EUniverCities

Strategic Alignment between City and University
Local Action Plan
June 2015

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1. INTRODUCTION

Ongoing cooperative projects have always existed between the city and the university, but no strategic alignment for the most relevant issues has ever been established.

Although the university is relatively new (it just recently celebrated its 40th anniversary) it is easy to understand that it plays a very important role in the economic and social development of the city and region of Aveiro, being therefore one of its strongest assets. However, on a local level, cooperation between the University and the City has always been fragile.

Following the positive cooperation established at a regional level, and understanding the need for a city like Aveiro to play a leading role in its region, the time has come for Aveiro to understand the importance of involving the University to define an integrated strategy aimed at overcoming local and regional challenges. On the other hand, the University also understands the importance of being more active in resolving of the social challenges of the city.

The Local Action Plan consists of three main strategic axes:

- City Centre as a **Hub for Innovation** and New Ideas
- Assuring an Integrated **Welcoming Programme** and
- Promoting **Internationalization & Marketing**

Indeed the LAP realizes the importance of the University in promoting the innovation and competitiveness of our region, and assumes the city centre of Aveiro as its living lab for innovation. Community, companies, institutions and associations have a lot to win in effectively interacting with the university. On the other hand, the University needs the reality and the real challenges of the city to improve research and applied science.

The city of Aveiro intends to play an active role in welcoming and supporting the integration of students within its territory; presenting its history and culture to the new visitors of Aveiro; and ensuring that in the mid-term they will become citizens of the city and contribute to its social and economic development. On the other hand, the university also realizes that Civic engagement should take place in addition to teaching as a part of its mission.

Last but not least in a global economy we are faced with permanent competition between cities and between universities, thus it is very important for the city and the university to align strategies, in order to promote and attract more students and companies to the region.

2. PROFILES of the City & the University

CITY OF AVEIRO

Aveiro is the third most populated city in the *Centre Region* of Portugal (NUT II) with around 78.500 inhabitants and is also the capital of *Baixo Vouga Region* (NUT III) gathering almost 400.000 inhabitants from eleven municipalities.

With a privileged geo-strategic location in the national context and the presence of different mobility infrastructures, Aveiro is well connected to the main metropolitan areas of Lisbon and Porto, especially due to railway, national distribution routes and the presence of an important harbour which represents a *"key driver in national exportation"* and an important role in regional development. Our unique natural landscapes and heritage have also made Aveiro a growing centre of leisure and culture, combining historic areas of art nouveau and art deco with the 20th century modern city and modern and contemporary Portuguese architecture.

Population (2001-2011)

Image 1.Population Growth
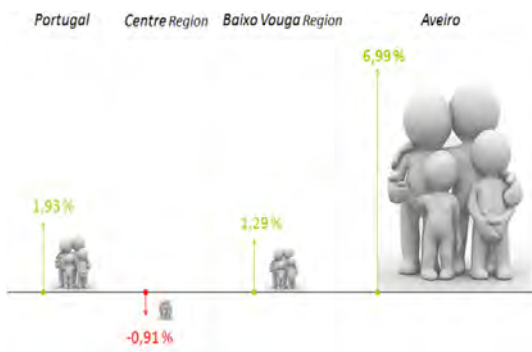
- Aveiro has a **higher population growth** (7%) compared to *Centre Region* (-1%) and Portugal (2%) - Image 1.
- Aveiro has a **higher working-age population (69%)** compared to *Centre* Region (64%) and Portugal (66%).
- Aveiro has a **lower percentage of population over the age of 65 (17%)** compared to Portugal (19%) and *Centre Region* (22%).
- Aveiro has a **higher young population (15%)** compared to *Centre Region* (14%) and close to the national average (15%).

- 24% of the population have higher degrees.

Economy

Although the municipality of Aveiro is characterized by a strong economic heritage (e.g. fishing, salt production, ceramic or metal industry), capable of generating employment opportunities, Aveiro is also a city of commerce and services - Image 2.

Over the last decade, wage evolution (but also purchasing power) has followed global productivity conditions, and nowadays occupies a prominent position in the Centre Region and National context due to an active process of industrialization based on specialized manual labour, guaranteeing employment to most of its working age population.

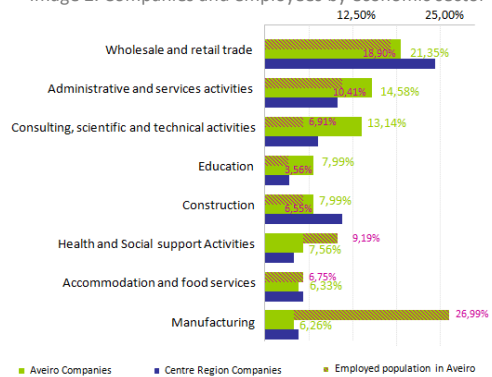Image 2. Companies and employees by economic sector

