

Famalicão.30

Vila Nova de Famalicão Strategic Plan 2022-2030

(short version)

Opening note

How would we like Famalicão to be in 2030?

We launched the challenge to citizens to think about it.

We reflected, dialogued, listened, investigated, analysed and synthesized.

The result of this process is the Municipal Strategic Plan for 2022-2030, which aligns the municipal strategy with the priorities and resources of international and national strategies, namely the "Sustainable Development Goals – SDGs" and the ongoing cycle of European programming.

The Strategic Plan is the guiding instrument of the municipal action, aligned with the commitments assumed with the community, with the European funding opportunities and with the contemporary demands for quality of life, of current and future generations.

Sustainability is the central guideline, to the achievement of a sustainable city - social, environmental and economic perspective, and also cultural and democratic scenario. These pillars are essential for the present and future of Vila Nova de Famalicão - without them cohesion, quality of life and growth will be compromised.

In order to achieve the highest level of sustainability, we have defined two lighthouse cross-cutting programs. One focused on climate change, guiding all municipal actions, and another focusing on the demographic dynamics - without people there is no future. All this within a framework of public policies capable of facing current and future challenges with the necessary efficiency.

We designed a document with clear challenges but simultaneously with adaptive capacity. The paths for the development of this strategy are defined in the plan and it's our commitment to follow the directions outlined. Still we'll make the adaptations that reality may require at any time - the surprise of the Covid-19 pandemic was a good lesson in this regard.

In a globalized world, called the VUCA World (Volatility, Uncertainty, Complexity and Ambiguity), in which the only certainty is uncertainty, it is necessary to adopt tools and mechanisms different from those previously used.

The challenges defined here are commitments that we assume with courage and determination - but that we also propose to be grabbed by the council's entities and agents. As a municipal executive, we know that we have the availability and determination of an entire institutional and civic network marked by vitality, entrepreneurship and commitment.

This is, moreover, our greatest commitment: to develop a shared, dialoguing, close management, in behalf of the common good, which gives more and more meaning to the signature of our municipality.

Famalicão is our place.

Mario Passos

Mayor of Vila Nova de Famalicão

Vila Nova de

Municipality Area: 201,59 km²
662,3 inhabitants/km²

Airports:
38 km Porto
110 km Vigo

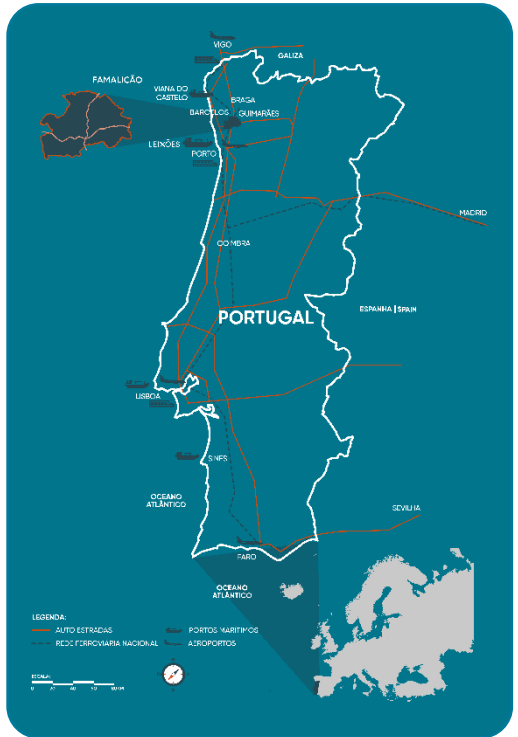
Sea Ports:
44 km Leixões
74 km Viana do Castelo
120 km Vigo

Highways:
A3 Porto-Valença
A7 Póvoa do Varzim-Chaves

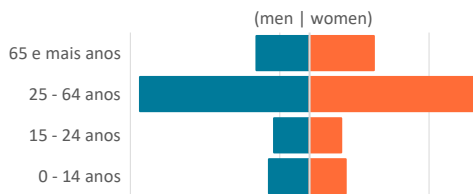
Railroads:
Linha do Norte
Linha do Minho

Vila Nova de Famalicão (Famalicão) is in the Northwest Portuguese macro-region, included in the respective sub-region NUT III Ave. Famalicão is integrated in the convergence polygon shaped territory of 4 cities Porto-Braga-Guimarães-Famalicão, and participates actively in the regional context with a diffuse and polycentric urbanization.

The good transport infrastructures and accessibility have facilitated businesses and residences choice to establish here. Its dispersed occupation has transformed it into a city of proximity and strong inter-municipal relationships with the main neighbouring cities (Porto, Braga and Guimarães).



