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1. GENERAL CONTEXT

1.1. GEN-Y CITY Network

The Gen-Y City Network is an Urbact III project that has been co-financed by ERDF (European Regional Development Fund), that is exploring how cities can develop, attract and retain GEN-Y 'Creative-Tech' Talent.

Generation Y (also sometimes referred to as Millennials) are the demographic group following Generation X (those typically with birth years ranging from the early-to-mid 1960s to the early 1980s). There are no precise dates for when Generation-Y starts or ends; demographers and researchers typically use the early 1980s as starting birth years and the mid-1990s to early 2000s as ending birth years.

With the increasing shortage of 'Creative-Tech' talent across Europe, successfully developing, retaining and attracting GEN-Y 'creative-tech' talent will be important for the future prosperity of cities.

The project is led by the City of Poznań Poland, and partners include Bologna (Italy), Genoa (Italy), Sabadell (Spain), Granada (Spain), Coimbra (Portugal), Nantes (France), Wolverhampton (United Kingdom), Kristiansand (Norway), Klaipėda (Lithuania), Daugavpils (Latvia) and Torun (Poland).

More information can be found at <http://urbact.eu/gen-y-city>

1.2 Urbact Programme

For about 15 years, the URBACT programme has been the European Territorial Cooperation programme aiming to foster sustainable integrated urban development in cities across Europe. It is an instrument of the Cohesion Policy, co-financed by the ERDF, the 28 Member States, Norway & Switzerland.

URBACT's mission is to promote sustainable urban development and a key element of this is to nurture the talent of city stakeholders across the EU (European Union). By building the capacity of city stakeholders URBACT aims to make Europe's cities stronger, fairer and cleaner. At the heart of URBACT activity are two main approaches: integrated urban development and participative action planning.

- The integrated approach - URBACT is based on a holistic approach that takes into consideration the physical, economic and social dimensions of urban development, from a sustainable perspective.
- The participative approach – the development of strong partnerships between public bodies, the private sector and civil society (including citizens and inhabitants) - is recognised as a cornerstone of efficient urban development policies.





What is an Urbact Local Group?

URBACT Local Groups (ULGs) translate these principles into concrete local dynamics that aim to foster shared ownership of the urban planning process and also strengthen capacities of local actors.

ULGs are a fundamental building block of the URBACT programme. Every city partner in an URBACT network is required to set up a ULG to bring together all relevant local stakeholders related to the chosen policy challenge the city wants to tackle (such as youth unemployment or regeneration of a deprived area). These stakeholders are engaged in order to participate in the development and implementation of local urban development policies. ULGs are the vehicle by which integrated and participative approaches to urban policies are developed. By bringing together partners to collaborate on a specific issue, and to exchange their experiences at transnational level, the Local Group guarantees a more rigorous and innovative result, leading to the co-production of a Local Action Plan. The experience also strengthens the capacities of local practitioners and stakeholders to design and deliver more sustainable solutions to the challenges they face in future.

What is an Integrated Action Plan?

An IAP (Integrated Action Plan) is a strategic document that addresses identified needs, analyses problems and opportunities and puts forward sustainable, feasible solutions. All URBACT network partner cities have to produce a IAP and they can be written in a variety of formats.

The IAP is first and foremost a concrete and useful tool for the city to solve a local problem and/or improve a local situation. In URBACT, the IAP is the output of the ULG participative process. It contains a roadmap and detailed plan (including timeframe and funding information) for the city to deliver solutions to the urban challenge addressed in each URBACT network.





2. COIMBRA: CITY CONTEXT

2.1 Some relevant data: population, economy and funds covering the city

Statistics and overview
Map of Portugal: Coimbra location



Distances and Strategic Position

CITY	DISTANCE	TIME
Lisbon 	200 Km	1 Hour 48 Minutes 1 Hour 55 Minutes
Oporto 	133 Km	1 Hour 33 Minutes 1 Hour 54 Minutes
Faro 	444 Km	3 Hours 48 Minutes 4 Hours 54 Minutes

Coimbra is one of the oldest and most important Portuguese cities, the main one in Centre Region, representing a centre for economy and employment. Acting as a fundamental axis between the coast and





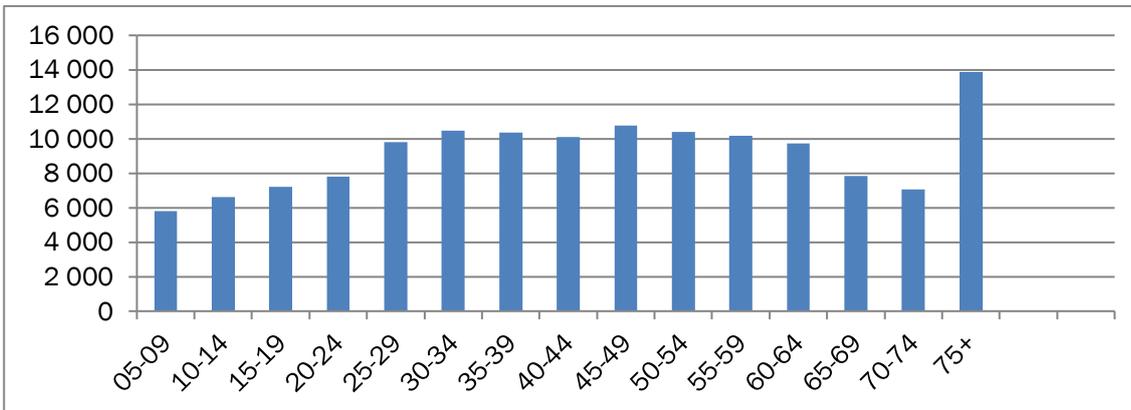
the interior of the country, the city presents a strategic geographical position in the Iberian Peninsula, close to the Atlantic Ocean on the West, with the Seaport of Figueira da Foz.

