



Integrated Action Plan City of Câmara de Lobos

Remote-IT
Remote and Hybrid work for Thriving Cities

URBACT



Co-funded by
the European Union
Interreg

Remote IT URBACT Network

The European project URBACT - Remote IT focuses on the theme of remote work, with the aim of supporting cities in formulating and implementing integrated action plans to attract and integrate remote workers, thereby promoting sustainable local development.

Being a partner city in this project means that Câmara de Lobos actively collaborates with other European cities in developing strategies and practices to become more "remote work friendly." This involves sharing experiences, mutual learning, and co-creating innovative solutions for the challenges and opportunities that remote work presents.



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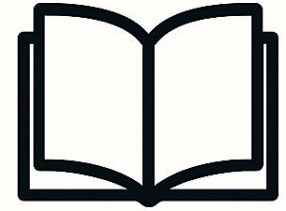
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Executive Summary of the IAP



The Integrated Action Plan (IAP) of Câmara de Lobos, developed within the scope of the URBACT Remote-IT project, aims to position the municipality as an attractive destination for remote workers by 2030, in order to promote local economic diversification, improved quality of life, demographic balance, community cohesion, sustainable and environmental development, and digital innovation and connectivity.

Located on the southern coast of Madeira, with a 52.2 km² area and a population of around 35,000, the municipality faces challenges such as a housing shortage, economic dependence on tourism, and infrastructure limitations. However, it leverages strategies like the Action Plan for Sustainability and the PAESC to overcome these barriers.

The IAP sets out an integrated approach focused on three areas of intervention: infrastructure and housing, tax incentives, and private sector capacity building. Specific actions include the certification of spaces with the “Remote Work Friendly” seal and the provision of coworking spaces within the municipality, supported by a collaborative governance structure and diversified funding, including European funds and public-private partnerships.

The timeline begins in 2025 with planning and commitments, followed by actions in 2026 and expansion starting in 2027.

This plan therefore aspires to transform the municipality into a hub of innovation and resilience, in line with the Portugal 2030 and Madeira 2030 Strategies, contributing to a just digital and green transition and to establishing Câmara de Lobos as an international hub for remote work.

IAP Section 1

- Introduction and project presentation
- Current situation/ data relevant to the themes addressed
- Relevant existing strategies and policies (local/regional/national/European)
- Problem identification
- Local stakeholders involved in the project
- Vision/overarching objective
- Main integration challenge(s)
- How the testing activities contributed to the IAP development



CÂMARA DE LOBOS REMOTE-IT

TRANSFORMING THE TERRITORY FOR
REMOTE WORK



**INCLUSIVE • CONNECTED • GREEN
RESILIENT**

Introduction and project presentation

The world of work is in transformation, profoundly impacting the dynamics of cities. In medium-sized municipalities like Câmara de Lobos, teleworking, now a consolidated practice, opens up new perspectives. How can this territory, characterized by a distinct local identity and a unique landscape, become an attractive, sustainable, and functional destination for remote workers, promoting a balance between economic development, environmental preservation, and social cohesion?

To answer these questions, Câmara de Lobos decided to join the European Remote-IT Network, a network of eight European cities that, between 2023 and 2025, committed to reflecting and acting on the future of work. Led by the city of Dubrovnik (Croatia), and with the participation of cities like Tartu, Tirana, and Heraklion, this network was born within the URBACT IV program, with the goal of rethinking the role of cities in the digital transition of the labor world—in an inclusive, intelligent way and with a real impact on local communities.

Remote-IT focuses on so-called "remote work readiness"—that is, a city's capacity to host and foster new ways of working, whether internally as an employer (as a local authority

that allows hybrid work models for its employees), or externally, as an attractive place for digital nomads, creative entrepreneurs, and highly mobile professionals who seek quality of life, a connection to nature, and community.

Aware that remote work raises questions of digital accessibility, gender equality, social cohesion, and urban transformation, Câmara de Lobos recognizes that this is an opportunity to diversify the local economy, reduce tourism seasonality, retain qualified young people, and foster new ways of inhabiting and living in our territory.

That is why this project is, first and foremost, a collective adventure. A peer-to-peer learning experience among Europeans, but also a profoundly local process, built with citizens, businesses, universities, and cultural and social organizations. Together, we want to build an ambitious but realistic action plan—a shared vision of how Câmara de Lobos can be a city fit for the new times: inclusive, connected, green, and resilient.

Current situation/ data relevant to the themes addressed

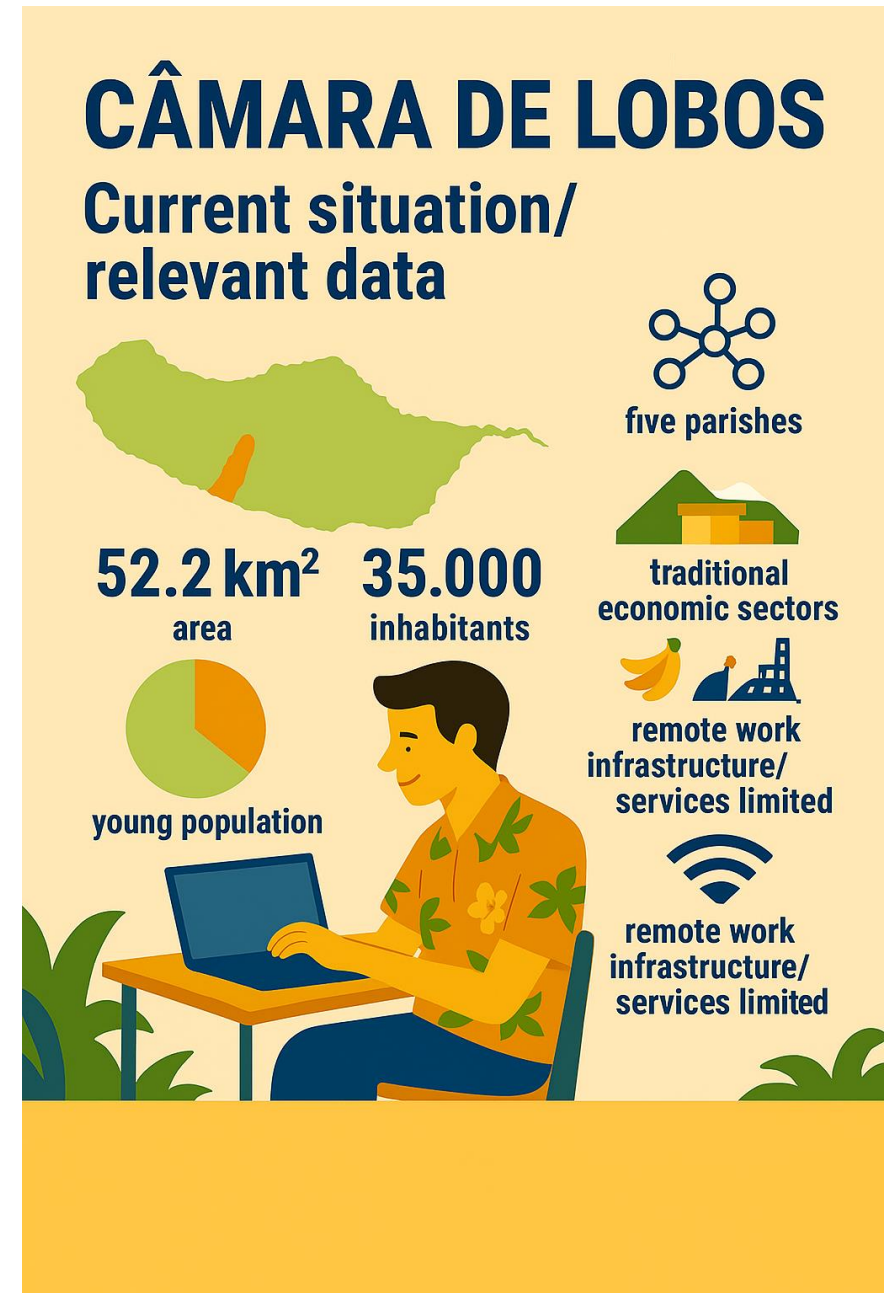
Câmara de Lobos, on the southern coast of Madeira, Portugal, is an island municipality with 52.2 km², the second smallest in the region in terms of area, but very populous, with about 35,000 inhabitants, many of whom are young. It has five parishes—Câmara de Lobos, Estreito de Câmara de Lobos, Quinta Grande, Jardim da Serra, and Curral das Freiras—with distinct characteristics, from urbanized coastal areas to mountainous rural areas with limited access to digital services.