In the last decade there was a slight decrease in the resident population, and currently there are negative and close to zero rates of migratory and natural growth.



Famalicão has a demographic dynamic similar to that of the country, presenting a growing aging population, caused by the reduction of births and greater longevity, and by the increase in number of smaller families (single-person or 2 people).

There was a positive evolution in the quality of life associated with the personal income. On the one hand, the municipality currently has full employment levels, with a very low number of unemployed.

On the other hand, the average monthly income increased (€1.135,8 in 2020); the inequality in income distribution has reduced (Gini coefficient); and the per capita purchasing power increased compared to the national benchmark.

Population educational levels has progressively increased, the unschooled population has reduced and population comprising those having secondary and tertiary or equivalent education increased. Nevertheless, the percentage of the latter is still low compared to the national average (17%).

14,364 non-financial enterprises
↑ 17,7% enterprises in 2020 compared to 2014
71 enterprises per km²
64,4% enterprises survive at least 2 years
57.575 people working for enterprises

Enterprises by activity sectors
26,7% wholesale and retail
19,6% manufacturing industries
11,7% construction industry

INE 2020

133.574 inhabitants
3,7% of North Region residents
↓ 0,19% residents 2011-2021
12,8% between 0 e 14 years old
11,2% between 15 e 24 years old
56,3% between 25 e 64 years old
19,7 aged 65 or more
2.714 foreign residents

Natural growth rate: ↓ 0,13%
Migratory growth rate: ↓ 0,16%
Effective growth rate: ↓ 0,29%

Youth index: 65,1% (54,9% country)
Elderly dependency ratio*: 27,7% (35% country)

48.263 households
↑ 6,9% households 2021-2011
30% with 2 people
27% with 3 people
19% with 4 people
16% with 1 person

67,5% working age population
4,8% unemployed enrolled

Residents' education
12% no school/education
53% elementary school
21% high school
14% university

Censos 2021 *INE 2020

The economic and entrepreneurial dynamics are constant and it's a Famalicão characteristics. Business density per km² is higher than the regional and national averages and there is a permanent and continuous growth in the number of business established in the municipality.

Famalicão

Companies Turnover: €4,98 billion

↑ 13,7% between 2014-2020
1,1% of Portugal turnover
4,6% of North Region turnover

Gross Value Added (GVA): €1,5 billion

↑ 26,3% between 2014-2020
64% manufacturing industries
38% rubber and plastic products manufacture
16% textile manufacture
8% garment manufacture
7% food industry
6% machinery and equipment manufacture

Trade balance*: €0,901 billion

1.250 internationalized companies*
65,4% INTRA-EU goods export*
34,6% EXTRA-EU goods export*

INE 2020 *2021

Famalicão contributes significantly to the national clusters consolidation in food, textile/clothing, automobile and machinery/equipment, standing out over the last years as the third most export-oriented municipality in the country and the first in the North Region (sub-region NUT II).

The indicators of business and industrial activity are positive and representative of the local industrial resilience, despite the fluctuations occurred in the recent decades and the impact of the pandemic context since 2020.

The trade balance has shown positive and growing values (more favourable than the national values) and trade within European Union is predominant, despite the openness and presence of Famalicão in external markets.

The industrial intensity influences the local energy intensity. The following remain specifically high compared to the national values: total electricity consumption and that of the industrial sector; the energy intensity of transport and per capita consumption of automobile fuel. Moreover, the ratio of electricity consumption in industry per euro of exported goods is registering lower values than the national ones and quite close to the regional reference.

Famalicão environmental expenditure has increased over the last years, as an effect of the commitment to improve urban environmental services. Therefore, there is a general improvement in indicators referring to water supply and drainage, selective waste disposal and recycling.

Famalicão is the 26th densest national municipality within Portugal, with a high increase of artificialized areas for urban use. In recent years, the municipality's rate of urban growth has been higher than the population growth rate. The per capita expenditure on natural heritage and protection of biodiversity and on landscape per capita remains below the national average, and far from the European target for 2030.