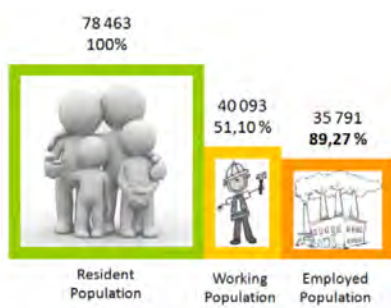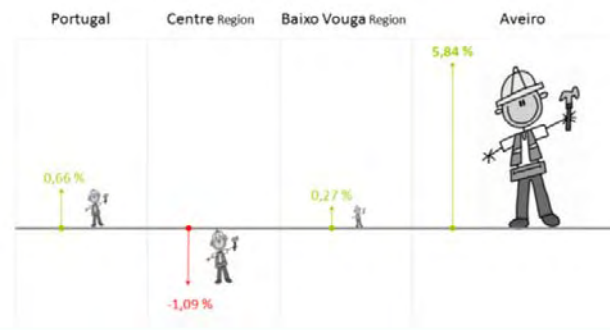Image 3. Working age population Employed   Image 4. Working age population Growth

Aveiro has an **entrepreneurial ecosystem**, characterized by the presence of public and private entities and services which contribute to the distinction of the city as a regional anchor for economic development.

Therefore, much of the success of Aveiro is due to its entrepreneurs and companies whose commitment and work have contributed to its positioning in the ranking of national exports, occupying 16th place and exporting more than imports.

<div align="center">Economic indicators</div>

- 9.000 companies + 1.700 self-employed (2011)
- Annual volume of exportation around 755 M€ (2011)
- Aveiro GDP per capita: 134,8 (2011)

- Aveiro **increased the number of self employed by 80%** compared to 2001.
- Companies in **Aveiro export more than they import** (139%)
- Some well-**known companies** based in Aveiro: Renault CACIA, Bosch-Thermodynamics and Portucel-Soporcel.

This ecosystem has given rise to the presence of an important **Knowledge, Research, Development and Innovation Pole** (RDI), in which the University of Aveiro plays an important role. It has had a high impact on the development of the territory and contributes to the differentiation of the Municipality within the knowledge economy and the supply of highly skilled and qualified human resources (compared to other municipalities/regions), able to add value and competitiveness to the business community.

In this context, the continuous promotion of the labour market is an important topic, along with the development of new synergies involving the efforts of the key-players of our society, which must involve companies, population, universities and other institutions.

As a result of investment in research and teaching quality, Aveiro hosts some of the most **important companies and entities of ICT** and Innovation such as Nokia Network and PT-Innovation, the Telecommunications Institute, a rising Science and Innovation Park and a joint-venture for an innovation network in Aveiro (InovaRia).

Thanks largely to these companies and its University, Aveiro has become known as a *City of Innovation*: not only does it offer a large variety of undergraduate and postgraduate

studies; it is also a privileged partner to companies and other national and international networks.

UNIVERSITY OF AVEIRO

Created in 1973, the University of Aveiro (UAVR) quickly became one of the most dynamic and innovative universities in Portugal. Now a public foundation under private law, it continues to develop and implement its mission to provide undergraduate and postgraduate education, to generate research and promote cooperation with society. Attended by about 15,000 students on undergraduate and postgraduate programmes, UAVR has achieved a significant position amongst higher education institutions in Portugal, being one of the top universities with regard to the quality of its infrastructures, the strength of its research and the excellence of its staff.

UAVR has a sound organizational framework aimed at supporting cooperation with society in general and the economy in particular. Academia-business links in Aveiro are based on a diversity of activities and models, such as technology and knowledge transfer, service provision, intellectual property development, consultancy, training, etc. These have evolved upon a variegated organizational infrastructure, characterized by a clear definition of each individual unit's aims and functions.

- **Innovative Profile** - The UAVR is a highly regarded institution of research-led education. Teaching activities are developed within a research-based environment. The University promotes innovative products and solutions, contributing to the advancement of science and technology.

- **Research Profile** - Excellence in research is one of the hallmarks of the University: 15 of its 18 research units were classified as Very good or Excellent by international panels under the sponsorship of the Portuguese National Science Foundation in its most recent round of assessments. Four of these units carry the label of Associate Laboratory, a distinction attributed by the Portuguese Government to research institutions of sustained and exceptional merit.

- **Cooperation profile** - The UAVR is a privileged partner of companies and other national and international entities, with which it cooperates on various projects and programmes and to which it provides important services. As a quality research institution, the University of Aveiro develops solutions and innovative products that contribute to technological, scientific, cultural and social improvement.

The UAVR mission is to create knowledge and expand access to knowledge through research, education and cooperation for the benefit of people and society; to undertake the project of global development of the individual; to be active in the construction of a European research and education community; and to promote a model of regional development based on innovation and scientific and technological knowledge.

UATEC is the unit responsible for cooperation with companies, technology and knowledge transfer, management and commercial valorisation of intellectual property, and training for entrepreneurship (https://www.ua.pt/uatec/).

A wide range of services (from tests to consultancy and other specialized services are provided to firms through the university's departments, research units and dedicated organizations such as the Central Analytical Laboratory, the IDAD- Environment and Development Institute and the LIQ- Industrial Quality Laboratory.

The UAVR has created seven technological platforms aimed at strengthening its capacity to cooperate with the external world, namely firms and public bodies, in fields of the utmost importance for the region and, which simultaneously, form part of the strong areas of scientific expertise existing at the university. The current platforms are focused on agro-food, high-pressure industrial applications, sea related technologies, moulds and plastic, cycling and soft mobility, smart communities and forestry (http://www.ua.pt/plataformas).