The local economy has strong roots in traditional sectors, such as agriculture (with a focus on banana and grape cultivation), fishing (including the emblematic black scabbard fish), and civil construction. However, in recent years, tourism has been taking on an increasingly relevant role, especially through rural and nature tourism. Despite this dynamism, the municipality continues to have high levels of economic dependence, with a business sector still very centered on micro and small enterprises.

In Câmara de Lobos, the scarcity of infrastructure suitable for remote work—such as coworking spaces, coliving spaces, good mobility, and services adapted to the needs of teleworkers—represents a challenge for them, digital nomads, and companies. However, the municipality has great potential to attract these professionals, thanks to its mild climate, attractive landscapes, quality of life, and initiatives like Madeira Digital Nomads, as well as investment opportunities in technology and collaborative spaces.

The Municipality aims to leverage remote work to promote economic development and territorial cohesion, reducing inequalities and positioning Câmara de Lobos as a benchmark in innovation and sustainability.

The Integrated Action Plan aims to attract talent, improve digital access, and prepare the local administration for this transition.



Relevant local existing strategies and policies



Câmara de Lobos Sustainability Action Plan

- Defines a concrete agenda for ecological transition
- Includes measures for sustainable mobility, clean energy, circular economy, and environmental protection
- Aligns with the European Green Deal and Sustainable Urban Agendas



APSEC – Action Plan for Sustainable Energy and Climate (PAESC)

- Establishes ambitious goals for 2030 to 2050 in the fight against climate change
- Promotes emission reduction, energy efficiency, and diversification of renewable sources
- Focuses on the central axes of decarbonization of the local economy and the digitalization of services



Local Agenda 21 of Câmara de Lobos

- Develops a participatory structure for sustainable planning
- Guides actions towards participatory governance, the digitalization of administration, and the valorization of heritage
- Aims to modernize public services with digital tools



Municipal Master Plan (PDM)

- Assumes the role of the main instrument for land-use planning in the municipality
- Integrates intelligent solutions for mobility, housing, and urban management
- Guides intelligent solutions towards the increase of teleworking and territorial attractiveness

Relevant regional/national/European existing strategies and policies



Portugal 2030 Strategy

- It is the main national strategic framework. It prioritizes innovation, social and territorial cohesion, digitalization, and sustainability as pillars of development. It serves as the basis for the application of European funds throughout the national territory.



Madeira 2030 – Regional Program

- It is the regional version of the Portugal 2030 Strategy. It includes investments aimed at digital transformation, promotion of the green economy, and the development of smart territories. It falls within the operational programs co-financed by the ERDF and ESF+, which are accessible to the municipality.



RIS3 Madeira – Regional Smart Specialization Strategy

- It is a guiding document for regional innovation policy, which identifies key areas such as sustainable tourism, the blue economy, and technologies applied to the territory. It reinforces the role of digitalization as a driver of economic and social transformation.

Institutional context – roles and responsibilities of different agencies

Municipality of Câmara de Lobos



- The Municipality is the leading entity in the execution of the Integrated Action Plan (IAP) within the scope of the Remote IT Project. Responsible for overall coordination, it ensures the implementation of legal actions, and the articulation with partners and the URBACT network. It promotes the integration of digital solutions in public services and aligns with the Sustainability Action Plan, the PAESC, and Local Agenda 21.

Regional Government of Madeira



- As the entity responsible for managing Regional Operational Programs (ERDF and ESF+), the Regional Government plays a crucial role in allocating European funds and defining regional priorities, as outlined in the Madeira 2030 Strategy and RIS3 Madeira.

Agency for Development and Cohesion (AD&C)



- At the national level, the AD&C is the entity that coordinates the implementation of the Portugal 2030 Strategy and the management of European funds. It facilitates the Municipality's access to funding from the ERDF and ESF+, supporting projects that promote territorial cohesion, digital transition, and social inclusion, in line with the objectives of the Remote-IT project.

Network of Local Partners (URBACT Local Group)

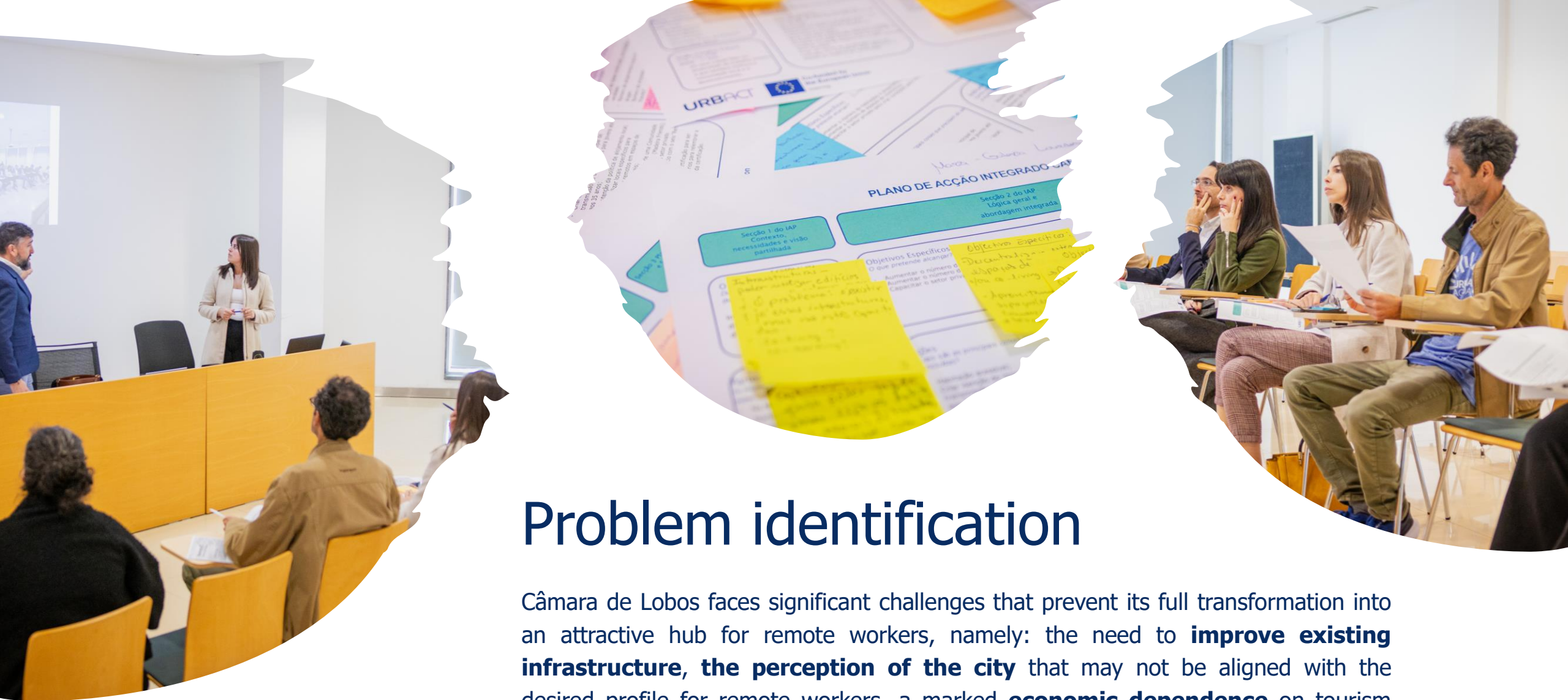


- The ULG, composed of local stakeholders such as business associations, educational institutions, civil society organizations, and citizens, plays a consultative and participatory role. It contributes to the co-creation of the IAP, identifying specific community needs and proposing innovative solutions, with a focus on digital inclusion and the promotion of teleworking.

European Entities (URBACT Programme and European Commission)



- The URBACT program provides the methodological framework and technical support for the development of the IAP, promoting the exchange of good practices among European cities.
- The European Commission, through the European Green Deal and the Urban Agendas, establishes the strategic guidelines that frame local actions, ensuring alignment with sustainability and digitalization objectives.