With a total area of about 319 Km², it is composed by 18 districts, corresponding to a total population of 135 085 residents.



Size: 319 km²
Total Population: 135085

Coimbra has an elderly population rate (people over 65 years old) of 24,1%. The city's age structure is balanced due to a strong rate of University and High Education students, not only Portuguese, but also from international mobility programs.



Age group	0-04	05-09	10-14	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-69	70-74	75+
Total	5.423	5.804	6.610	7.195	7.792	9.814	10.479	10.342	10.089	10.785	10.386	10.178	9.713	7.847	7.067	13.872

Data relating to the year 2015 show that there are about 24.680 students enrolled in non-High Education and about 34.565 in High Education.



Coimbra has an active population rate of 63.3% (age between 15 and 64 years old), according to - PORDATA 2016.

The number of registered unemployed people in the city has been diminishing in the last few years, as we can conclude from the following numbers: in 2013 were registered 8.692; this number fell to 6.856 two years later, in 2015. The total number of workers in Coimbra is 70775, according to the 2011 census.

Economic profile: sectors of key enterprises

Coimbra has a business activity specially connected to the services sector and commerce.

Founded on the excellence of the Education on Health Sciences and specifically Medicine, Coimbra has the great part of its work force and investment related to health care and biomedical research, thanks to the presence of 149 units of Research and Development.

The strong component of services has been enriched by the presence of successful businesses in areas of strong technological component and innovation, much by virtue of the excellence of Higher education institutions, the development of research activities and training by hand of skilled workers. The business and technological parks of the city are strategically placed along the structuring access roads, in order to attract businesses and create jobs.

The above referenced general skills contribute to positioning Coimbra as a top spot in the ranking of the health sector.

In conclusion, Coimbra is a young and vibrant city, full of innovative culture and challenges that constitute huge opportunities, rich in young skilled population, high levels of education and standards of long life learning, prominent science and investment agents, as well as a touristic and cultural heritage. All these attributes constitute the basis for a more sustainable work market, fostering the conversion of skills into business and social profits.

Operational Programs Covering the City

Portugal 2020 is reflected in the Partnership Agreement adopted between Portugal and the European Commission, which is a strategic document that gives coherence to the European Structural and Investments Funds. Portugal has an endowment of 25,8 thousand million euros for the period 2014-2020, intended to stimulate the growth and creation of jobs. This dotation corresponds to the set of funds attributed in the framework of the 16th OP (Operational Program).

The promoters of the Centre Region may benefit from the global dotation of the OP for the Region 2020 of 2.155 million euros (divided in 1.751,5 million euros ERDF – European Regional Development Fund and 403,5 million euros of ESF – European Social Fund) to be applied in the Centre Region and also obtain



funding through call of tenders in the framework of the four thematic operation programs, the programme of rural development and the OP MAR 2020.

Until the end of the second quarter of 2017, 8553 operations were approved in the framework of Portugal 2020, previewing a total sum of 2,9 million euros of European funds from the several OP of Portugal 2020 in the Centre Region. In Centro 2020, the 3076 approved operations involved a financial cofunding of 801,6 million euros ERDF and ESF (source: Portugal 2020 in the Centre Region, July 2017, publication DataCentro).

Centre 2020 (Regional Operational Programme), the OP Competitiveness and Internationalization and the OP for Social Inclusion and Employment were the main funds mobilised for the Region.

2.2. “State of Play”: institutional context

Coimbra, not only thanks to its young population coming from the University, but also due to other favourable conditions, presents a great potential for the establishment of cultural and creative industry that would help to boost the city in a cultural, economic and social perspective. It would be desirable to improve the professionalization of companies in cultural and creative areas, in order to create the right conditions for these kind of networks to be established, not forgetting that it would be an advantage to relate them to the tourism networks. There are several entities/ institutions that work in close cooperation with the Municipality, some of them with whom we have establish protocols, namely for the implementation of programs related to entrepreneurship amongst young graduated people.



Gen_Y
City





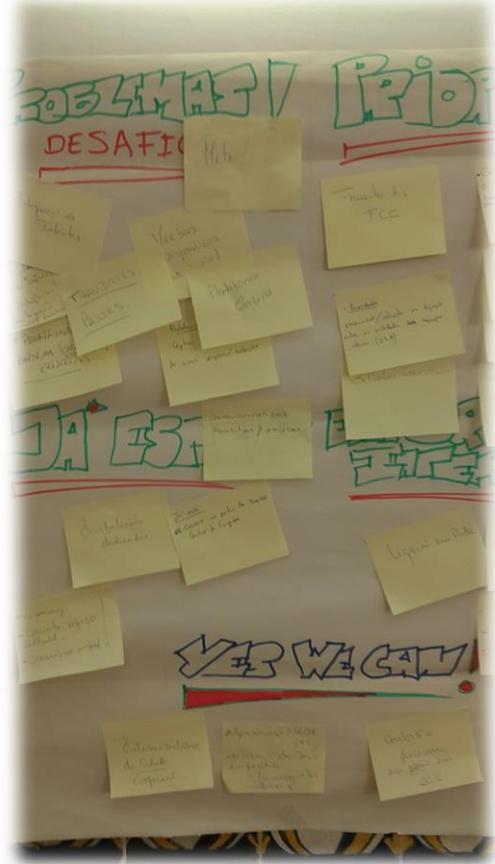
3. MAIN PROBLEMS AND CHALLENGES TO BE TACKLED

Coimbra has a core of challenges related to the structural opportunities that the city provides to Youth and Innovation, and to the creation of CCI able to produce employment to young people and rehabilitation of the city geographic and historic centre.