The organizational framework dedicated to promoting academia-business links will be significantly enhanced by the Creative Science Park- Aveiro Region, which is being developed in 35ha of land. The Park is seen as a crucial strategic development to foster innovation and entrepreneurship. It has five core scientific areas, namely, ICT, materials, sea, agro-food and energy.

UAVR has many years of experience in cooperation with companies, through participation in national and European R&D projects in Consortium with companies, or through the provision of R&D services to national and international companies. Since its beginning, UAVR has aimed to cooperate with companies and has a very open attitude towards cooperation with society. This experience is well illustrated by the 59 national R&D projects in consortium with companies (ca. 11 million euro) and by more than 200 cooperation projects with SMEs undertaken during the period 2008-2014. In addition, the UAVR has developed sound research on the role which higher education can play in fostering socio-economic development, giving rise to a significant knowledge base on a variety of relevant domains, from regional innovation systems to triple helix arrangements and entrepreneurship promotion.

3. COMMON GOALS & VISION

The starting point for both the City and the University was the definition of common goals and objectives.

The City wishes to achieve the following goals as part of its role in the local & regional development:

- Improve the quality of life of both residents and students;
- Improve the R&D of the University applied to the city's needs;
- Stimulate the creation of new businesses;
- Promote the use of public space and universal mobility;
- Promote the unique and distinctive factors of the territory and attract talent
- Support the local economy (restaurants and shops)

The University also faces a number of challenges and has the following primary goals:

- Achieve excellence in research;
- Promote knowledge transfer;
- Stimulate the internationalization of the University;
- Promote the connection between the University and the enterprises in the Region;
- Stop the "brain drain" by creating a friendly environment for their establishment;
- Stimulate de-establishment of graduates.
- Improve the qualification and the connection of graduates with the territory.

If we undertake an integrated analysis, these 2 important institutions for the economic and social development of the Region of Aveiro face similar challenges and shared goals, such as:

- Increasing the number of students and citizens (also stimulating the establishment of graduates and researchers);
- Promoting the connection and synergies between the University and the City;
- Promoting the connection between the knowledge and Research developed at the University with the territory and its needs;
- Stimulating social inclusion between students and local communities and
- Promoting Internationalization and Marketing of the *UniverCity*.

After defining the main goals with contributions from different stakeholders, the conclusion was that the three main challenges to be addressed within the Local Action Plan were as follows:

Innovation – develop an integrated strategy to promote a better connection of the knowledge generated at the University and the needs and challenges from local SMEs and the community, creating the necessary tools to develop a **Smart City environment in Aveiro**;

Welcoming – bring together numerous urban initiatives and certain physical actions, promoted by both entities, thus increasing the reasons to use the city. Bring local and students communities together to exchange experiences, knowledge and capabilities, improving intergenerational engagement.

Internationalization - reinforce Aveiro's identity as a **centre of knowledge**, promoting it through the existing channels, involving new networks and adapt to international demands. Focus on the internationalization process, bringing together the knowledge and business networks to launch **Aveiro as an attractive territory**.

In the definition of the main challenges and goals for the LAP, we have also concluded that it is extremely important to establish a mid-term/long-term vision which would serve as a clear guide for choosing current and future actions to be implemented by the city and the university. Therefore, we have developed the Mission Statement of the EUniverCities LAP, to be completed by 2020:

> **Aveiro intends to be, by 2020, the best Portuguese university-city! Following an integrated approach, the city, university and other local stakeholders will develop all the actions necessary to contribute to the Social and Economic development of Aveiro and the consolidation of Aveiro as a city where knowledge and research shape reality!**

4. GOVERNANCE MODEL & Local Support Group

There is a need to promote policies for sustainable urban growth, solve the challenges the city faces and create added value. The involvement of all the sectors: political, economic and social is crucial to the success of its results. City and University, along with other relevant stakeholders, have an important role in the definition of the local action plan which will remain after implementation. The students are also important partners and their engagement is present throughout the plan. There will be specific programmes for students where they will be the main drivers and actors.

In addition to the institutions' agreements, the interaction will take place at an operational level with specific tasks for each partner. The Local Support Group will depend on permanent elements but in order to ensure new inputs as the challenges evolve new elements will be added to ensure adaptation to real needs.

The exchange of experiences and interests is the basis of partnership. Each partner is willing to share their knowledge and resources, in order to achieve an agreed action. The Local Support Group will analyse and test the proposed structure, so that the Governance Model can be improved for the implementation of the actions.

> Governance Model Ideas to be analysed

- Decision and Strategic Body - Mayor and Rector will meet every 6 months to validate the actions and define the priorities for the next period. The meeting will be conducted based on the report presented by the operational body;

- Executive coordinators designated from each institution (university and city), organize meetings with the Operational Body and Local Support Group, in order to assure the implementation of actions and inform the Decision Body;

- Operational Body – a working group with integration of members from both the city and the university from different areas such as: Economic Development / Mobility & Urban Planning / Cultural Programme / Social Issues / Marketing & Internationalization. Meetings every six months between all members and ongoing collaboration, in order to implement the actions predicted in the Local Action Plan;

- Local Support Group – constituted by members of other organizations which will propose projects and ideas and support the implementation of the Local Action Plan. Meetings take place every 6 months, promoted by the Executive coordinators;

- Definition of a contact person from the city for the students, at an operational level, will ensure the right answer for the common needs.