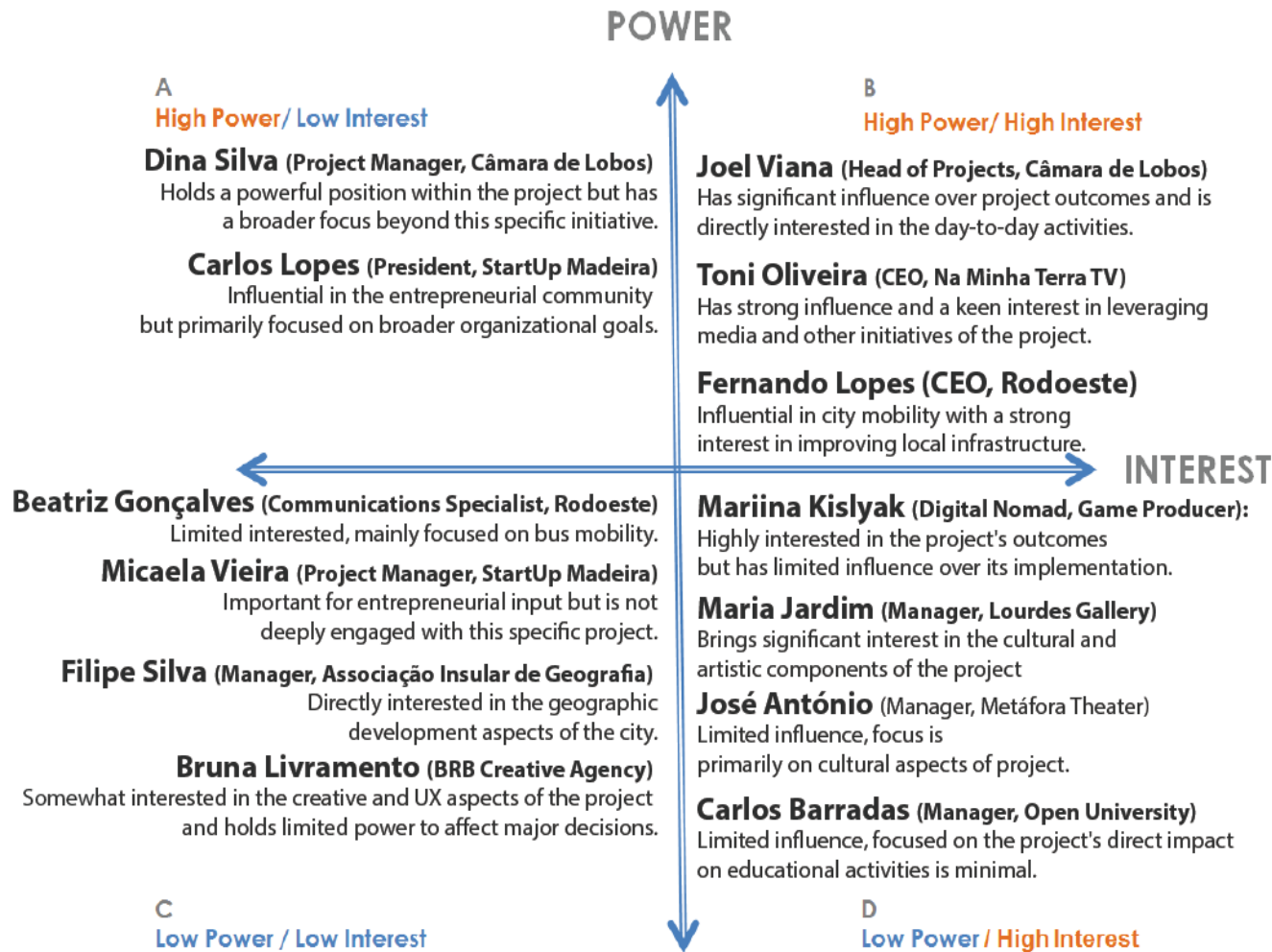


Problem identification

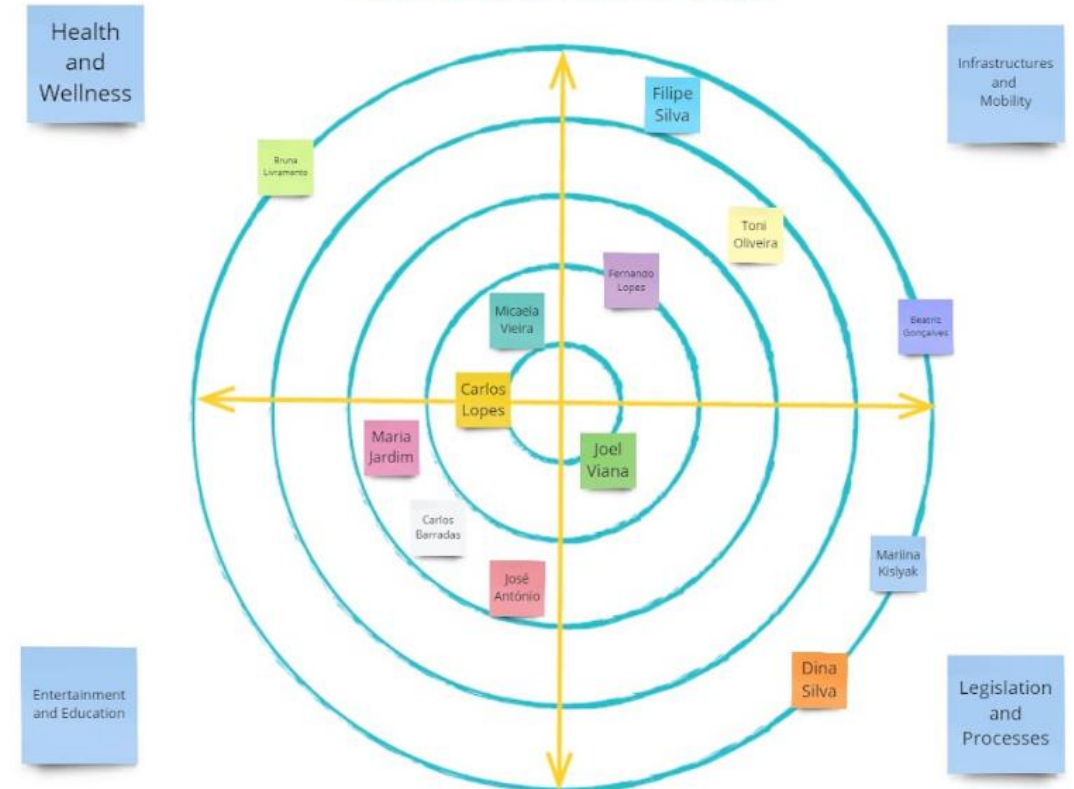
Câmara de Lobos faces significant challenges that prevent its full transformation into an attractive hub for remote workers, namely: the need to **improve existing infrastructure, the perception of the city** that may not be aligned with the desired profile for remote workers, a marked **economic dependence** on tourism that urgently needs to be diversified, and the **limited differentiation of its offerings and opportunities**, at the level of employment, services, and mobility.

ULG Stakeholders map

THE POWER-INTEREST MATRIX



STAKEHOLDERS ECOSYSTEM MAP



Local challenges



CHALLENGE	DESCRIPTION
Housing Shortage	Lack of housing to buy or rent, a fact aggravated by the possible impact of increased demand on real estate prices.
Limited number of Coworking Spaces	Limited availability of adequate workplaces for remote workers.
Economic impact of Tourist and Digital Nomads	Rising cost of living due to the presence of tourists and digital nomads with above-average purchasing power, creating economic disparities
Economic Dependence on certain sectors, insufficient mobility, and limited infrastructure	Economic dependence on certain sectors and insufficient infrastructure that require strategic solutions.

Local priorities



PRIORITY	DESCRIPTION
Improving Infrastructure to Support Remote Workers	Invest in the modernization and expansion of local infrastructure, such as equipped workspaces and efficient transportation networks, to facilitate access and comfort for remote workers, promoting sustainable and integrated mobility within the municipality.
Development of Collaborative Workspaces	Create workspaces that promote collaboration and productivity.
Encouraging Collaboration with the Private Sector	Promote partnerships to generate remote employment opportunities.
Valuing Existing Communities	Strengthen the cohesion and involvement of local communities.
Promoting the Remote Work Trend	Encourage and prepare the municipality for the growing adoption of remote work.

Persona analysis

Persona 1: Alicia Jones

Persona 2: Olivia Green

Persona 3: Joana Fernandes



Persona 1: Alicia Jones



Age: 33

Occupation: Designer

Education: Bachelor's Degree

Current location: Madeira Island

Current status: Single

Citizenship: U.S. Citizen

Alicia is a young professional looking for a more flexible and balanced lifestyle. She values career growth but also places great importance on the freedom to enjoy her personal life and be in touch with nature. Community and social relationships are fundamental to her, as is an affordable cost of living.

Alicia faces challenges related to her age, adapting to new cultures, finding housing, and the competitiveness of the job market. The decision to move to Câmara de Lobos will be influenced by the city's natural beauty, its culture, the cost of living, and the possibility of building a social network.

Persona 2: Olivia Green



Age: 43

Occupation : Businessman

Education: MBA

Current location: Madeira Island

Current status: Married / 3 kids

Citizenship: UK Citizen

Olivia is an experienced professional looking for a more balanced and healthy lifestyle for herself and her family. She values quality time with her loved ones, physical and mental well-being, and personal development. She faces challenges related to parental responsibilities, time management, updating her professional skills, and financial stress.

The decision to move to Câmara de Lobos will be influenced by her family's needs, her children's safety, the housing supply, the possibility of maintaining or creating a community support network, and the variety of family activities available.