In order to have a perception of the challenges, we can understand such reality as strengths that drive us through a better quality of life shifted by Youth employment and cultural and creative industries.

The main challenges the city needs to tackle are the following ones:

1. Attract and give settlement conditions to young talents and brains.
2. Migration micro-processes related to University and Higher Education students, teachers and international mobility students (data from the last few years show that 20% of the University students are as International mobility students, representing more than 80 countries, which set both a challenge and an opportunity).
3. Difficulties in professionalization of cultural agents and creative industries companies or members.
4. Rehabilitation of the city centre (UNESCO – World Heritage Recognition area).





4. GLOBAL STRATEGY FOR THE CITY

In order to answer to the challenges identified in chapter 3, and following the strategy above mentioned, the Municipality set five strategic vectors that intend to develop sustainable solutions in an integrated way. Through the creation of conditions to the development of a favourable ecosystem to the CCI's, this strategy searches to attract and settle young talents, to avoid that recent graduated leave town, to professionalize and give skills to the cultural and creative agents, as well as to rehabilitate the urban city centre. The five vectors are:



With the rehabilitation of the City Centre, the Municipality expects that the citizens return to this area of the city and here establish their residence. Basically, it is expected this behaviour by young people, being students or connected to the CCI's.

To create the necessary conditions to their return, the Municipality developed several operations, especially in four areas:

1) Economic and fiscal benefits

Through the creation of some economic and tax benefits, the Municipality of Coimbra intends to drive a system of positive discrimination to whom intends to take up residence and/or invest in the city centre. With this initiative the Municipality seeks to boost through taxation the return of people/investment to the city centre.



It is a policy to encourage the investment in its Historical Centre and Urban Rehabilitation Areas within the area classified by UNESCO as World Heritage – University of Coimbra – Alta and Sofia, as well as in buildings classified as national monuments, of public interest and/ or municipal interest. This policy is based in giving access to support in urban projects and incentives in urban rehabilitation, by reducing municipal taxes related to licenses in urban projects, rights of use and rights to install economic activities.

In what concerns taxes and fees, the Municipality of Coimbra recently approved the follow:

1. Property tax – reduction for properties in the and Urban Rehabilitation Areas
2. Reduced rate of VAT for construction and rehabilitation in the Historical Centre of Coimbra
3. Reduction of the variable share of personal income tax IRS
4. Local tax, concerning corporation tax (IRC), with exemption for enterprises with invoicing lower or equal to 150.000 euros, in the first three years of activity.

The Municipality of Coimbra also establishes strategic partnerships with non-profitable organizations to boost and promote activities that contribute for training, as well as for the creation of own employment. There are also in place incentives to the investments done in the city centre, especially in the UNESCO and downtown areas, which has been giving a new dynamic to this area attracting new investors, job creation and a change from traditional to innovative commerce and services in this crucial core of the city.

2) Co-Work Space

As previously mentioned, there is a strong expectation regarding the settlement of young people connected to the CCI's in the city centre. The creation of a Co-Work Space, exclusively dedicated to this kind of industries, assumes itself as another vector to the development of a creative ecosystem in the City Centre of Coimbra. This Co-Work Space will be a privilege spot for knowledge transfer, joint learning and cooperative development of the new businesses trends and ideas with a total capacity for 30 to 40 px.

This space is located in a historical building rehabilitated by the City Council, right in the heart of the Historical Centre – *Pátio da Inquisição* - integrated in the UNESCO classified area, with the aim of creating appropriate conditions to host an incubation space/ co-work for professionals and small business initiatives of the cultural and creative sector. This space has as main objective to become an innovation centre that promotes the introduction of arts and crafts in the local communities and in the market, through leveraging structures capable of contributing to the development of the city and the Region. The main objective is to create conditions to achieve measurable goals of change through the Co-working space, such as:





- Amount of creators/investors working with the CCI Co-working space
- Number of international projects and business created through information and data sharing among partners.
- Jobs created for Young People within the CCI Co-working space and with related investments and projects.
- Strengthen ties among local stakeholders and partners through the active seek of talents and ideas, as well as to get Young creators and entrepreneurs conditions to settle in the city (Housing, Jobs and quality of life).

This co-work space as also the follow specific objectives:

- Promote a differentiated environment capable of promoting creativity;
- Promote job creation for young people;
- Promote networks in the creative and cultural areas;
- Promote local artists at a national and international level;
- Add value to the professionals in the co-work space.

To undergo this project the Municipality of Coimbra as the support of several entities, namely IPN, one of the partners from our ULG.

