums &amp; Capacity-Building</b>	~500,000	2025 - 2030	iTechStyle Summit (A1), European
<b>Sustainability &amp; Circular Economy</b>	~250,000	2025 - 2030	Municipal Award for Sustainability and
<b>Research, Innovation, Talent</b>	~130,000	2025 - 2030	Science and Innovation Steering
<b>Monitoring &amp; Governance</b>	~150,000	2025 - 2030	LSB, coordination & evaluation
<b>TOTAL (2025-2030)</b>	<b>~ 5,0 - 5,5 M€</b>		

# IMPLEMENTATION

## FUNDING SOURCES

The IAP funding strategy relies on a diversified mix of municipal, EU, national, and private funding, coordinated by the Strategic Planning Department and the Local Strategic Board to ensure sustainability, alignment, and effective implementation of an estimated €5.0–5.5 million investment.

MUNICIPAL BUDGET	EUROPEAN FUNDS	NATIONAL PROGRAMMES	PRIVATE SECTOR & PPPs
<p><b>Co-financing of strategic actions:</b></p> <ul style="list-style-type: none"> <li>• IN HUB;</li> <li>• Sustainability awards;</li> <li>• Coordination.</li> </ul>	<p><b>Funding schemes:</b></p> <ul style="list-style-type: none"> <li>• For 2027;</li> <li>• <b>Horizon Europe</b> (R&amp;D, innovation, Industry 5.0);</li> <li>• <b>Circular Economy;</b></li> <li>• <b>Erasmus+</b> (education, skills, talent).</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Environmental Fund</b> (climate adaptation, renewables);</li> <li>• <b>IAPMEI</b> (business competitiveness and innovation).</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Sponsorships for events;</b></li> <li>• <b>Universities and School budget;</b></li> <li>• <b>Business consortia and innovation partnerships;</b></li> </ul>

### FUNDING GOVERNANCE & ALIGNMENT

STRATEGIC PLANNING DEPARTMENT & LOCAL STRATEGIC BOARD

Mapping and monitoring of funding opportunities;  
 Joint applications with academic and business partners;  
 Annual reports on secured funds, executed amounts, and coverage of needs.