Persona 3: Joana Fernandes



Age: 36

Occupation : Psychologist

Education: Master's in Psychology

Current location: Madeira Island

Current status: In a relationship

Citizenship: Of the European Union

Joana is a 35-year-old therapist who, after the pandemic, is looking to start her career as a remote therapist. She values the balance between professional and personal life, flexibility, the possibility of increasing her income, and the positive impact of her work. Joana faces difficulties related to access to housing, the cost of living, and the challenges of working from home, such as isolation and the management of space and time.

Câmara de Lobos can become an attractive option for Joana if it can address her challenges and meet her expectations in terms of quality of life, opportunities for personal and professional development, and support for remote professionals.

Local stakeholders involved in the project



Local stakeholders involved in the project



Câmara Municipal de Câmara de Lobos

It leads this process, assuming the role of promoter and facilitator of the digital transition, both as an employer and as a driver of a more resilient and attractive territory.



Universidade Aberta

Provides academic knowledge and experience in distance learning.



Canal NaminhaterraTV

Crucial in communication and raising awareness among the population.



StartUp Madeira

It represents entrepreneurship and technological innovation, essential for introducing new work models and attracting digital talent.



Galeria Lourdes

A cultural space that promotes exhibitions by local and regional artists, valuing art and encouraging creativity in the community. It serves as a meeting point for artists, residents, and visitors, strengthening the cultural dynamism of Câmara de Lobos.



Teatro Metaphora – Associação de Amigos das Artes

It represents the creative, cultural and community dimension essential for a lively and attractive territory.



Vision/overarching objective

To be an attractive city for remote workers by 2030, fostering a more cohesive, skilled, and innovative local community, where economic development is based on diversification, talent retention, and sustainable regional development.

Main integration challenge(s)

Suggested obligatory aspects of integrated approaches		Is it Relevant for your city? Why?	What is the current situation?	What can you do to improve this
i	Stakeholder involvement in planning	Relevant - expert views in multiple areas For their own long-term benefits	3 meetings + 1 booked for May '24 Overall mostly are interested Motivation varies	Consistent pace Keep them interested Constant Communication
iii	Coherence with existing strategies	Very relevant— all projects must align with the city's strategy	REMOTE-IT aligns with the city's existing strategies across various areas such as mobility, education, and sustainability	Keeping up the pace and showing clear/drawing clear connections
iii	Sustainable urban development (economic, social, environmental)	A sustainable development is the city's main goal, mainly to solve social and economic problems	PESTLE analysis was essential to detail Câmara de Lobos current situation	Develop short and long-term initiatives Keep up with trends and changes
ix	Integration over time	Relevant, some projects are long-term and need more cadence	On going plans for short, medium and long-term: REMOTE-IT (short) / Co-work NEET (medium) / Increased private and public investment in housing (long)	Keeping up the pace, developing more short, medium and long-term initiatives
xii	Stakeholder involvement in implementation	Very relevant for the success of the initiatives	Prep meetings	Clear tasks for each

Main integration challenge(s)

Optional aspects of more integrated approaches		Is it Relevant for your city? Why?	What is the current situation?	What can you do to improve this
iv	Sectoral integration	Relevant for long-term initiatives	Stakeholders from a large range of sectors like transport, education, entrepreneurship, culture, tourism, arts, urban planning & technology	Include more sectors like infrastructure and housing, which are important aspects for the city
v	Spatial integration	Relevant for the short term initiatives	Short term initiatives planned	Establish a detailed action plan and implement it effectively
vi	Territorial integration	Relevant, some neighborhood cities have this subject more developed than us	Under consideration	Establish partnerships for working together, this can benefit both parties
vii	Multi-level governance	This topic is very relevant at a regional and national level	Short term initiatives are coherent with national and regional governance	Implement it
viii	Integration of cross-cutting thematic aspects (gender, digital, green)	Somewhat relevant, we focused specifically on digitalization	Short term initiatives planned	Develop other short term initiative for gender and green thematics
x	Complementary types of investment	Very relevant for long-term actions	We have established 5 long-term initiatives that need a large investment for infrastructure (hard) and human recourses (soft)	Investigate what types of alternative support can we find, to fund these initiatives
xi	Mobilising all available funding	Very relevant	On going, EU funds applications and private investment	Keep up the pace and the EU applications. Encourage private investment

How the testing activities contributed to the IAP development

The testing activities carried out as part of the Innovator in Residence (IIR) program in Câmara de Lobos, integrated into the URBACT IV Remote-IT project, were fundamental for the development of the Integrated Action Plan (IAP).

During the month of July 2024, the pilot action led by the Innovator in Residence, Dr. Anamaria Vrabie, allowed for the testing of innovative approaches to attract qualified talent and develop local initiatives with an impact on the community, aligned with the IAP's objectives.

Below, we present how these testing activities informed the final planning of the IAP, with a focus on the actions tested and their effectiveness in five fundamental dimensions: proof of concept, political and public buy-in, ULG activation, innovation, and quick wins.



Local Experience in Action Testing

The Innovator in Residence program was designed to test the feasibility of attracting highly qualified professionals for short residency periods, promoting the co-creation of innovative solutions with local stakeholders. The action involved:

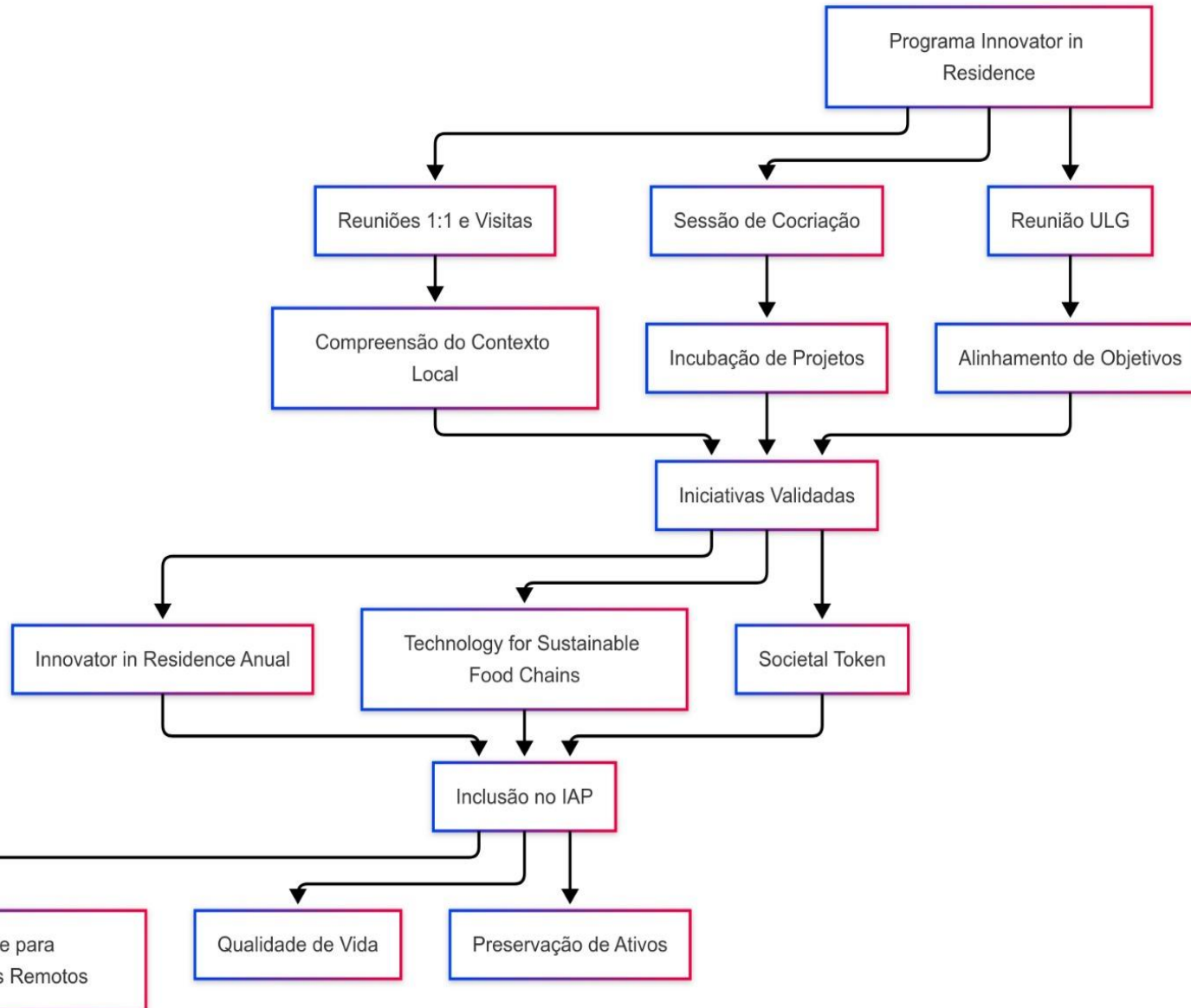
- **A ULG meeting** to align objectives and discuss local challenges, such as real estate pressure, the preservation of local assets, and economic diversification.
- **A co-creation session** with relevant stakeholders to develop an emblematic innovation initiative.
- **Internal and 1:1 meetings**, as well as field visits, to understand the socioeconomic and cultural context of Câmara de Lobos.