3) Rehabilitation of Municipal Market of Coimbra - D. Pedro V

The rehabilitation of this building is not only a simple physical intervention for the improvement of this building's spaces. This intervention will endow this important building with the demanded modernity so that it integrates the solution to the above identified challenges. This space is expected to become a contemporary economic and cultural centre, with solutions for the new businesses and working as 'storefront' for the city's new creators. The reconversion of this building will provide the city with an eclectic space that will combine the different facets of the city, from the commercialisation of agricultural products of the city to the space for culture and how for new creators.

4) Cultural and Congress Centre São Francisco

This equipment is the more emblematic cultural building in the city. Besides its vocation for the reception of great events, namely cultural ones, this space is also a privileged stage to show the city the results from new creators. It has a 1250 seats auditorium; another 600 px. Auditorium (Multifunctional room), several rooms for training, work or conferences, 12 px. Artistic Residence, and other functions and infrastructures.



5. ACTIONS AND SCHEDULE

GOAL 1: Cultural and Creative Industries					
ACTION 1.1: Creation of a CCI Co-working space					
Title and brief description of the specific IAP Action	Responsible (Institutions/Authorities in charge)	Estimated cost	Legal/official planning framework	Expected Outputs and corresponding Result Indicators	Resources
Created of a CCI Co-working space	Municipality of Coimbra	777.816,85€		Hosting 30 work stations and integrate new businesses in the labour market.	85% ERDF 15% Municipality budget
ACTION 1.2: Endow the co-workers with competences and knowledge to implement a business model					
Title and brief description of the specific IAP Action	Responsible (Institutions/Authorities in charge)	Estimated cost	Legal/official planning framework	Expected Output and corresponding Result Indicator	Resources



Mentoring¹ Networking with local entrepreneurs² Support to the creation of small enterprises³ IPN CREATIVE LAB⁴	Municipality of Coimbra IPN - Incubator	79.000,00€	https://www.ipn.pt/ https://www.cm-coimbra.pt/index.php/servicos/servicos-gerais/imprensa/2016/item/4112-camara-de-coimbra-apoia-instituto-pedro-nunes-incubadora	Promote networks in the creative and cultural areas.	Cooperation Protocol
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GOAL 2: Promote entrepreneur skills in the educational community

ACTION 2.1: Provide connections and dynamics between schools, enterprises and institutions

Title and brief description of	Responsible	Estimated cost	Legal/official planning	Expected Output and	Resources
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¹ IPN works with 2 types of mentors: business and scientific mentors, which work with the entrepreneurs in their projects. The mentors support the entrepreneurs on an action plan for their idea: a commercial and scientific development roadmap. The team will monitor the milestones, provide training for the entrepreneur, manage the IP (Intellectual Property) or know-how, and devise the route to market.

IPN's toolbox for mentoring start-ups also includes a set of 6 workshops (4 hours each session plus 2 hours follow up) essential to launch a start-up, reach the market and scale up.

- 1) Innovation and Value Proposition: This session discusses the general concepts of innovation and value proposition, based on the latest methodologies such as Value Proposition Design Alexander Osterwalder and Ten Types of Innovation, Larry Keeley and Helen Walters.
- 2) Business Model Canvas: Construction and development of the business model and its implementation for each start up, according to the methodology Business Model Canvas (BMC), Alexander Osterwalder.
- 3) Customer Development: The Customer Development is based on a Steve Blank methodology to test hypotheses about the product / service to potential customers. Lean Prototyping aims to create a project demo version that can be tested (or perceived) by potential users - Minimum Viable Product (MVP) - according to the methodologies of Lean Start-up (Eric Ries) and Customer Development.
- 4) Marketing for Start-ups: Exploration of product dissemination tools and services, as well as generation of metrics to gauge the interest of the target market.
- 5) Pitch for investors: Education and training in making presentations in short format (Elevator Pitch) with demonstrations of products and services (Demos).
- 6) Intel: Support on issues of Industrial Property (previous research processes in databases, preparation of patent applications or other industrial property rights).

² In the module, "Network for (your) start-up», a plan would be devised to explore of potential contacts and partnerships in the incubator, Coimbra innovation ecosystem and other IPN contacts and partners, namely potential clients and investors. This would have a national/European/global scale, as IPN already does for their start-ups.

IPN also includes the entrepreneur in all social and business events that would occur.

³ IPN provides support for the early stages of new innovative, technology-based or advanced services business projects (all tech areas).

Its strong areas are: ICT (Information and communications technology), mobile and apps, healthcare, ageing, smart cities, mobility, agro industry and smart materials.

IPN helps start-ups with technical guidance in the establishment and early stages of business development, tutorial follow-up for developing business plans, support for attracting investment and securing funding, intellectual property and legal assistance (e.g. technology transfer contracts and the registration of patents or trademarks), access to and contact with various national and international research centres, knowledge institutions and sources of funding.