> Main Partners

UA The University of Aveiro offers a wide range of degree programmes in various areas of knowledge: cellular biology; ceramics and composite materials; design; education and behavioural sciences; electronic and telematic engineering; environmental and marine sciences; geo-technologies and geo-engineering; governance, competitiveness and public policy; languages and cultures; technologies and science of communication; mathematics and applications; mechanical technology and automation; music and dance; nanostructures, nanomodelling and nanomanufacture; organic chemistry and telecommunications; which reflect its multidisciplinary and innovative character, designed to build student competences in scientific and technical areas that meet the emerging needs of business, industry and society. Considering each activity there will be different areas/ departments responsible for their implementation.

> **UATEC** The *Unit of the University of Aveiro Technology Transfer* ensures a close link between the University of Aveiro and the national and international business community, through: the protection and management of intellectual property rights; promotion and enhancement of its technologies in the market; fostering connection university / company and promotion of entrepreneurship in the academic community and support for business creation.
> **Technological platforms** have been created to strengthen the connection to the business community, in order to meet the needs of a particular business sector or a group of companies with common or complementary interests.

> **Fábrica da Ciência Viva** The mission of the *Factory of Living Science*, a partnership between the University of Aveiro and the *Living Scienc*e Agency, is the promotion of scientific and technological culture. The action lines are the scientific dissemination to the general public, the provision of services through cooperation protocols and the development and commercialization of product.

> **IERA** The *Business Incubator of the Aveiro Region* is a partnership between the municipalities of the region of Aveiro, the *Intermunicipal Community of the Aveiro Region* (CIRA), the *Industrial Association of Aveiro District* (AIDA) and the *University of Aveiro* (UA), in order to economically empower the territorial strategies for the promotion and development of entrepreneurship and social innovation through differentiated and qualifying actions, spaces and services to support the incubation of business ideas and companies.

AAUAv The Student Union of the University of Aveiro is a non-profit organization whose mission is to represent the students of the University of Aveiro and to express, defend and promote the students' interests and aspirations. It has contributed to the civic education of students, through the promotion of cultural, physical, sports, political and social activities. It establishes the connection to socio-economic reality and politics of the country and the region, especially by promoting human values.

AAAUAv The Alumni Association of the University of Aveiro represents the former students of the University, and aims to promote recreational , socio-cultural, sports, scientific and technological activities and encourage additional education and support mechanisms for entering into labour market.

INOVARIA *Companies Association for an Innovation Network* is a non-profit entity whose purpose is the creation and consolidation of a network of telecommunications companies which contribute to the development and competitiveness of the Aveiro region and ICT in Portugal. The INOVARIA promotes a collaborative business environment with special conditions for start-ups which allows them access to business opportunities, financing, expansion, innovation, networking, recruitment, training and certification. Taking into consideration this expertise and also the importance of ICT in local economy, INOVARIA brings added value to this LAP.

AIDA *Industrial Association of the District of Aveiro* is a reference entity for local SMEs, whose mission is to represent, defend, promote and support Aveiro District businesses. The experience in organizing initiatives that benefit a number of extended enterprises will be very valuable. Their main areas of actions are training activities, support to innovation, support for deployment in foreign markets and legal advisory services. Their experience in internationalization and support for SMEs is essential to achieve the objectives explained throughout the LAP.

Turismo do Centro *Tourism of Centre of Portugal* is the public authority responsible for promotion, enhancement and sustainability of tourism. With a privileged relationship with other public authorities and economic agents in the country and abroad, it is committed to strengthening tourism as one of the growth engines of the Portuguese economy.

As the actions develop, it is intended to involve local **NGO's,** *IPSS***'s** (Private Social Solidarity Institutions) and other **associations** (for example the ACA- The *Commercial Association of Aveiro)* and directly engage specific **large companies**, involved with the same kind of issues.

> **Main activities of Local Support Group**

The development of the Local Action Plan is the result of a participatory process with the involvement of various partner organizations. The LAP has had different levels of involvement by the partners, which have jointly defined the challenges, the Strategic Axes of this project and the Action Programmes. From detecting the specific needs of each partner concerning common goals, sharing different perspectives and experiences and co-creating the various actions, the main moments of engagement were:

- On April 30th, 2013, - the **first meeting of the Local Support Group** (LSG). In this workshop an overview of the project was given to the LSG members present. The Baseline Study prepared by the Lead Expert (Prof. Willem van Widen) and the themes of the project were presented. These were: science in society, attractiveness and marketing, students and the urban experience, internationalization and regional and local economy. For this purpose, the presentation was supported by the presence of experts in these areas: Filipe Teles, Carlos Rodrigues, Carlos Costa (UA), Pedro Pombo (Science Factory) and João Pedro Rosa (AAAUAv). The Peer-Review methodology was also presented to our local partners.