The activities resulted in the incubation of three concrete initiatives included in the IAP:

- **Innovative Compensation Scheme/Societal Token:** An alternative funding mechanism allowing locals, tourists, and remote workers to earn or use tokens for local experiences. Part of their payments is converted into tokens for farmers, supporting the maintenance of Madeira's agricultural and landscape heritage while fostering a local circular economy
- **Technology for Sustainable Local Food Chains:** A pilot action to incentivize sustainable agricultural practices on small-scale farms, with support for training, coaching, and technologies (e.g., irrigation systems, drones).
- **Innovator in Residence (scaling):** Transformation of the pilot program into a two-month annual program, with a preparatory online component and an in-person residency period.



Test Effectiveness



The IIR program functioned as a proof of concept by testing, on a small scale, the ability to attract international talent to contribute innovative solutions. This test confirmed the feasibility of the initiatives before their larger-scale integration into the IAP, reducing risks associated with implementation.

The involvement of local leaders, ULG members, and stakeholders during the program increased the transparency and public acceptance of the proposed actions.

The clear communication of objectives and benefits, facilitated by the Innovator and the local team, helped build trust and support. Furthermore, the presence of an international expert reinforced the legitimacy of the initiatives, promoting political buy-in for their inclusion in the IAP.

This experience encouraged the administration to adopt a more agile and risk-tolerant stance, essential for tackling complex challenges such as real estate pressure and economic diversification.

The Innovator in Residence program proved to be an effective tool for testing and validating actions before their integration into the IAP.

IAP Section 2

- Overall Logic and Integrated Approach
- Strategic Objectives
- Intervention areas
- Specific/ operational objectives
- Actions



Overall Logic and Integrated Approach

The Câmara de Lobos Integrated Action Plan (IAP) outlines a coordinated and innovative urban strategy to position the municipality as an attractive and sustainable hub for remote workers, responding to the growing demand for flexible and digital work models.

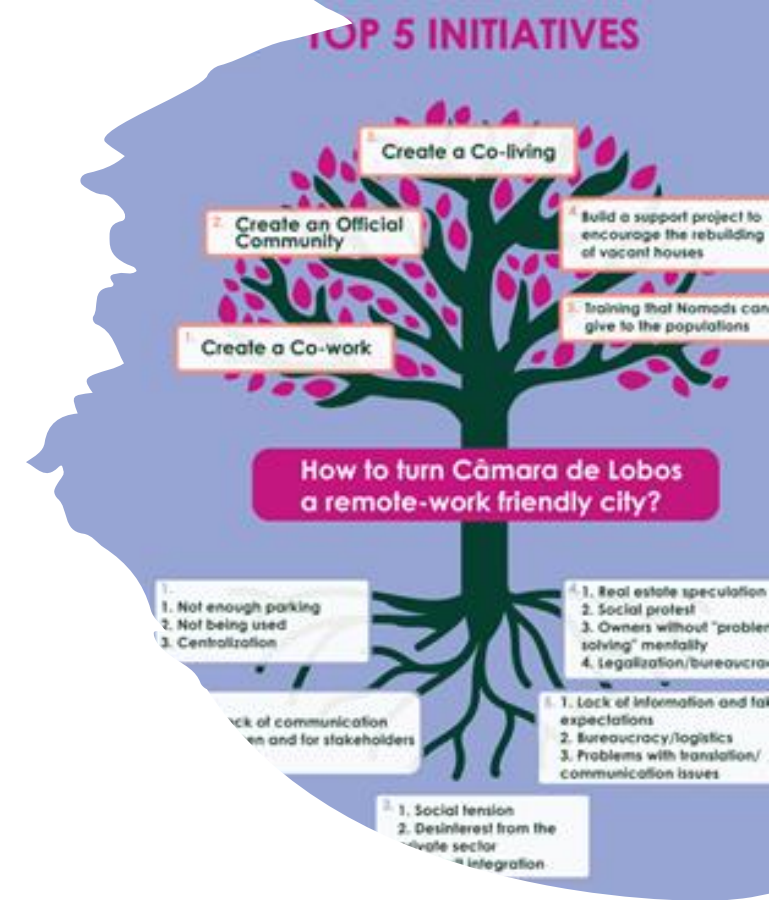
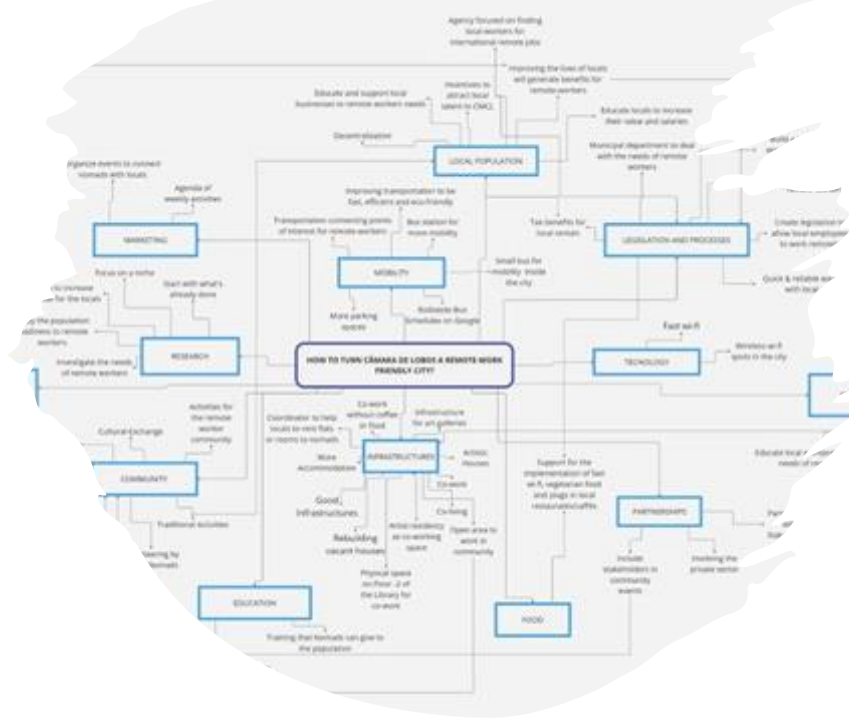
The IAP aims to overcome the municipality's structural limitations, such as housing shortages and economic dependence on traditional sectors, transforming Câmara de Lobos into a remote worker-friendly destination by 2030, with tangible benefits for the community, businesses, and professionals.

The IAP's overall objective is not limited to that purpose, nor to attracting digital nomads, but to generate a lasting structural impact on the municipality's economic, social, and urban fabric. This objective will be achieved through an integrated approach structured around three fundamental pillars.:

- **Improvement of Infrastructure and Housing:** Through the creation of equipped coworking spaces and the increase in the supply of affordable local accommodation, the IAP addresses the lack of adequate spaces for remote work and the housing shortage, promoting talent retention and economic dynamism.
- **Empowerment and Incentives for the Private Sector:** The plan focuses on qualifying local businesses, with training for the certification of spaces as "Remote Work Friendly" and tax incentives, such as exemptions from municipal tax for young people up to 35 years old, to stimulate competitiveness and economic diversification.



- **Inclusivity and Sustainability:** Aligned with local, regional, and European strategies, such as the Local Agenda 21 and the just green and digital transition, the IAP promotes a cohesive and innovative community, valuing Madeira's agricultural and landscape heritage and encouraging sustainable practices.



Strategic Objectives

Câmara de Lobos's strategic goal is to be recognized as a leading city in remote work attractiveness by 2030, which will entail substantial improvements to the local community and its overall development. This ambition aims to transform Câmara de Lobos into a preferred destination for remote workers through investment in infrastructure, private sector training, and the promotion of a welcoming culture.

Intervention areas



Infrastructure and Housing

- Improvement of general infrastructure and the increase in the availability of affordable housing and local accommodation.



Tax Incentives

- Creation of exemptions from the municipal real estate transfer tax for young people up to 35 years old, as a way to encourage them to settle..



Qualification and Training of the Private Sector:

- Provide training to the private sector so it can certify its spaces as "Remote work friendly".