⁴ Workspace geared towards professionals and students that work in creative fields. It provides a set of equipment and tools that help in the development of the most diverse projects. Equipment includes 3D Printer, Laser Cutting Machine, Mini CNC Milling Machine, Lathe, and photographic cameras and tripod.





the specific IAP Action	(Institutions/Authorities in charge)		framework	corresponding Result Indicator	
Learning by doing based actions Business ideas contest⁵	Intermunicipal Community for the Region of Coimbra (CIM RC)		http://cim-regiaodecoimbra.pt/empreendedoris/mo/	Entrepreneurship in Schools Primary Education - 6 schools 8 classes 8 teachers 8 students. Entrepreneurship in Schools from 3 rd cycle – Secondary Education/ Professional – 18 business ideas 41 promoter students.	Centro 2020 Annual fee from Municipalities
FENGE - Engineering Fair of Coimbra⁶	Students Association of Coimbra Institute of Engineering (AE ISEC) / Coimbra Institute of Engineering (IPC)		http://fenge.aeisec.pt/	Bring the national /international business community closer to the student community by merging their ideas and projects into a unique event. 16 ^a FENGE – 35 Enterprises 17 ^a FENGE - 48 Enterprises	

⁵ This programme has as main goal the implementation of a school program aimed at raising awareness for entrepreneurship, boosting the emergence of a generation of young people able to face the challenges of this new reality, stimulating creativeness and initiative capacity of each of them to exercise freedom and responsibility in economy and society in general, therefore contributing to the social cohesion of regions and for the integration of young people in labour work. The goal of this project is to reinforce the entrepreneurial potential of the Region's youngsters through network initiatives, with high amplitude and sectorial cross over (along with the features of the economic, social and associative tissue of the region), that ensure the needed supports to the revitalisation and support to local entrepreneurship – this project focus on raising awareness, education, training and young students' qualification, endowing them with the tools for developing the key skills for an entrepreneurial profile.

⁶ Is an initiative organised by the Students Association of the Coimbra Institute Engineering, in partnership with Coimbra Institute of Engineering. Throughout its editions it has achieved a high level of prestige across borders, and should be seen as an incubator of ideas and projects, as well as a profitable opportunity for the parties involved, which shows what is the best in the area of engineering. FENGE makes the ISEC Student Association (AE ISEC) the largest promoter of the City, with regard to the vast and extensive area of non-formal training linked to various engineering (Biological Engineering, Biomedical Engineering, Civil Engineering, Industrial Management Engineering, Electromechanical Engineering, Electrical Engineering, Computer Engineering, Mechanical Engineering, Bioengineering are the engineering courses taught at ISEC) and to economic and social entrepreneurship. It should be noted that, and as a consequence, the AE ISEC was recently distinguished with the Good Practices Award for Student Association 2015 promoted by the Portuguese Institute of Sports and Youth, flattering the edition held in 2014, which integrated the European Days of Engineering and the 1st National Student Formula Meeting.





Microsoft Day⁷	Associação Académica de Coimbra	100,00	https://www.facebook.com/Microsoftday-Coimbra-1848795652070185/	Create new opportunities for the University students	
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ACTION 2.2: Create a Gen-Y City ‘Univers@ities’ Network

Title and brief description of the specific IAP Action	Responsible (Institutions/Authorities in charge)	Estimated cost	Legal/official planning framework	Expected Output and corresponding Result Indicator	Resources
GEN Y CITY - Swing of the city Exchange between GenYCity Univers@ities - Master's Graduate traineeships	University of Coimbra Municipality of Coimbra		In the framework of the project was considered relevant that the Universities of the cities involved could share studies related to thematic of the GEN-Y-CITY project, in order to strengthen its impact and enrich its results, and also to harmonize strategies for possible changing situations.	Master Graduate Thesis The resulting information should be ideally used to encourage significant improvements and, consequently, greater levels of well-being, so as to shape the city into and even more attractive and desirable place to live.	2 workstations in GAI

GOAL 3: Promote an Ecosystem of Innovation

ACTION 3.1.: INOV C - Ecosystem of Innovation that aims to award ideas and business plans, in order to create new enterprises and settle them in the Central Region of Portugal

Title and brief description of the specific IAP Action	Responsible (Institutions/Authorities in charge)	Estimated cost	Legal/official planning framework	Expected Output and corresponding Result Indicator	Resources

⁷ The event comes up as a partnership between the AAC and Microsoft and is composed by several workshops with thematic as 'web design, design thinking, programming and introduction to the enterprises' programmes. Microsoft also placed a stand showing the employment opportunities and advertising material. In this space, students had also the chance to understand Microsoft functioning and how to apply to jobs in the enterprise.

The event had also a case study in which 30 students participated, selected, among the several candidates. The intention was to build teams, created to solve a general challenge set by Microsoft. The final public of the initiative was mainly composed by students from areas such as business, marketing and technology.





<p>Inov C Arrisca C⁸ The time has come for you to jump to success</p>	<p>UC, IPC, IPL; AAC, IPN, ANJE, IDDNET, Óbidos Technological Park, Biocant, NERLEI, ITeCons, CEC, IPT, TagusValley and SERQ⁹</p>	<p>760.000,00</p>	<p>http://www.uc.pt/gats/eventos_e_inic_iativas/a_decorrer/arrisca_c</p>	<p>Select at least one business plan or idea and support its creation and implementation in Coimbra</p>	<p>Centro 2020 INOV C Resort to partners and sponsors</p>
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⁸ Innov C 2020 intends to project the region as a national reference in the creation of new products and services resulting from I&D activities. This program intends to reinforce the Innovation Ecosystem implemented as an open and inclusive structure, incorporating an offer full of resources, infra structures and dynamics, with transversal commitments, oriented for the specific needs of each innovative and entrepreneurial project. This program has as strategic goals: 1. To accelerate the shift of attitudes, values and behaviours, in the cooperation for innovation projects, use of new ideas and technologies, risk taking and avoiding the stigma of failure; 2. To foster the academic communities for the creation of innovative projects in which is previewed the transference of knowledge for the entrepreneurial issue; 3. To support the creation of technology based enterprises based on results of I&D; 4. To increase the technologic intensity in the region's entrepreneurial tissue, reinforcing its connection to SCTN. A group of sixteen partners led by the University of Coimbra is responsible for Arrisca C, a national competition of ideas and business plans. The main goal of the contest is to encourage the development of business concepts and the creation of new businesses.