- The **second meeting of LSG** took place on July 2nd, 2013. The results of the previous meeting were presented and the Road-Map for the following months was analysed. All the participants felt there was also the need to adapt the baseline study to the reality of the City and University of Aveiro. Thus it was proposed to adapt the "Flower-model" to the strategic needs of Aveiro to focus on **promoting employment, welfare, social inclusion and a cosmopolitan urban context**. Three main axes of work were identified: Knowledge and Innovation, Students and City Life and Attractiveness and Marketing.

- On October 10th, 2013, the **third meeting** took place with the following agenda: introducing goals of the Local Action Plan; approving "roadmap"; defining roles, goals and contributions of each member and preparation of the November seminar. Participants were invited to contribute proposals for actions and projects which suited the defined goals and strategic areas.

- On November 6th, 2013, one of the members of LSG, 4iS (Platform for Social Innovation, Alumni Association of Aveiro's University), promoted a **Participation Workshop** based on URBACT working methods, in order to collect contributions to the Local Action Plan. This workshop was open to the entire university community (students, teachers, researchers and staff). The session was structured in three phases: project overview, diagnosis and collection of contributions / solutions and discussion of proposals.

- From November 19th to the 22nd, Aveiro hosted the first meeting with the participation of policy makers from cities and partners of the project universities and EUniverCities Network. This meeting was entitled "Strategic Cooperation for Promoting Economic and Social Development". The members were invited to participate and the organization of the meeting was shared with some of the members: Platform for Social Innovation - Alumni Association of the University of Aveiro (AAAUAv) and of the University of Aveiro, in the organization of the meeting. On the 22nd of November, a wrap-up seminar was held after two days of intense work and dedication of the EUniverCities project partners. At the same time the seminar represented the moment of presentation of the project to Aveiro community.

- During 2014, with the main structure of the LAP defined, the city and the University developed several one-to-one meetings mainly with UA (different departments), AAUAv and INOVARIA to discuss more detailed the actions to be undertaken.

It is also important to note that different members were involved during the international meetings according to their tasks and interests, including the Managing Authority which followed all the developments of the project. The members of the ULSG which participated in the international meetings had the chance to observe best practices, such as, for instance, the night of the enterprises in Delft, the Governance Model of Aachen and Ghent, Demola in Tampere and the welcoming activities that most partners provide.

In parallel and taking advantage of other funding opportunities, the city of Aveiro implemented a Pilot-Project regarding co-creation in public spaces with the involvement of

the community, the university and the students – project "Viva a Cidade" which will be briefly explained in the next chapter.

> Next steps

June and July 2015	Conclusion of the detailed LAP and ULSG Meeting
July to December 2015	Apply and Secure Funding
October 2015	Public Presentation of LAP
October 2015	Start Implementation
October 2015 to December 2018	Monitor and Evaluate

5. EUniverCities

Considering the aims of the URBACT, and the EUniverCities programme itself, it has been possible to promote the exchange of experiences and learning between different entities, as well as the exchange of experiences and good practices at a local and international level, ensuring the transfer of know-how. This is an easy way to access the latest ways of thinking and practices by other European cities, with the same dimension and characterization.

The knowledge of global policies and strategies has not only ensured the coordination and alignment of choices in international contexts, responding to European challenges, it has also facilitated and guided the way to respond to local priorities.

During the EUniverCities Project the LSG were made aware of a range of reflections, trends and best practices which will now be better described, and which contributed to this LAP:

Civic University- John Goddard wrote in his essay, *The Civic University: Re-uniting the University and the City,* the following: *"The ongoing programme of OECD reviews of higher education in city and regional development have highlighted the leadership* **challenge of working across the boundary between universities and civil society.** *All too often city leaders do not understand the drivers behind higher education, particularly the tension between academic excellence and public engagement. For them the university can be a 'black box' with mysterious ways of working. Equally for many in the academy, the drivers behind city development and the responsibilities of many public authorities are opaque. However* **common ground may emerge around the idea that the university and the public and private sectors can come together around 'the leadership of place'.** *There is a growing body of academic literature on the role of leadership in shaping the integrated development of places – cities and neighbourhoods within cities. According to Gibney et. al. (2009) this 'new" leadership of place is concerned with "facilitating interdisciplinary working across institutional boundaries, technology themes, sub-territories and professional cultures to promote the development of sustainable local economies (and) ensuring the comprehensive engagement of local communities so that they can contribute to and fully benefit from the outcomes (avoiding the dangers of exacerbating social polarisation). "*
This essay served as an inspiration for all the work developed and lessons learned. The LAP is focused on promoting a sustainable economy development, ensuring that involvement of the community and addressing their specific needs.

Governance models - Ghent and Aachen have similar ways of demonstrating their willingness to focus the City and the University around the same goals. In Aachen, the city welcomes a representative from the University every day in the City Hall. Also there is always a representative from the City working in the facilities provided by the University. This way, both students and citizens, can feel the presence and the engagement of both institutions. In Ghent the University and the City have established regular meetings, between the decision boards of each, to discuss the challenges and the way to face them. Moreover, in Ghent, there is a "contact-point" at the city (a person) to whom the Students Union can address all their needs.

Students day and welcome days - The Welcome Days in Ghent and Aachen are designed to make students' transition to university life as smooth as possible. A wide variety of sessions, events, and social gatherings are held to help students to get to know the university and city better.