Economic Diversification

- Reduce dependence on traditional sectors such as agriculture, fishing, and seasonal tourism by attracting skilled and entrepreneurial remote workers and digital nomads.



Innovative Solutions

- Implement a collaborative fund to preserve heritage, supporting sustainability with technology, and scale the "Innovator in Residence" for innovation and the retention of young talent.



Collaborative Work Spaces (Coworking)

- Increase the number of available coworking spaces for remote workers.

CÂMARA DE LOBOS

REMOTE-IT

Specific objectives

1. Increase the number of available housing and local accommodation

- Mitigation of infrastructure problems and limited diversification.
- Promotion of affordable housing construction, creation of a municipal real estate transfer tax exemption for young people up to 35 years old, and maintenance of a balanced local lodging policy.

2. Increase the number of coworking

- Construction of remote-worker-friendly infrastructure.
- Provision of specific locations for remote workers in coworking spaces.

3. Encourage the private sector to create conditions for welcoming remote workers

- Diversification and creation of a welcoming environment for remote work.
- Training for the private sector, aimed at certifying business locations with the "Remote work friendly" seal.
- Creation of a certification plaque to be placed in offices to reinforce the certification's objective.

4. Improve residents' lives and safeguard local heritage

- Development of an Innovative Compensation Scheme/Societal Token and a Technology for Sustainable Local Food Chains.
- Scaling up the "Innovator in Residence" initiative.



Actions

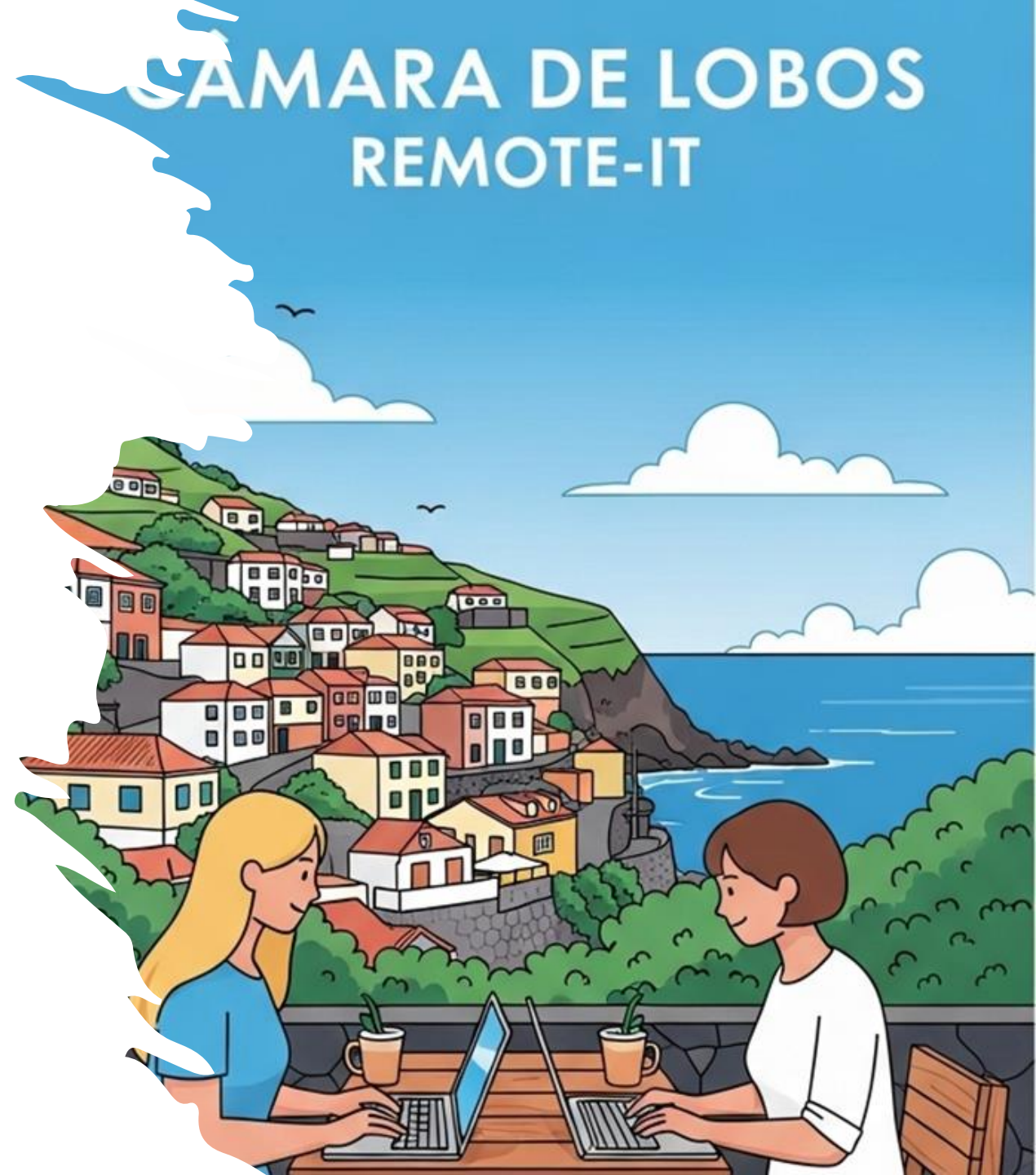
OBJ	ACTION	TYPE	TIMELINE	BUDGET (€)	RESPONSABILITY
01	A1 - Construction of affordable housing	Medium-term	2030	170 000 000	Câmara Municipal de Câmara de Lobos Governo Regional da Madeira Governo de Portugal
	A2 - Create an exemption from property transfer tax for young people up to 35 years of age	Medium-term	2025	200 000	Governo de Portugal
	A3 - Update of the local accommodation policy	Short-term	2025	50 000	Câmara Municipal de Câmara de Lobos
02	A1 - Provide specific locations for remote workers in coworking spaces in the Municipality	Short-term	2025	150 000	Câmara Municipal de Câmara de Lobos NaminhaterraTV
	A2 - Attracting digital nomads from an already established Madeira Community (Madeira Friends)	Short-term	2026		Câmara Municipal de Câmara de Lobos Madeira Friends

Actions

OBJ	ACTION	TYPE	TIMELINE	BUDGET (€)	RESPONSABILITY
03	A1 - Provide training for the private sector to certify business locations with the "Remote Work Friendly" stamp	Short-term	2026	7500	Câmara Municipal de Câmara de Lobos Universidade Aberta
	A2 - Create a certification poster to display in offices to remind staff of the purpose of Certification	Short-term	2026	5000	Câmara Municipal de Câmara de Lobos Universidade Aberta
04	A1 - Create an "Innovative Compensation Scheme / Societal Token"	Medium-term	2029	400 000	Câmara Municipal de Câmara de Lobos ARDITI
	A2 - Develop a "Technology for Sustainable Local Food Chains"	Medium-term	2029		Universidade da Madeira BioReboot StartUP Madeira Ciência Viva
	A3 - Carry out the "Innovator in Residence" action annually"	Short-term	2025	7 500	Câmara Municipal de Câmara de Lobos

IAP Section 3

- Action planning details



CÁMARA DE LOBOS
REMOTE-IT

Objective 1: Action 1 – Construction of affordable housing

Description of the Action:	Promote affordable housing to attract remote workers, balancing real estate demand and supporting young people's retention in the municipality..
Links to other city policies or strategies:	National Housing Policy; Madeira Regional Housing Plan; Local Housing Strategy.
Entity responsible for coordinating the action:	Municipality of Câmara de Lobos in partnership with the Regional Government of Madeira and the Government of the Portuguese Republic.
Local partners to involve:	IHM – Instituto de Habitação da Madeira (Madeira Housing Institute)
Time required for implementation:	5 years
Total investment:	170 000 000 €
Main expected result:	Increasing the supply of affordable housing (371 new housing units), reducing pressure on real estate prices and encouraging remote workers to remain.
Potential risks to implementation:	<ul style="list-style-type: none"> - Unexpected increase in construction costs. - Local resistance to changing accommodation policies. - Difficulty in obtaining additional financing.
Execution Status * * To be completed during implementation to report	

Objective 1: Action 2 – Create an exemption from the real estate transfer tax for young people up to 35 years old