⁹ UC – University of Coimbra; IPC - Polytechnic Institute of Coimbra; IPL – Polytechnic Institute of Leiria; AAC - Associação Académica de Coimbra (Students Association); IPN – Instituto Pedro Nunes – Incubadora (Incubator); ANJE – Associação Nacional de Jovens Empresários (Association of Young Portuguese entrepreneurs); NERLEI (Business Association of the Leiria Region); CEC - Conselho Empresarial do Centro; SERQ - Centro de Inovação e Competências da Floresta;



6. FUNDING SCHEME

Coimbra Municipality has a total of 206 approved projects in Centre 2020 (source: *DataCentro-Informação para a região*, November 2017) in the value of eligible expense of 82.284.905,89 euros and total fund approved of 61.392.654,65 €, from which: 6 belong to Coimbra Municipality with ERDF fund, approved in the total amount of 3 022 481,15 €, with an eligible investment of 3 555 860,17 €;

We should also refer the projects approved in Centre 2020:

- 15 belong to the UC (University of Coimbra) with approved values of ERDF of 13 177 348,85 € and eligible investment of 15.502.763,34€;
- 2 belong to IPN with approved values of ERDF in the total amount of 327.375,04 € and eligible investment of 385.147,10 €;
- 1 belongs to IPC (Instituto Politécnico de Coimbra) with approved values of ESF in the total amount of 354 291,67 € and eligible investment of 582 841,31 €;
- 1 belonging to CIM-RC (Intermunicipal Community of Coimbra Region).

In the framework of the operationalization of the territorialisation instruments, the Municipality of Coimbra has the 6 referred approved projects, from which 2 are integrated in the Pact for the Development and Territorial Cohesion, contracted in 31 august 2015, with the CIM with the ERDF fund approved in the amount of 1.354.249 euros and eligible investment of 1.593.235,00 euros; the 4 projects integrated in PEDU contracted in 31. August 2016, com ERDF approved of 1.668 231,40 euros and eligible investment of 1.962 625,17€;

Referring to PEDU, the contract celebrated with the Managing Authority previews, in phase 1 (until 2018), 23 projects with an eligible investment of 19 882 352 euros e ERDF de 16 900 000 euros and, in phase 2, 16 603 882 euros of eligible investment and 14 113 300 euros ERDF.

In this framework, Coimbra Municipality has many projects under PEDU, resulting from the support to investment in rehabilitation and urban regeneration, due to the importance of the urban cluster for the development of regions and the need of investment in the environmental and urban qualification of the urban space.

Coimbra also has 2 projects approved in the framework of PO SEUR (Operational Programme for Sustainability and Efficiency in the Use of Resources), one of the 16 programmes created for the operationalization of the Strategy Portugal 2020 (a partnership agreement established between Portugal and the European Commission gathering the 5 Structural and Investment European Funds; the value of the fund approved for several projects is 14.190.027,00 euros, for an eligible investment of 14.356.383,00 euros;

The PO SEUR constitutes a fundamental instrument for the country to handle the challenges identified in the Strategy Europe 2010, it is assumed as tributary of part of the Agenda for the Territory Enhancement, adopted in the period 007-2013 and which was, in part, financed by the Structural and Cohesion Funds, acquiring a bigger coverage with the integration of the energetic dimension, in the components efficiency,



renewable energies and security of supply, as privileged mechanism for the fulfilment of the public policies of the sector.

Coimbra Municipality also has projects approved in the framework of the POISE (Operational Programme for Social Inclusion and Employment), Initiative Young Employment – Sustainable integration of young people in the work market, with an approved value of 201.990,82 euros.