Demola - is an international organization which facilitates co-creation projects between university students and companies, either locally or internationally. It is based in a network consisting of various partners including universities, their faculties, researchers and students, as well as companies, local agencies and a growing number of Demola Centres around the globe. The process and the framework make it easier for partners to cooperate, with simple procedures, schedules and defined roles. The co-creation concept is set up to solve real challenges and every project has an outcome – whether a new concept, a demo, or a prototype.

Night of the Enterprises - Aachen and Delft organize the Night of the Enterprises where students are offered the opportunity to meet with companies. It is possible to sign up for a specific theme and visit the companies operating in the field. The companies are provided with a way of promoting and accessing future workers and consumers, while students can experience the atmosphere and see what happens in the workplace.

> Practical experience (Pilot-Project)
In addition to the meetings of the LSG, it is also worth mentioning a **practical experience** that was carried out under the programme Actors of Urban Change.

VivaCidade was promoted by three partners, involving current and former students of the university, local focus groups, local shops and enterprises, with the support of the city. The strategy was to find a common topic to bring students and the local community together and start working on it. Urban voids in the city centre formed a good starting point, by building the city together, to stimulate an active and positive participation. **The project transformed an urban void into an useful space for the local community**.

The project was also a learning process. The results achieved, together with the experience and knowledge acquired, allowed the development of a programme, including issues that were central to achieving the desired results. The programme and methodology defined aims to encourage and support the transformation of urban space initiatives, through small-scale interventions with cost-effective solutions, associated with civic participation processes.

> Member of the EUniverCities network
Due to the importance of the university as a leading agent of economic and social development in our territory and considering the relevance of strategic cooperation between the two institutions in different areas, Aveiro joined the EUniverCities in the beginning of 2015. In addition to the local cooperation, it will be important to discuss ways of longer term collaboration in areas of interest for all the members between medium-sized university cities in Europe.

6. LOCAL ACTION PLAN

Aveiro's key challenge is to establish a permanent platform and framework for city-university collaboration. Common goals require for common efforts, in order for them to be achieved successfully. We believe that if the first steps are solid with defined outcomes and impacts, it will later become easier to collaborate in a longer term solution.

The city of **innovation** has to go hand in hand with the well-being of the community, making them feel **welcome** and helpful in this city. The branding and **attraction** of Aveiro will occur naturally from that, with some external impulse.
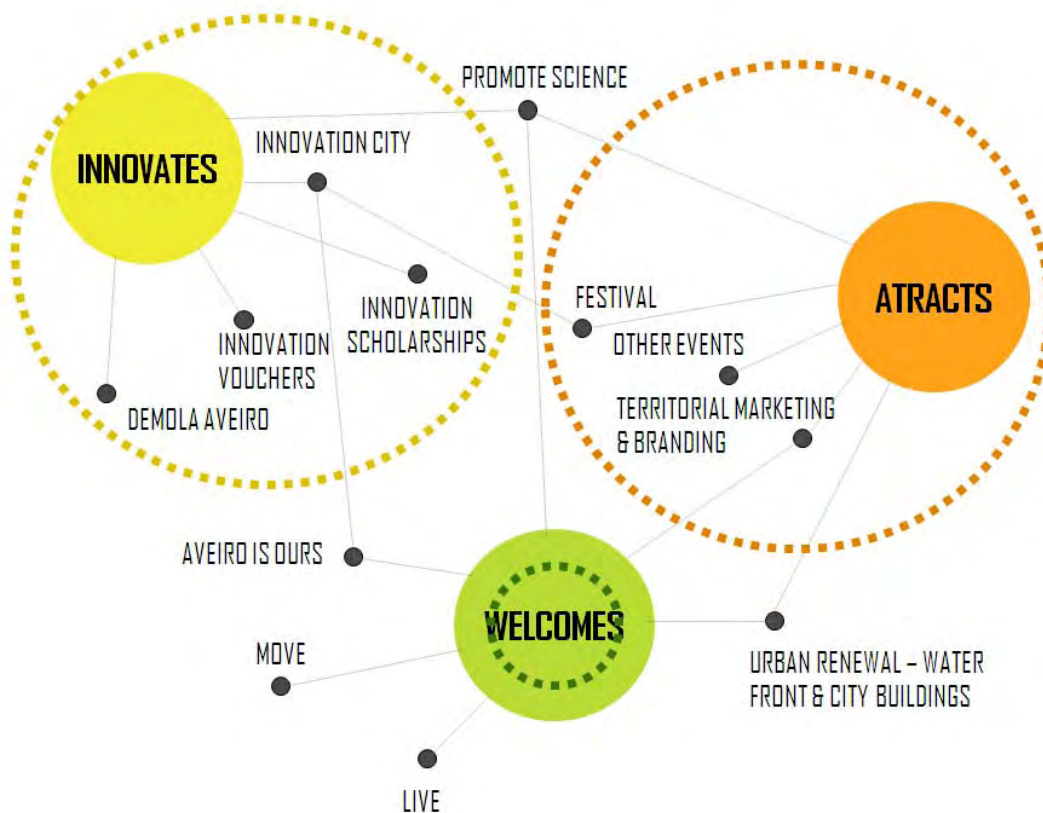
In the annex we present a description of each of the Programmes which will be briefly presented in the next chapters. In total, the EUniverCities of Aveiro Local Action Plan will contain 12 different programmes, integrated in the 3 Axes of Intervention presented.