Total car fuel consumption: 0,46 tep/inhabitant
Total consumption of electric energy: 6.120 kWh/inhabitant
64% industrial sector
20% domestic sector

Water supply

service accessibility: 93%
service subscription: 76%
unbilled water: 38%
water loss: 145 l/(extension.day)

Wastewater

service accessibility: 90%
service subscription: 95%

Urban waste collected: 434 kg/inhabitant

↑ 25% between 2011-2020
23% selective collection (100kg/inhabitant)
selective collection service accessibility: 38%
40% landfill deposition
31% organic valuation
23% multimaterial valuation

Soil use

662 inhabitants/km2
30% artificialized area
440,7 m2 artificialized/inhabitant
35% agricultural area & 32% forest area

INE 2020

Quality of Local Governance 2018 global index

Overall performance: Capable (level 2 and 4)
Citizens' voice and accountability: 'Good' (level 3 out of 4)
Political stability: 'Capable' (level 2 out of 4)
Government effectiveness: 'Good' (level 3 out of 4)
Market access and regulation: 'Weak' (level 1 out of 4)
Law and corruption prevention: 'Leaders' (level 4 out of 4)

Eco Municipality, ECO XXI

Annual recognition from 2017 to 2021
Transparency, digitization and connectivity: 5 (maximum 5,5)
Citizenship, Governance and Participation: 3,6 (maximum 5,5)

Municipal accounts 2020

Revenue: € 94.692 thousand
Expense: €89.068 thousand
Debt: €29.289 thousand (2019)

Focused on promoting sustainable development and local democracy consolidation, the municipality assumed an exemplary role in its action – from the integrated implementation of strategies and programs and the multilevel and multisectoral partnerships, to the efficient financial, and economic budget and resources management.

The Financial Yearbook of Portuguese Municipalities has positioned Famalicão municipal management in the group of the 20th most efficient municipalities, and the Municipal Transparency Index identified the areas with better results: Economic and financial transparency; Relationship with the Society; Taxes, fees, tariffs and regulations.

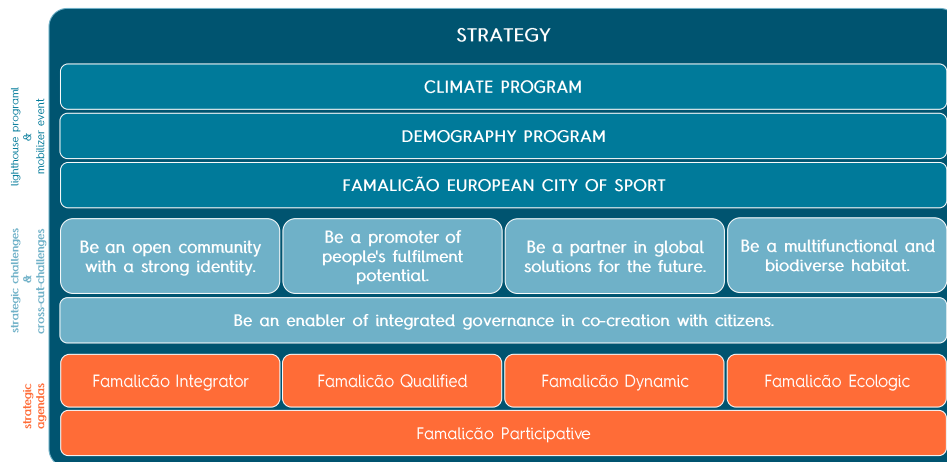
Famalicão.30

Famalicão.30 Strategy is the municipal strategic plan for the period 2022-2030. Considering the contexts of unpredictability and uncertainty, it's a non-prescriptive, continuous and participative process of strategic definition and implementation, with the following main objectives:

- . providing the city with a guiding reference for the collective action;
- . enhancing the external fund raising for the local sustainable development, through the global strategic alignment.

Famalicão.30 Strategy starting point was in the city diagnosis of data, values and potentialities, and in the framework of new concepts, principles, challenges, risks and trends

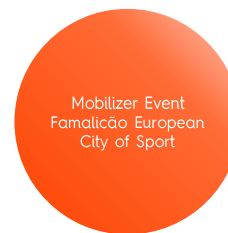
The prospective exercise considered emerging dynamics and challenges, such as migrations, demographic winter, income, (un)employment, urbanity, solidarity, health, environment, energy, mobility, re-industrialization, bioeconomy and governance.



Local Axes Organizers,
creators of coherent and systematized action
regarding the global challenges.



Community Challenger,
accelerates the municipality dynamics
towards greater and better life quality.



Famalicão.30 Strategy is supported by the city 'starting-value', to be boosted and scaled up to 'arrival-values'.

Famalicão aspires to be an open and diverse society, committed with causes and values, involved in the societal processes of digital and green transition, connected with the world, enhancing the sustainability, proximity and liveability of the city, aspires to be a city as the space of nature, a city of and for life and personal and social enjoyment, a city of and for present and future people.