DIVERSIFICATION

LEVERAGE EFFECT

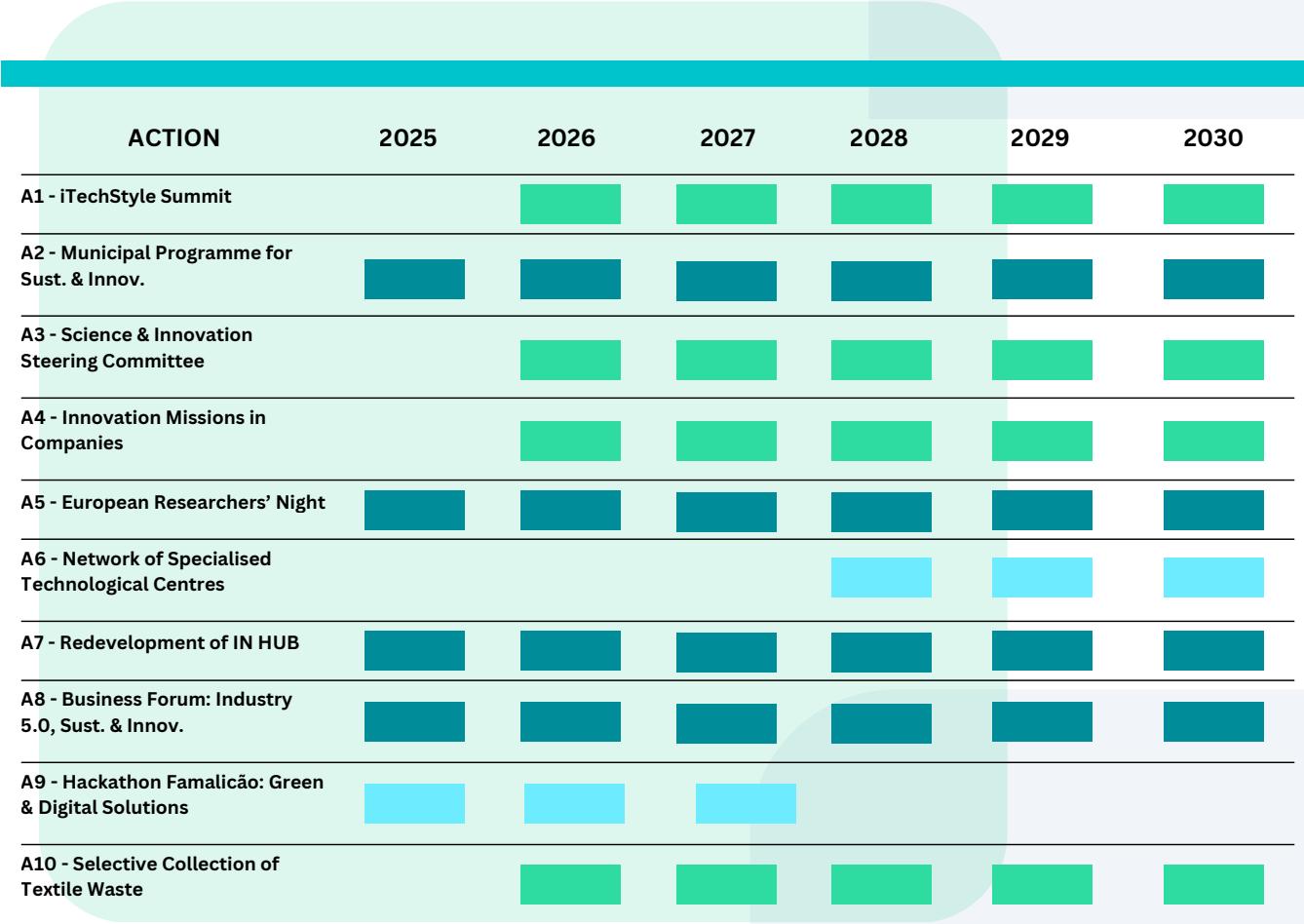
SUSTAINABILITY

CONTINUITY

# IMPLEMENTATION

## TIMELINE AND PHASING

The IAP implementation follows a phased timeline (2025-2030) designed to balance momentum and capacity, while identifying overlaps and potential bottlenecks. Phase 1 (2025-2027) focuses on launching flagship initiatives and pilots, making it the most intensive period and requiring careful coordination, with 2026 identified as the peak workload year. Phase 2 (2028-2030) centres on consolidation and expansion, with actions reaching maturity and new initiatives strengthening the industrial innovation ecosystem. The phased approach supports effective resource allocation, mitigates risks of overload, and ensures a structured transition from pilots to long-term implementation.



# IMPLEMENTATION

## RISK ASSESSMENT

<b>Risk</b>	<b>Likelihood</b>	<b>Severity</b>	<b>Mitigation Measures</b>
Delays in pilot initiatives	Possible	Medium	Close monitoring of deadlines; agile project management; early identification of bottlenecks.
Insufficient SME engagement in green certification and innovation programmes	Possible	High	Awareness campaigns; financial/technical incentives; highlight best practices and peer examples.
Funding shortfalls for large-scale infrastructure	Possible	High	Diversified funding sources; promote PPPs.
Resistance to innovation from traditional industries	Probable	Medium	ROI demonstrations (return on investment), peer-to-peer exchanges; involve business associations as multipliers.
Stakeholder disengagement after URBACT support ends	Possible	High	Institutionalize the LSB;
Macroeconomic pressures (energy costs, inflation)	Probable	High	Flexibility in plans; prioritization of critical actions; contingency reserves.
Policy/regulatory changes at national or EU level	Possible	High	Active monitoring of EU/national policy agendas; advocacy via networks (such as URBACT); adaptive planning.
Coordination overload in 2026 (most actions active simultaneously)	Probable	High	Define annual priorities; space out workload; temporary reinforcement of staff and consultants.
Event calendar conflicts (Hackathon, Business Forum, Researchers' Night)	Possible	Medium	Spread out events; cross-promotion to create synergies.
Limited municipal and partner human resources	Probable	Medium	Allocate dedicated teams; external experts.
Communication and visibility gaps (citizens unaware of actions/benefits)	Possible	Medium	Clear communication strategy; use local media and digital platforms.
Dependency on key stakeholders (if they leave or disengage)	Possible	High	Broaden stakeholder base; institutionalize roles; succession planning.

# IMPLEMENTATION

## MONITORING

Monitoring constitutes a critical pillar for ensuring the successful implementation of the IAP, enabling stakeholders to track progress, identify bottlenecks, and adjust resources when necessary. The definition of relevant indicators begins at the design stage of each action and is subsequently consolidated into an integrated monitoring framework operating at two complementary levels: strategic objectives and individual actions.