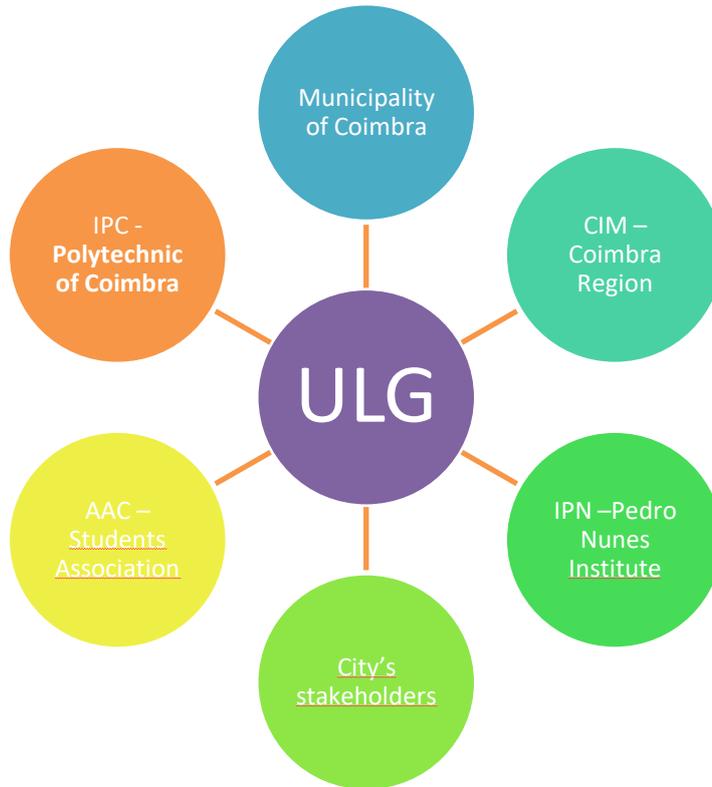
We should also point out that Coimbra integrates, in partnership, several projects co-financed to CIM through Centre 2020, in the framework of: promotion of entrepreneurialism, planning studies, administrative modernisation, energetic efficiency; risk management and prevention; touristic offer network and touristic products; prevention of school dropout, social inclusion and employment; health and social equipment; culture; gastronomy; climatic changes with a value of 519.018,00 euros

Coimbra Municipality has also in course, in the framework of the European Territorial Cooperation, the following projects, the Network of Cities CENCYL +, which is a partnership project composed by 12 partners, with ERDF approved values of 45 000 euros and eligible investment of 60 000 euros.





7. DESCRIPTION OF THE PROCESS



Composition of Local Work Group and each agent's role

CIM Região de Coimbra

<http://cim-regiaodecoimbra.pt/>

CIMRC is a public association of 19 municipalities with the following purposes:

- Promoting the planning and management of the strategy of economic, social and environmental development of the covered territory;
- Linking municipal investments of inter-municipal interest;
- Participating in the management of programs supporting regional development;
- Planning the actions of local authorities.

CIMRC promotes the program “Entrepreneurship at schools of the Region of Coimbra”, particularly targeting young people of school age, allowing them to experience real situations related to entrepreneurship. The incitement of an entrepreneurial culture, as well as to encourage a spirit of initiative, cooperation and creativity are the main objectives of the program, once they are the basis that helps entrepreneurs to turn their ideas into actions and increase considerably employability.





IPN

<https://www.ipn.pt/>

IPN Incubator is an important centre of production, dissemination and knowledge transfer, as well as incentive to competitiveness and innovation of Coimbra and its local business fabric. IPN Incubator – Association for the Development of Incubation Activities for Ideas and Businesses was created in 2002 by the IPN and the University of Coimbra, to promote the creation of spin-offs enterprises, supporting innovative and technology based ideas from the IPN labs, from institutions of higher education, especially from de University of Coimbra, from the private sector and from projects of RTD in consortium with the industrial sector.

At the Incubator the enterprises have easier access to the national scientific and technological system, as well as an environment that allows them to broaden their knowledge in management, strategy, finances, taxation, marketing, quality, etc. It also promotes their contact with the national and international markets.

Between IPN Incubator and the Municipality of Coimbra was established a protocol to the implementation and support in the management of our Co-work for CCI.

IPC

<https://www.ipc.pt/en/employability-support/inopol>

The IPC is a Public Higher Education Institution, composed by 6 colleges – Coimbra Agriculture School (www.esac.pt); Coimbra Education School (www.esec.pt); Coimbra Education School (www.esec.pt); Coimbra Health School (www.estescoimbra.pt); Oliveira do Hospital Management and Technology School (<https://websrv2.estgoh.ipc.pt/portal2/>); Coimbra Business School(www.iscac.pt) and Coimbra Institute of Engineering (www.isec.pt) . With 10000 students and 900 employees (teachers and staff), IPC offers several fields of study, from education and arts, business administration, communication and information science, tourism, agricultural sciences, to health technology and engineering.

As a Polytechnic Institution, it has adopted a more up to date and practical approach to education, and this contributed to build a respectful recognition in the Higher education network. The Institute has long benefited from its close links to local and national enterprises, which, in many cases, have given its students a career advantage. Polytechnic Institute of Coimbra has one research Centre recognized by the FCT (Foundation for Science and Technology) - Cernas – and most recently the IIA, both strongly invested its resources in investigation at national and international level. IPC is also proud of the about 300 institutions that it is in partnership with, some of which have been research, student, teacher and staff partners since 1990. These links to schools and other organizations in other countries are just one manifestation of IPC search for excellence and dynamism.





IPC's Colleges	Total number of students enrolled in 2017/2018			Total
	Degree	Master	Technical Courses	
ESAC Coimbra Agrarian High School	598	166	120	884
ESEC Coimbra Education High School	1690	318	0	2008
ESTESC Coimbra Health Technology High School	1291	16	0	1307
ESTGOH Oliveira do Hospital Technology and Management High School	254	61	19	334
ISCAC Coimbra Accounting and Management High Institute	2117	385	0	2502
ISEC Coimbra Engineering High Institute	1875	239	527	2641
TOTAL	7825	1185	666	9676

AAC (Coimbra Academic Association)

<http://academica.pt/>

Promotes the approach of students to the labour market and the future employers, also helping in transition between different grades of education and/or training, namely through the “Feira dos Mestrados” (Masters Exhibition), through “Prolus” (Employment Exhibition), with briefings from the Layers Order, the “Fórum de Políticas de Emprego” (Forum of employment policies) and the “Guia de Saídas Profissionais” (Guide of career prospects).