Strategy

The strategic vision is a collective appeal for more diverse and specific formulations, inscribed in Famalicão strengths and potentialities and also in Famalicão ambitions and convictions.

Famalicão is today a more cosmopolitan **community**, with the presence of more urban cultures and less social and cultural isolation from the world. The city has a greater diversity and endoculturation that promotes cohesion, through a community with people that integrates by culture, leisure and sports activities, encourages and values diversity, and promotes social justice and equality.

Famalicão is a **technological and industrial** city that keeps up with emerging challenges, from the green and digital transition to the (re)industrialization process, mobilizing technological incorporation to overcome new challenges and guaranteeing resources reincorporation for circular economy.

Famalicão dialogues with the world and assumes a new positioning with high digital intensity and global connectivity in the digital world, with an open and collaborative community, **connected** and committed to defend global values and causes.

Famalicão is a habitable and humanized **city**, that represents citizens identity. A countryside-city with life quality and cultural experience, with a health-sport relationship and a social enjoyment of public space, a liveable city through a hospitable and welcoming citizens and intense community experience, in events, spaces and daily life, with culturally enriched people and healthy lifestyles.

Sustainability inspires the city to be **green** and circular, from flows circularity to ecosystems and habitats protection. A city for people, for interpersonal and human relationships and encounters, and for a participatory and co-creative cross-cutting sustainability.

The diversity and **multifunctionality** of functions and spaces, and the proximity and complementarity of the biodiverse and 15-minute city supports the achievement of greater levels of autonomy, sharing and self-sufficiency.

We will be

community internally and internationally connected, with infrastructures for digital communication and action

a **connected**

eco-competitive and circular industrial city, with companies that keep up the emerging challenges of the industrial-green-digital transition

techno-industrial

cohesive, diverse and endocultured society

community,

autonomy and self-sufficiency city, supported by proximity services, sharing ecosystems and functions diversity and complementarity

in a **multifunctional**

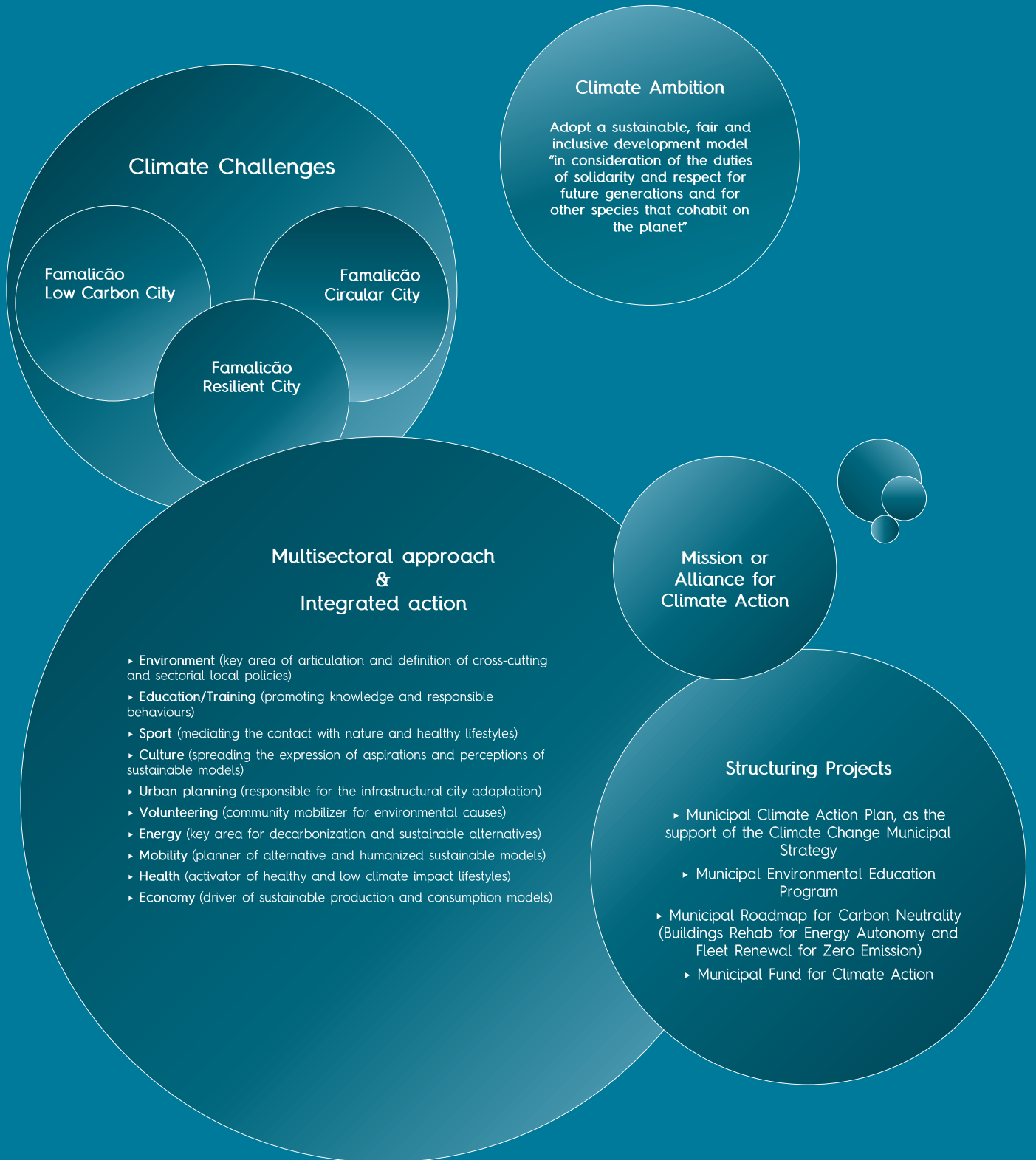
sustainable community, from the circular economy and industry to protection of ecosystems and habitats