A. UNIVERCITY INNOVATES

We intend to create conditions to improve the position of Aveiro as an **Innovation City** in a knowledge economy society. It is also intended to create conditions for students to stay in Aveiro after the completion of their studies by developing high-qualified jobs, or by encouraging them to create their own companies in Aveiro. There are 5 main programmes to be implemented:

- **A1. INnovation City** | the city as a lab
- **A2. INnovation Vouchers** | innovation in SMEs
- **A3. INnovation Scholarship** | creation of jobs for graduated students
- **A4. DEMOLA Aveiro** | solutions for real challenges
- **A5. Promote science and technology** | raise interest to the general public

> ## > LINK THE RESEARCH WITH REAL PROBLEMS AND CHALLENGES FROM THE CITY

> INNOVATIVE SOLUTIONS FOR THE MARKET & URBAN SPACE
Transform LOCAL TO GLOBAL, to a regional and national level

Through this action we intend to create sustainable partnerships and cooperation strategies between the city, university and the private sector, with regard to socio-economic development and quality of life. It is also a way of creating conditions and environments of open and user-driven innovation, experimenting and validating new integrated approaches, matching interdisciplinary research with the real problems and challenges of the city. Both institutions share resources with the same purpose of establishing urban and city innovative environments.

It is intended to create and experiment with SMART solutions in urban laboratories in the following areas: **mobility, environment, living, economy, people and governance**. This will happen on different scales and with the involvement of different actors and organizations.

> GOALS
- Connection between 3 sectors | universities & research institutions, companies and the city
- Reinforce the Research & Development investment in local SMEs
- Give visibility to scientific professions and its importance for economic and social development
- Qualified employment opportunities

- Raise the number of students that stay in Aveiro after their studies
- Experiments (prototype) in the urban space

> SOLUTIONS.LONG TERM

> INVESTMENT. PUBLIC & PRIVATE

> TABLE OF ACTIONS

INnovation City	The city as a lab Supporting Innovation in SMEs and the Urban Space as a City Lab. Development of Smart City Contest to support Implementation of R&D projects. Mix of public and private investment. **Implementation of INNOVATIVE SOLUTIONS (products) in the URBAN SPACE**	City and university challenges Researchers and companies
INnovation Scholarship	Match between companies and new researchers Job offer, practical experience **PROMOTE the Creation of JOBS for graduate students**	Companies host Researchers
INnovation Vouchers	Support system for SMEs to develop research & development activities with the university, in order to create new products and solutions Temporary support, short term collaboration **Promote INNOVATION in SMEs**	Companies challenges Researchers
DEMOLA Aveiro	Match between companies and university students Local projects, small scale Low public budget and/ or developed by companies **Problem-based learning by our students to real-life problems and challenges**	City and companies challenge University students
Promote science Science + Community	Scientific research community raise interest in science among the community Positive and realistic demonstrations of science **Promote science to the general public**	University meets The city and institutions

> MAIN OUTCOMES

- Number of EU projects approved on R&D activities
- Number of Innovative Solutions implemented in city centre
- Jobs for graduate students created
- Number of Innovation Vouchers provided and number of companies involved in the programme
- Number of successful matches between SME's and researchers – Demola projects implemented at local companies

B. UNIVERCITY WELCOMES

The city of Aveiro should be a centre for students with cultural and knowledge activities, recognized and appreciated by the citizens of Aveiro. Rather than just "using" the city, the students are encouraged to be a part of it, participating in the real construction of the city. The actions intend to link the city and university not only physically but in all other domains.

Public spaces and anchor buildings, along with active social and cultural activities will strengthen the sense of belonging, not only of the public, but also of the local community. There are 4 main programmes to be implemented:

- **B1. Aveiro is Ours (Aveiro é Nosso) |** Integrated Plan to support the link between students and community, promoted by AAUAv
- **B2. Move the UniverCity**| university as a driver to change behaviours (Urban Mobility)
- **B3. Live the University** | low budget for real problem solutions
- **B4. Renew west Univercity**| better connections within the city (Physical and mental)

> UNIVERSITY ENLARGES EDUCATION TO THE CITY
THE CITY OFFERS ITS HISTORY AND CULTURE TO THE UNIVERSITY COMMUNITY

> PLANNING AND IMPLEMENTATION OF AN INTEGRATED WELCOMING PROGRAMME
That turns LIVING THE LOCAL into a wealthy experience

Inviting students, university staff and community to experience the city and welcoming the community in the university with a **common cultural programme**. Connecting with the city also means staying longer or coming back later, to repeat and live good experiences and memories.

It is intended to involve both sides from planning to implementation. The University takes its broad educational mission into the city. The City takes its cultural activities and history to the students.