Description of the Action:	Encourage young people up to 35 years of age to purchase real estate, promoting the settlement of the local population and attracting remote workers, contributing to the demographic and economic balance of the municipality.
Links to other city policies or strategies:	National Housing Policy; Madeira Regional Housing Plan; Local Housing Strategy.
Entity responsible for coordinating the action:	Municipality of Câmara de Lobos in partnership with the Regional Government of Madeira and the Government of the Portuguese Republic.
Local partners to involve:	IHM – Instituto de Habitação da Madeira (Madeira Housing Institute)
Time required for implementation:	1 year
Total investment:	200 000 €
Main expected result:	<ul style="list-style-type: none"> - Greater accessibility to the housing market for young people, strengthening the community and attracting new residents, including remote workers. - 20% increase in property acquisition by young people by 2026, based on data recorded by the municipality.
Potential risks to implementation:	<ul style="list-style-type: none"> - Budgetary impact for the municipality due to loss of tax revenue. - Low participation of eligible young people due to lack of information or additional resources. - Possible increase in real estate speculation by third parties who circumvent the measure.
Execution Status * * To be completed during implementation to report	

Objective 1: Action 3 – Update the local accommodation policy

Description of the Action:	Regulate the local accommodation market to balance supply and demand, preventing real estate speculation and ensuring affordable housing for residents and remote workers, in line with the municipality's sustainability objectives..
Links to other city policies or strategies:	Local Housing Strategy
Entity responsible for coordinating the action:	Municipality of Câmara de Lobos
Local partners to involve:	Regional Government of Madeira
Time required for implementation:	1 year
Total investment:	50 000 €
Main expected result:	<ul style="list-style-type: none"> - Stabilizing the local real estate market, promoting a welcoming and balanced environment for the community and remote workers. - Increase of 10 local accommodation establishments by 2026, based on data monitored by the municipality.
Potential risks to implementation:	<ul style="list-style-type: none"> - Pressure from owners to increase prices, defying regulation. - Conflicts of interest with the tourism sector, which may oppose the restrictions. - Difficulty in monitoring compliance with the policy due to limited resources.
Execution Status * * To be completed during implementation to report	

Objective 2: Action 1 – Make specific spots available for remote workers in city co-working spaces

Description of the Action:	Create infrastructure dedicated to remote workers, equipped with technology and comfort, to attract digital talent and promote local economic development, addressing the lack of suitable workspaces.
Links to other city policies or strategies:	Fair green and digital transition.
Entity responsible for coordinating the action:	Municipality of Câmara de Lobos
Local partners to involve:	NaminhaterraTV
Time required for implementation:	1 year
Total investment:	150 000 €
Main expected result:	<ul style="list-style-type: none">- Strengthening the attractiveness of Câmara de Lobos as a destination with coworking facilities for remote workers.- Creation of 2 new coworking spaces by 2026, with capacity to accommodate 20 remote workers.
Potential risks to implementation:	<ul style="list-style-type: none">- High maintenance and equipment costs that may exceed the expected budget.- Delays in construction or adaptation due to bureaucratic or logistical issues.
Execution Status * * To be completed during implementation to report	

Objective 2: Action 2 – Attract digital nomads from an already established Madeira Community

Description of the Action:	Promote partnerships with existing digital nomad communities in Madeira, encouraging their migration to Câmara de Lobos through incentives and outreach, reinforcing the municipality's attractiveness as a remote destination.
Links to other city policies or strategies:	Sustainable and innovative city.
Entity responsible for coordinating the action:	Municipality of Câmara de Lobos and Digital Nomads
Local partners to involve:	Digital Nomads of Madeira
Time required for implementation:	1 year
Total investment:	20 000 €
Main expected result:	<ul style="list-style-type: none"> - Successful integration of digital nomads into the local community, enriching the cultural and economic diversity of Câmara de Lobos. - Attracting 50 new digital nomads by 2026, contributing to the increase in the active remote population in the municipality.
Potential risks to implementation:	<ul style="list-style-type: none"> - Difficulty in establishing effective partnerships with existing communities. - Competition with other destinations in Madeira that offer better incentives. - Local resistance to the integration of new residents due to cultural or logistical issues.
Execution Status * * To be completed during implementation to report	

Objective 3: Action 1 – Provide training for the private sector to certify business locations with the "Remote work friendly" stamp

Description of the Action:	Empower the private sector with specialized training to adapt their spaces and services to the needs of remote workers, promoting certification with the "Remote Work Friendly" seal and diversifying the local economy.
Links to other city policies or strategies:	Transição verde e digital justa.
Entity responsible for coordinating the action:	Municipality of Câmara de Lobos
Local partners to involve:	Universidade Aberta (University Aberta)
Time required for implementation:	1 year
Total investment:	7 500 €
Main expected result:	<ul style="list-style-type: none"> - Strengthening a welcoming and professional environment for remote workers, encouraging collaboration between the public and private sectors. - Certification of 15 companies with the "Remote work friendly" seal by 2026.
Potential risks to implementation:	<p>-Lack of private sector adherence: The certification with the "Remote Work Friendly" seal may not be well received or prioritized by companies, due to costs or lack of interest, affecting the goal of certifying 15 companies by 2026.</p> <p>Insufficient resources: The total investment of 7,500 € may be inadequate to cover the costs of specialized training and coordination, potentially delaying or jeopardizing implementation within the one-year timeframe.</p>
Execution Status * * To be completed during implementation to report	

Objective 3: Action 2 – Create a certification poster to be placed in offices to remind the team of the certification objective

Description of the Action:	- Develop a visible poster to reinforce the identity of companies certified with the "Remote Work Friendly" stamp, promoting internal awareness among teams about the benefits and objectives of certification, aligning them with the project's goals.
Links to other city policies or strategies:	Fair green and digital transition.
Entity responsible for coordinating the action:	Municipality of Câmara de Lobos
Local partners to involve:	Universidade Aberta (University Aberta)
Time required for implementation:	1 year
Total investment:	5 000 €
Main expected result:	<ul style="list-style-type: none"> - Increased team motivation and commitment to the principles of welcoming remote work. - 100% of certified companies with a visible poster in their offices by 2026.
Potential risks to implementation:	<ul style="list-style-type: none"> - Low participation of certified companies due to lack of interest or internal coordination. - Unexpected costs of poster design, production or distribution. - Difficulty in ensuring consistent poster placement in all designated locations.
Execution Status * * To be completed during implementation to report	

Objective 4: Action 1 - Create an "Innovative Compensation Scheme/Societal Token."

Description of the Action:	Development of an innovative compensation scheme based on societal tokens, encouraging the involvement of remote workers and local residents in activities that benefit the community, promoting the economic and social sustainability of Câmara de Lobos.
Links to other city policies or strategies:	Fair green and digital transition. Sustainable and innovative city.
Entity responsible for coordinating the action:	Municipality of Câmara de Lobos
Local partners to involve:	ARDITI; Universidade da Madeira (Madeira University); BioReboot; StartUP Madeira; Ciência Viva
Time required for implementation:	4 years
Total investment:	200 000 €
Main expected result:	<ul style="list-style-type: none"> - Fostering a more inclusive and engaged local economy, strengthening community ties and attractiveness for remote workers. - Implementation of the scheme with the participation of at least 50 participants (residents and remote workers) by the end of 2026.
Potential risks to implementation:	<ul style="list-style-type: none"> - Resistance to adopting a token system due to lack of trust or understanding. - High costs of developing and maintaining technological infrastructure. - Possible legal or regulatory issues related to the use of tokens as compensation.
Execution Status * * To be completed during implementation to report	

Objective 4: Action 2 – Develop a "Technology for Sustainable Local Food Chains"

Description of the Action:	Implement technologies that optimize local food supply chains, promoting sustainability and reducing the ecological footprint, while supporting local producers and meeting the needs of remote workers and residents
Links to other city policies or strategies:	Fair green and digital transition. Sustainable and innovative city.
Entity responsible for coordinating the action:	Municipality of Câmara de Lobos
Local partners to involve:	ARDITI; Universidade da Madeira (Madeira University); BioReboot; StartUP Madeira; Ciência Viva
Time required for implementation:	4 years
Total investment:	200 000 €
Main expected result:	<ul style="list-style-type: none"> - Strengthening a sustainable local food economy by providing remote workers with access to fresh, regional produce, improving their quality of life and community integration. - 15% reduction in carbon emissions associated with food transportation and the participation of at least 50 local producers by 2030, directly benefiting 200 remote workers with easier access to local food.
Potential risks to implementation:	<ul style="list-style-type: none"> - Resistance of local producers to the adoption of new technologies. - High costs of developing and implementing the proposed technology. - Lack of funding or institutional support for project expansion.
Execution Status * * To be completed during implementation to report	

Objective 4: Action 3 – Annually hold the "Innovator in Residence"