green

city of quality of life and strong identity, habitable and humanized as a liveable city

city

Lighthouse-Program for Climate



Lighthouse-Program for Demography



Mobilizer-Event Famalicão European City of Sport





Strategic Challenge 1

Be an open community with a strong identity

AMBITIONS

- Social Innovation Laboratory of excellence
- Habitable and human-scale city
- Friendly, multicultural and multiethnic society
- Inclusive and decentralized sports practices competences recognized

STARTING VALUES

- ✓ Social Innovation Laboratory with innovative and qualified experimentation and implementation, with integrated policies in social support and education, and with adapted, adjusted, creative and collaborative approaches
- ✓ Collective intelligence of practice, with knowledge for execution and skills to perform
- ✓ Social capital in micro-relationships and inter-knowledge and social networking with competences to attract and mobilize for action
- ✓ Active Sports Community (dynamic and decentralized sports associations network, with a high number of formal and informal practitioners and bidirectional and integrative practices)

ARRIVAL VALUES

- ✓ Social network and investment of excellence, with cross-cutting approach and integrated implementation of multisectoral programs
- ✓ Community neighbourhood solutions reinforcement (enterprises, institutions and citizens), with a new level of citizen involvement and commitment, based on civil society movements
- ✓ Broad and transversal inclusion, with exemplary sports activities as key factor of social integration
- ✓ Sports practices recognized as central to a better life quality and a higher social and personal well-being
- ✓ Changing intergenerational behaviours, values and attitudes for a balanced, fair and sustainable transition

FAMALICÃO INTEGRATOR AGENDA

STRUCTURING PROJECTS

- Municipal social solidarity services digitization
- Municipal Network of Senior Academies, partnership with local actors for active and healthy aging, lifelong training, social inclusion, civic participation and isolation prevention
- New Health Units to replace unsuitable buildings and rehab of the City Health Center
- Affordable Income Housing with Public Housing

STRATEGIC NETWORKS AND PARTNEERSHIPS

- Portuguese Network of Intercultural Cities
(new proposals)
- Famacão Healthy Network
- Welfare and Menatl Health Mission
- Famacão Europe City Mission
- Cities for (Adequate) Housing – Municipal Declaration of Local Governments for the Right to Housing and the Right to the City

Strategic Challenge 2

Be a promoter of people's fulfilment potential

AMBITIONS

- Advanced Qualification Laboratory
- City as experimentation space for innovative learning, training and knowledge models
- Notability on decentralized and inclusive cultural good practices
- Human development in the scope of the individual potential of citizens realization

STARTING VALUES

- ✓ Integrated training system consolidated, with recognized networking, and educational and training offer articulated with market and enterprises needs
- ✓ Cultural ecosystem in consolidation, boosted by the local artistic entities with innovative practices, and supported by a network of structural cultural spaces and integrated artistic training
- ✓ Artistic co-creation dynamics in experimentation with a friendly community, multicultural and multi-ethnic open-minded and that welcomes novelties and opportunities
- ✓ Integrated cultural practices that enhance the city characteristics and its resources, with relevant distinction in the implementation of projects, networks and partnerships