Impact of transnational exchange and cooperation



When we think in cooperation between countries, regions or cities, we cannot omit the main role that the 'partnership principle' represents to increase the implementation possibilities and successful management of the programs/projects, co-financed by the European Union. And this means that the partners should ensure that the learning together should be used regularly to adjust the plans and strategies, in order to strengthen the impact of the actions.

The city of Coimbra intends to have a significant positive impact in the Gen-Y-CITY project, and believes that this goal can only be achieved through the collective efforts of many actors.

Therefore, we continue to create the necessary conditions and structures, in order that local development, centred on young people and the ICC, is durable and sustainable, particularly through a varied association of actors and agents, connected by different types of relationships and different degrees of intensity and by a variety of cooperative activities, able to streamline actively capabilities of places and to absorb and exploit the spill overs of knowledge (internal and external).

As part of our discussions about these and other issues, we believe that our greatest contribution to the Gen-Y-CITY is a successful project, consisting in the 'added value' that we can insert, to:

1. Strengthen the networking to solve common problems;
2. Support the strengthening of organizational and internal institutional capacity;
3. Generate and share knowledge among partners;
4. Promote innovate solutions that can be transferred to other contexts and scales.

In all levels of authority, the partnership became an appellant instrument in searching a more active collaboration, involving forms of 'up' and 'down' governance to ensure a greater efficiency and legitimacy of policies.

The involvement of the 'City of Coimbra' in the project Gen-Y-CITY is based on two main issues:





- The partnership is not a direct potential of collaborative advantage. So, for which this potential can be reached, the diverse knowledge, experience and skills that each partner imputes to the project, should be valued and recognized as essential to ensure the success and sustainability of the joint efforts.
- The partnership is not a simple solution, but facilitator instrument in the creation of synergies that allows carrying out the goals and objectives that will be potentially greater than those which can be reached by partners who work alone.

In this context, we understood the partnerships as the expression of relations mutually enabling, focused on mutual growth in organizational development, the institutional strengthening and, above all, in the obtaining of impacts. Furthermore, we believe that the programs implemented in partnership allow a greater participation and a better investment in the young people.

To sum up, the participation of the city of Coimbra in the project Gen-Y-CITY is based on a set of principles that ensure the quality of its work, which are:

- Vision and values shared among the different actors and agents;
- Added value of knowledge exchanges and complementary purposes;
- Autonomy in the ability to produce, disseminate and exploit knowledge;
- Commitment to learning together;
- Transparency and mutual accountability;
- Clarity of roles and responsibilities.





8. RISK ANALYSIS

ASSOCIATED RISKS	Timing	Funding	Staff/ Human Resources	Government oscillations
DESCRIPTION	The actions planned for particular activities could not be completed within the stipulated time despite commitment and plan of action.	Lack of financing or need for additional finances to realize provided activities could cause a delay in the implementation process.	Changes in personnel or shifting responsibilities could cause the interruption in plan's implementation process	Changes at the highest level of city management can cause the abandon of actions and the transfer of power and resources to other matter.
LEVEL OF RISK	High	Medium	Low	Medium
	▼	▼	▼	▼
STRATEGIES TO MITIGATE THE IMPACT	Readjusting/rescheduling planned operations and other activities to ensure the realization of tasks up to the final deadline.	Ensuring proper level of realization of actions and other committed activities, by compensating lack of finances using other funding programmes and/or inner funds of the implementing institution	Filling vacant positions by finding equivalent or higher qualification and expertise, primarily, exploiting existing human resources available, and if necessary – recruiting specialists from outside.	Making sure to have a full support of City Council in order to be able implementing the actions provided in IAP.





9. CONTACT DETAILS

Coimbra team		
Local Action Group		
NAME	ORGANIZATION	FUNCTION
Adriana Pimentel	Municipality of Coimbra	Support to Councillor Office - Secretary
André Monteiro	Municipality of Coimbra – Investor Support Office	Senior Officer
Andrea Lima Gouveia	Municipality of Coimbra – Museology Division	Senior Officer
António Gomes	Coimbra Academic Association	
Brígida Silva Mateus	Municipality of Coimbra – Investor Support Office	Senior Officer
Cândida Malça	IPC (Coimbra Polytechnic Institute)	
Carina Gomes	Municipality of Coimbra	Councillor
Carlos Cerqueira	Pedro Nunes Institute Incubator	
Daniel Azenha	Coimbra Academic Association	
David Ferreira da Silva	Municipality of Coimbra	Support to Councillor Office - Secretary
Filomena Dias	Municipality of Coimbra – Culture and Tourism Division	Senior Officer
Francisco Paz	Municipality of Coimbra – Department of Culture, Tourism and Sports	Head of Department Project Coordinator
Jorge Brito	CIMRC (Intermunicipal Community for the Region of Coimbra)	First Executive Secretary
Jorge Oliveira	IPC (Coimbra Polytechnic Institute)	Senior Officer
Magda Lucas	Municipality of Coimbra – Urban Rehabilitation Division	Senior Officer
Manuel Malaguerra	Municipality of Coimbra - Sports and Leisure Division	Senior Officer
Paulo Sanches	IPC (Coimbra Polytechnic Institute)	Vice President