Description of the Action:	Annually invite an innovator or expert to reside in Câmara de Lobos, collaborating with the local community and remote workers to create technological and sustainable solutions, strengthening the municipality's innovation ecosystem.
Links to other city policies or strategies:	Fair green and digital transition. Sustainable and innovative city.
Entity responsible for coordinating the action:	Municipality of Câmara de Lobos
Local partners to involve:	ARDITI; Universidade da Madeira (Madeira University); BioReboot; StartUP Madeira; Ciência Viva
Time required for implementation:	1 year
Total investment:	7 500 €
Main expected result:	<ul style="list-style-type: none"> - Stimulating local innovation and integrating remote workers into creative projects, enriching community dynamics. - Participation of at least 30 remote workers and residents in each edition until 2027, with at least 2 innovative projects implemented annually.
Potential risks to implementation:	<ul style="list-style-type: none"> - Difficulty in attracting renowned innovators due to financial or logistical limitations. - Low engagement from the community or remote workers due to lack of interest or insufficient communication. - High costs associated with accommodation, travel and compensation for innovators.
Execution Status * * To be completed during implementation to report	

IAP Section 4

- Implementation framework



Implementation framework

Governance/Ongoing stakeholder engagement

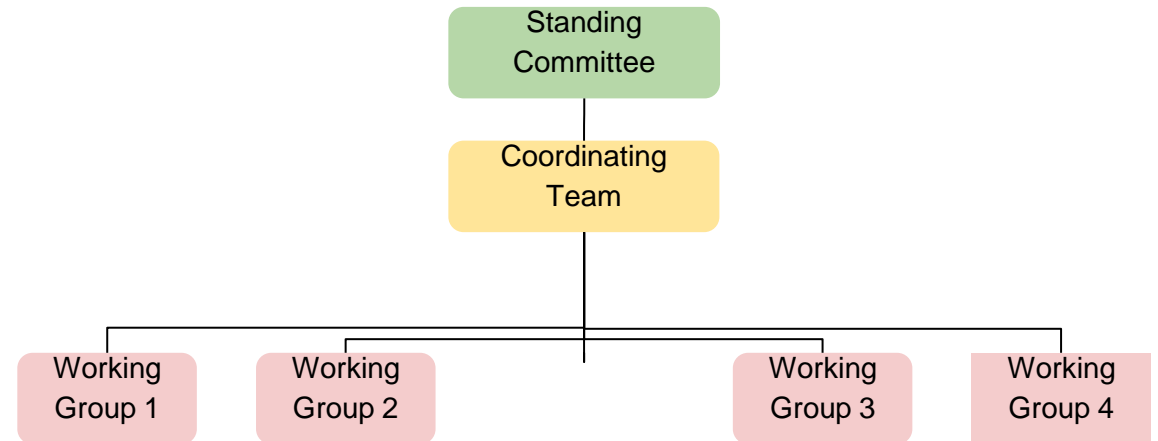
The collaborative **governance model** of the Câmara de Lobos Integrated Action Plan (IAP) is based on a multilevel structure that integrates political and technical representatives from the municipality, specialized entities, and various local organizations. This structure includes:

Standing Committee: Composed of at least two members of the municipal executive (with portfolios for Environment and Agriculture) and specialists in these areas, it coordinates actions with the municipal circularity strategies. Its functions include supervising and monitoring the plan's implementation (2025-2030), monitoring the execution of actions, issuing recommendations for improvements, and evaluating results.

Coordinating Team: Formed by municipal technicians, including heads of the divisions for Spatial Planning, Social Development, and Financial Management, this team ensures operational management, allocates resources, monitors the fulfillment of actions, and coordinates the working groups. It serves as a link between these groups, the Standing Committee, and the stakeholders, reporting relevant information.

Working Groups: Composed of one member of the ULG and interested public or private entities, a group is created for each action of the plan. They are responsible for executing activities within deadlines, promoting collaboration among parties, and reporting progress and constraints to the Coordinating Team.

This approach ensures effective implementation, aligning technical, political, and community efforts throughout the plan's horizon.



Overall costings and funding strategy

The funding strategy for the Câmara de Lobos Integrated Action Plan (IAP) was designed to ensure the sustainable implementation of the proposed actions, combining local, regional, national, European, and private resources.

Costs will be covered by a diversified approach that includes:

Municipal Budget: Resources allocated in the areas of tourism, environment, agriculture, and economic development, aligned with the municipality's priorities.

Support from Local Partners: Contributions from regional entities and associations that promote innovation and remote work. European

Funds: Funding through programs such as Interreg, the European Regional Development Fund (ERDF), and the European Social Fund Plus (ESF+), with a focus on innovative urban actions and digital transition.

Public-Private Partnerships (PPPs): Collaboration with technology companies, the hospitality sector, and other local stakeholders for co-financing infrastructure and initiatives.

The Municipality of Câmara de Lobos also commits to monitoring and applying for multiannual European funding calls, ensuring the continuity and scalability of the actions throughout the 2024-2030 horizon.

Overall costings and funding strategy



Municipal
Budget



Support from
Local Partners



Funds



Public-Private
Partnerships
(PPPs)

Overall timeline

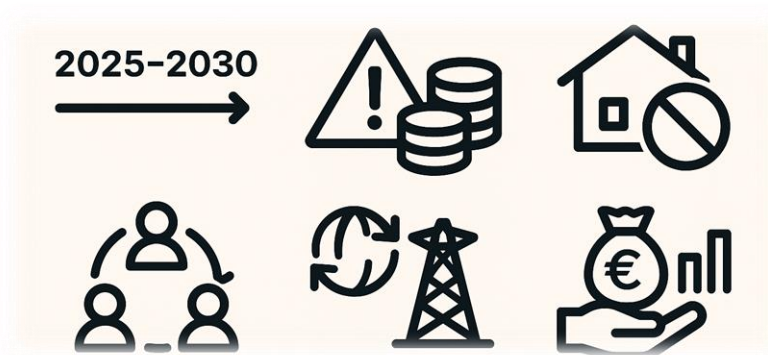
The implementation of the Câmara de Lobos Integrated Action Plan (IAP) will begin in 2025, after the planning phase has been completed.

The overall timeline includes the following main steps:

2025: Finalization of planning, budget preparation, and consolidation of commitments with stakeholders, ensuring technical and strategic readiness for the start of the actions.

2026: Launch of initial actions, including the certification of business locations with the "Remote work friendly" seal and the creation of a certification poster, as detailed in the IAP's specific actions.

2027 and beyond: Expansion and adjustment of actions based on feedback obtained through monitoring and follow-up, ensuring continuous adaptation to local and regional needs, as well as the continuity and scalability of initiatives over the 2025-2030 horizon.



Risk assessment

The main **Threats** are:

- Scarcity of Financial Resources - The dependence on European funds and limited municipal budgets can compromise the execution of actions.
- Local Resistance to the Integration of Remote Workers - The integration of new residents may face cultural or logistical opposition, affecting the attractiveness of the municipality.
- Delays in Coordination among Entities - The multilevel structure can generate inefficiencies due to a lack of alignment among the Standing Committee, Coordinating Team, and Working Groups.
- Insufficient Infrastructure - The lack of coworking spaces and housing can limit the capacity to attract remote workers.

The main **Mitigation Strategies** are:

- Diversify funding sources.
- Promote community awareness campaigns and involve the ULG to facilitate local acceptance and participation.
- Establish regular meetings and clear communication protocols, with the Coordinating Team acting as a mediator.
- Prioritize initial investments in infrastructure and monitor progress for quick adjustments.

Monitoring and reporting

The Municipality of Câmara de Lobos will establish a monitoring framework aligned with the strategic objectives of the Integrated Action Plan (IAP).

Key indicators will track both the results and the impact, including:

- Number of remote workers attracted, events held, and companies certified with the "Remote work friendly" stamp
- Levels of engagement of remote workers and local communities, measured through the ULG
- Growth in digital visibility and the return of remote workers to the municipality
- Adoption of co-created initiatives and intersectoral partnerships, such as public-private partnerships.

The project team of the Câmara de Lobos Municipality will prepare annual progress reports based on the analysis of collected data related to the qualitative and quantitative indicators defined in the IAP.

The report will be presented by the team to the municipal executive for review and decision-making regarding the planned and executed actions.





Conclusion

The implementation of the Integrated Action Plan (IAP) positions Câmara de Lobos as an attractive hub for remote workers, aligned with the vision of a resilient and sustainable city.

This plan, essential for diversifying the economy and overcoming structural challenges, bases its effectiveness on three strategic pillars: improving infrastructure and housing, qualifying the private sector, and adopting innovative solutions.

Concrete actions, such as the "Remote work friendly" certification, reflect a commitment to local development. The project's success lies in its collaborative nature, evidenced by the participation of the URBACT Local Group (ULG) and the "Innovator in Residence" pilot experience, which validated the co-creation approach and the importance of continuous adaptation.

In short, the Câmara de Lobos IAP is more than a plan, it is a catalyst for change that aligns with regional strategies for 2030.

By turning challenges into opportunities, the plan promises not only to attract talent but also to strengthen the community fabric, creating a lasting legacy of innovation and resilience for the future of the municipality.