ARRIVAL VALUES

- ✓ Educating City of excellence and reference and recognition as a City of Lifelong Learning
- ✓ Human capital as a resource for local development and territorial cohesion
- ✓ Culture exemplarity as key factor of social integration and key support for education and training
- ✓ Cultural and artistic practices strengthened and decentralized, with consolidated models of co-creation with the community

FAMALICÃO QUALIFIED AGENDA

STRUCTURING PROJECTS

- Technological Specialization Centers Network (professional training)
- Child-friendly City Program
- University Residence for Students
- Rehabilitation and modernization of school buildings and equipments
- Municipal Theatre Narciso Ferreira – Community-led programming with co-creation artistic projects
- 2025 Bicentennial celebrations of Camilo Castelo Branco anniversary

STRATEGIC NETWORKS AND PARTNEERSHIPS

- Local Education and Training Network
 - Educating Cities Portuguese Network
 - Municipal Youth Board
 - Municipal Culture Board
 - 'Sobre o Palco', performing arts platform
 - 'Quadrilátero Cultural' (local cities cultural network)
- (new proposals)
- Famalicão Knowledge Alliance
 - Unesco Creative City Alliance
 - Community Cultural Co-creation Mission

Strategic Challenge 3

Be a partner in global solutions for the future

AMBITIONS

- Green techno-industrial city of excellence
- Remarkable Circular City, reference in eco-design, creativity, innovation and sustainability
- R&D City with relevant interface between research, development and the productive system
- Living Lab City in new products experimentation and demonstration and crossing actors

STARTING VALUES

- ✓ Distinctive industrial dynamics and strong entrepreneurial motion (industrial and business)
- ✓ Practical, technical, technological and industrial know-how, 'techno-industrial knowledge', with skills in adapting and incorporating knowledge and practical realization
- ✓ Strong neighbourhood and proximity relationships, between companies and community, and strong social capital supported by micro-relationships and inter-knowledge
- ✓ Cooperative and competitive ecosystem, internationally connected and exporter

ARRIVAL VALUES

- ✓ New products distinctive creation and production, through technological incorporation
- ✓ Social, environmental and community responsibility of businesses
- ✓ Green Industrial Economy, with excellence in industrial production for sustainability (incorporating design, technology, creativity and environmental innovation, and manufacturing with quality)
- ✓ Distinctiveness in Industry 5.0, with special distinction in manufacturing chains (automation, robotics and artificial intelligence) in response to emerging challenges
- ✓ Technological innovation hub, with an exemplary network and as a model in the connection between technology centres and companies

FAMALICÃO DYNAMIC AGENDA

STRUCTURING PROJECTS

- Famalicão European Entrepreneurial Region
- Famalicão Circular Program
- Famalicão Created IN Program
- Digital Commerce Neighborhood 'Comércio da Vila' and City Cultural Agenda-Events
- Proximity Local Markets (network with the Municipal Market)
- Camillo - Writers Guide (literary tourism), anchor-project articulated with Industrial Tourism
- New annual agenda of major events for external positioning
- Lousado Terminal - Road-rail logistics platform

REDES E PARCERIAS ESTRATÉGICAS

- European Network of Cities Standing for Sustainable Industry
 - Municipal Tourism Board
- (new proposals)
- Famalicão Circular Alliance (symbiosis, circularity and industrial efficiency)
 - Strategic Board for Science, Technology and Higher Education
 - I&R Mission (Interinstitutional Innovation and Development Group)

Strategic Challenge 4

Be a multifunctional and biodiverse habitat

AMBITIONS

- Polynucleated and proximity and city, spatially and functionally green, circular and biodiverse
- Low carbon city in transition to carbon neutrality
- Resilient city in the face of climate change
- Resilient city for climate change

STARTING VALUES

- ✓ Scattered urban occupation of permanent urban-rural-industrial connections, distinctive landscape and identity marked by diversity
- ✓ Polycentric and multifunctional urban ecosystem, with high accessibility and local-regional centrality
- ✓ Natural resources complementarity (water, forest and agricultural networks) with potential of recovering and valuing
- ✓ Potential for a smaller ecological footprint, with more efficiency in resources use and a domestic economy supported by a complementary agriculture

ARRIVAL VALUES

- ✓ Local Ecological Footprint and Sustainable City model consolidation (Sustainable Local Communities..)
- ✓ Multifunctionality enhancement and strengthened local relationships
- ✓ Integrated economic, social and environmental development, through bio & diversity valorisation and qualification
- ✓ Distinction in bio-economy, flows circularity, protection and economic valorisation of local resources and food autonomy and self-sufficiency