<b>Strategic Objective</b>	<b>KPIs (aligned with Monitoring Indicators)</b>	<b>Target by 2030</b>
1. Promote innovation-driven industrial competitiveness (A1, A2)	<ul style="list-style-type: none"> <li>Number of participants and sessions in the iTechStyle Summit</li> <li>Number of applications and % of companies recognised in the Municipal Award for Sustainability &amp; Innovation</li> </ul>	$\geq 1,500$ participants in the Summit $\geq 30$ companies recognised
2. Strengthen academia-industry cooperation (A3, A4)	<ul style="list-style-type: none"> <li>Number of strategic recommendations produced by the Science &amp; Innovation Steering Committee</li> <li>Number of companies visited and practices documented through Innovation Missions</li> </ul>	$\geq 20$ recommendations $\geq 40$ companies visited $\geq 15$ collaborative initiatives
3. Boost upskilling and talent (A5, A6)	<ul style="list-style-type: none"> <li>Number of institutions involved, participants, and visitors in the European Researchers' Night</li> <li>Number of students and companies engaged in activities of the Network of Technological Centres</li> </ul>	$\geq 50$ institutions involved $\geq 2,000$ participants by 2030
4. Accelerate technological integration and human centric approach (Industry 5.0) (A7, A8)	<ul style="list-style-type: none"> <li>% of works completed and new spaces opened in the IN HUB Innovation Campus</li> <li>Number of participants, sessions, and partnerships created in the Business Forum Industry 5.0</li> </ul>	IN HUB fully operational by 2030 $\geq 30$ partnerships created
5. Support leadership in the green & digital transition (A9, A10)	<ul style="list-style-type: none"> <li>Number of participants and awarded solutions in the Hackathon Famalicão</li> <li>Tonnes of textile waste selectively collected and recycling rate achieved</li> </ul>	$\geq 500$ participants and $\geq 50$ solutions in the Hackathon +30% textile waste selectively collected

# IMPLEMENTATION MONITORING AND EVALUATION FRAMEWORK

The monitoring and reporting framework ensures that the IAP remains on track, transparent, and adaptable throughout 2025–2030. It is structured around clear milestones, including baseline data (2025), annual monitoring, a mid-term review (2027–2028), and a final evaluation (2030). Monitoring operates at both strategic and operational levels, aligned respectively with the IAP's overarching objectives and individual actions. Accountability is ensured through regular reporting, biannual validation by the Local Strategic Board, annual progress reports, public communication, and an external evaluation in 2029. Guided by principles of alignment, transparency, flexibility, and stakeholder ownership, the framework provides a robust and inclusive system to track progress, manage risks, and secure long-term impact.

## MONITORING FRAMEWORK

	Baseline Data (2025)	Annual Monitoring	Mid-term Review (27–28)	Final Evaluation (2030)
1	Establish reference values for all indicators before implementation starts.	Track progress annually using quantitative metrics (e.g., projects launched) and qualitative feedback (e.g., stakeholder input).	Assess achievements, identify bottlenecks, and reallocate resources as required.	Measure overall impact, consolidate lessons learned, and ensure alignment with post-2030 strategies.
2	<b>Strategic Objective Level</b> Indicators linked to the 5 overarching IAP objectives.	<b>Local Strategic Board (LSB)</b> Meets twice yearly to review results, validate data, and define corrections.	<b>Annual Progress Report</b> Prepared by the Strategic Planning and shared with stakeholders and the public.	
	<b>Action/Operational Level</b> Indicators tailored to each action.	<b>Public Communication</b> Results shared via municipal channels to ensure transparency and engagement.	<b>External Evaluation</b> Commissioned in 2029 for independent validation and credibility.	

LEVELS OF MONITORING

REPORTING MECHANISMS

# CONCLUSION

## NEXT STEPS

As the IN4GREEN project comes to a close, this IAP represents both a culmination and a new beginning. It provides a clear and actionable roadmap for Famalicão to accelerate its green industrial transformation, aligned with European priorities on climate neutrality, the circular economy, energy transition, and sustainable innovation.

The development of this Action Plan was made possible through the strong commitment and collaboration of a wide range of stakeholders. We extend our sincere thanks to the members of the ULG, whose expertise and engagement were essential in shaping priorities and co-creating the proposed actions. We also acknowledge the valuable contribution of municipal departments, whose cross-sectoral cooperation ensured a coherent and integrated approach.

Our gratitude further extends to the IN4GREEN partner cities – Avilés, Dąbrowa Górnica, Žďár nad Sázavou, Larissa, Navan, Solingen, Sabadell, Salerno, and Bijelo Polje – for their openness in sharing experiences and best practices. These exchanges significantly strengthened our collective capacity to design context-sensitive and impactful actions. Special thanks are also due to the URBACT External Expert, José Costero, whose methodological and strategic guidance was instrumental throughout the process.

Looking ahead, the focus shifts to implementation and governance. The establishment of a Local Strategic Board (LSB) will play a central role in overseeing implementation, strengthening stakeholder coordination, and embedding the IAP into local policies and long-term strategies. Monitoring and evaluation mechanisms will support continuous learning, accountability, and impact assessment.

Beyond the formal conclusion of IN4GREEN, this IAP is designed to generate lasting impact by embedding sustainability in industrial development, aligning economic growth with environmental responsibility, and positioning Famalicão as an active contributor to the European green transition. Its implementation represents a cross-sectoral and multilevel challenge, but also a strategic opportunity to foster innovation and resilience across Famalicão's industrial and innovation ecosystems.



Co-funded by  
the European Union  
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