FAMALICÃO ECOLOGIC AGENDA

STRUCTURING PROJECTS

- Energy Communities (pilot project)
- Municipal System for Bio-waste Collection
- Ecological corridors and rivers rehabilitation
- Renaturalization and extension to north of Sinçães Urban Park
- Municipal Network of Green Parks
- New Public Transport Model
- Integrated Mobility Ticketing for Quadrilátero municipalities
- Railway Station Intermodal Interface
- Street transformation for Sustainable Mobility
- Pedestrian and Cycling Urban Mobility

REDES E PARCERIAS ESTRATÉGICAS

- Circular Cities Networks (Portuguese Bio-waste Network and URBACT Resourceful Cities network)
- Covenant of Mayors for Climate and Energy (new proposals)
- CIVITAS Network (european cities network europeias for sustainable and smart urban mobility)
- ICLEI Network Local Governments for Sustainability
- Active and Sustainable Mobility Mission (AtiveMob)

Strategic Challenge 5

Be an enabler of integrated governance in cocreation with citizens

AMBITIONS

- Governance model as a common good for citizen initiative and co-responsibility
- Municipal public policies with a clear, transparent and accessible rationale
- Action guided by the highest international standards and references
- Closer Famalicão, Proximity Services

STARTING VALUES

- ✓ Collective initiatives and projects, supported by a distinctive and recognized culture of participation and community involvement
- ✓ Community service active and dynamic, with informal volunteering and cross-cutting citizens participation
- ✓ Tradition in networking, collaboration and cooperative work
- ✓ Competences for the integrated and decentralized implementation of public policies and for the multilevel governance, with inter-institutional platforms structuring and enhancing the action
- ✓ Efficiency of the municipal management and commitment to social and environmental responsibility
- ✓ Municipal policy for administrative modernization, with increasing accessibility and connection of citizens to services

ARRIVAL VALUES

- ✓ Excellence in a governance model settled in the competencies decentralization and in the co-design of public policies
- ✓ Proactive local networks
- ✓ Higher levels of effectiveness and efficiency in the institutional functioning and accountability, with exemplarity in resources use and in the integrated municipal services and policies approaches
- ✓ Model for democratic sustainability, with greater transparency and reflective public dialogue, civil society movements and qualified community participation
- ✓ International recognition of the governance model, contributor to global goals

FAMALICÃO PARTICIPATIVE AGENDA

STRUCTURING PROJECTS

- Administrative Modernization Municipal Program
- Nearest Famalicão, Municipal Services Digital Transition
- Local Security Agreement
- Proximity Presidency Roadmap
- Proximity Laboratories (local networks)
- Famalicão Digital Observatory (SDG Local Voluntary Report and Sustainability and Social Responsibility Report)

STRATEGIC NETWORKS AND PARTNEERSHIPS

- Forest Municipal Board
 - Civil Protection Municipal Board
 - Security Municipal Board
 - Famalicão Alliance (Partnership for Famalicão Internationalization)
- (new proposals)
- B-Smart Alliance, Famalicão Smart City Partnership
 - SDG Mission – Sustainable Development Goals
 - Resilient Cities Network



The operationalization of the strategy happens with an integrated approach in the territory.

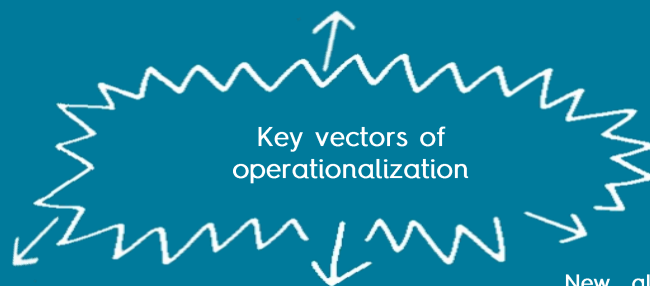
Embedded into its own dynamics and projects, it supports access to instruments and resources that facilitate and enhance installed capacity, generates incentives and mobilize for action, and proactively boosts opportunities for innovation.

Famalicão diversity and differentiation is supported on a unique level of cooperation between all actors and agents.

Therefore, is strategic: the ability to open and organize partnerships for interactive work between networks, considering variable geometries and inter-institutional and multi-thematic designs; identify overlapped and intersection areas with increased potential for added value; create channels for knowledge exchange, and disseminate cross-cutting opportunities for thematic articulation and consortia creation.

Famalicão.30 dynamically structures the city and mobilizes the institutional and organizational devices, acting through networks, partnerships, alliances and missions with local stakeholders.

Monitoring and evaluation as instruments for constant updating, acceleration, motivation and dynamization of strategic action.



Articulation and complementarity between sectoral planning instruments

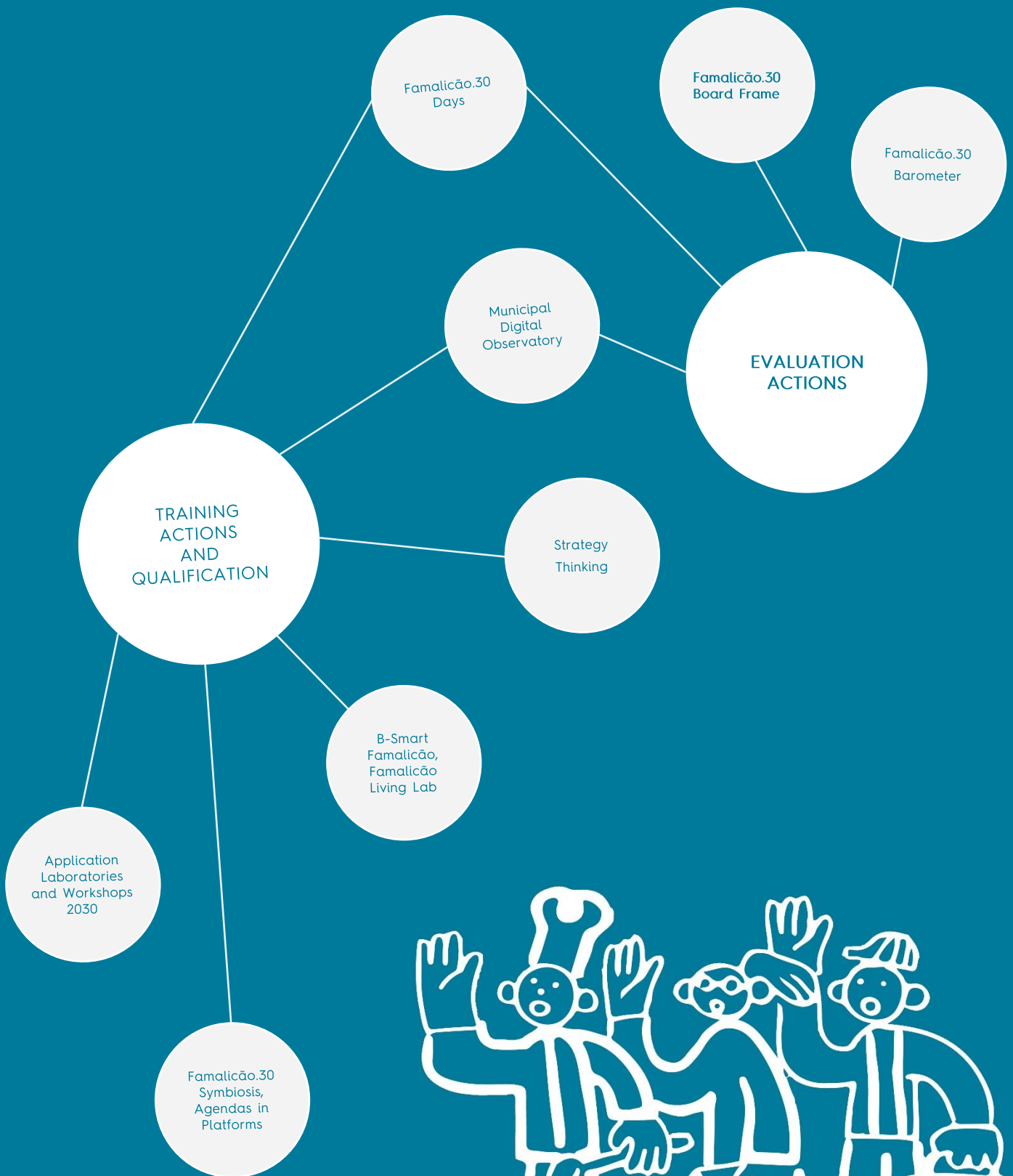
(synergies and scale economies boost and implementation of integrated intervention models, guided action by common principles and criteria aimed to real impact)

Training of institutional, organizational, technical and business actors

(advanced skill levels of foresight and innovation as a critical condition and cross-cutting processes)

New alliances and inter-organizational missions activation and a prospective action of each strategic agenda

(supporters for structuring projects and new action opportunities and for raising co-financing resources)



This document presents a summary of a more detailed technical document.

Direction: Mário de Sousa Passos, Vila Nova de Famalicão City Mayor
Management: Strategic Planning, Economics and Internationalization Department

October 2022