> GOALS
- Raise interest in science in our local community and students
- Know and experience what is unique in Aveiro

- University community as a driver to promote soft mobility
- Sense of belonging
- Intervention in public spaces with and for local communities
- Promote social inclusion and intergenerational activities
- Promote good-quality and safe housing for students

> **SOLUTIONS.** SHORT & MEDIUM TERM

> **INVESTIMENT.** PUBLIC, PRIVATE, ONG's & COMMUNITY

> **TABLE OF ACTIONS**

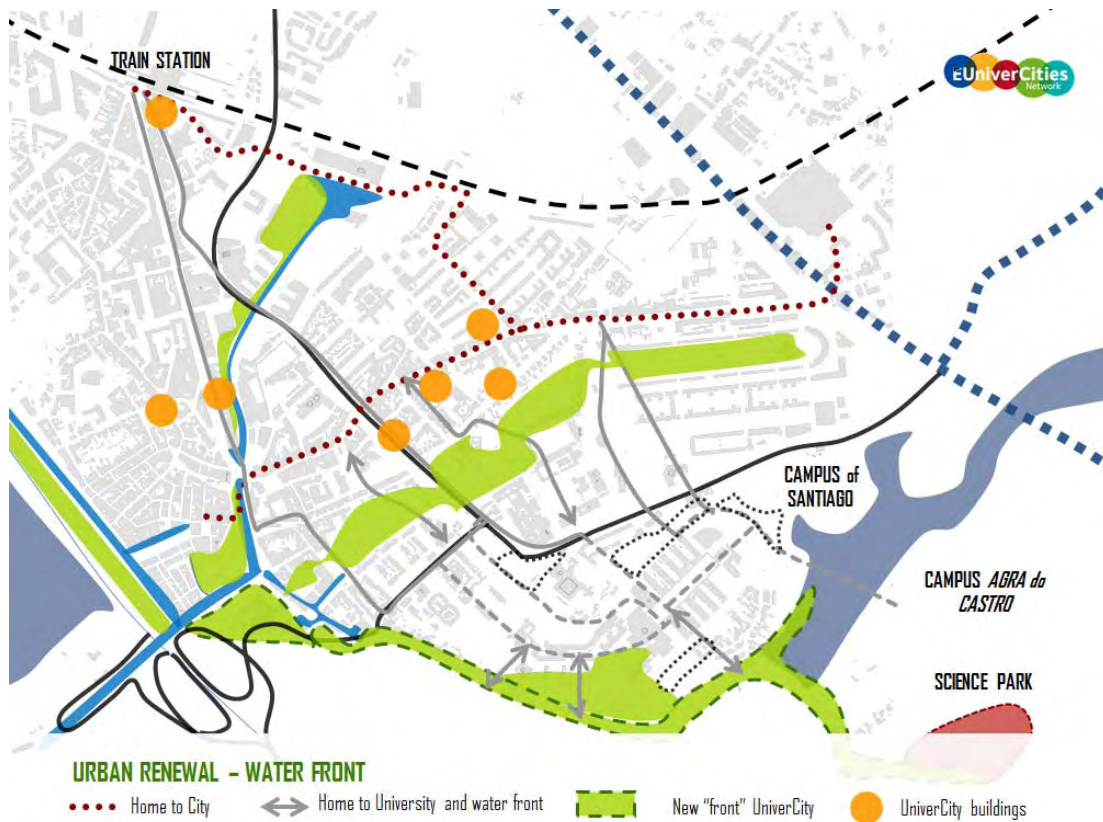|		
Aveiro is Ours Welcome + Newcomers (Involve)	Hosting programme for new students Getting to know and experience what is unique(distinct) in Aveiro Platform for housing conditions information The students live and involve themselves with the city, its history and culture **Cultural programme welcoming new students**	University Lives the City
Move Bike + Walk	Improve the physical connections between city and university **University as a driver to change behaviours regarding soft mobility issues**	University moves In the city
Live City Spaces + community	Developing solutions for local spaces, small scale, place making **Low budget for real problems solutions**	City challenges Students, researchers, companies, ONG's
Renew Water front + city buildings	Public spaces and anchor buildings in the city as cultural centres **Better links within the city, the waterfront and the science park**	City, university & companies Connected

Involve + move + live + renew = physical and knowledge links

This programme has two dimensions:

. physical, since it addresses the development of low-cost solutions for certain urban deprived areas, and also a better connection between public spaces (water-front and

mobility) and a definition of new uses for old buildings owned by the university, the students union and the municipality in the city centre.

. behaviour, since it intends to create a better understanding between local community and the students in different areas such as mobility, cultural activities, social issues or science promotion.

URBAN RENEWAL – WATER FRONT
•••• Home to City ⟷ Home to University and water front ▨ New "front" UniverCity ● UniverCity buildings

> MAIN OUTCOMES

- Implementation of an integrated cultural agenda
- Increase the involvement of students in activities in city centre
- Increase the involvement of the local community in activities developed at the university
- Number of urban spaces renewed with improved use
- Number of buildings with improved use
- Percentage of students using active models of mobility

C. UNIVERCITY ATTRACTS

Aveiro can be a very important HUB for International Events. It can be the perfect city for Researchers to meet and develop new projects and ideas, developing "Research Camps". It can increase the number of international students providing excellence in education and quality of living. It can reinforce its position in the ICT cluster, on an international level. Based on those principles, there are three main programmes to be implemented:

- **C1. INAveiro Tech Festival** | nation-wide event on ICT
- **C2. Be in Aveiro** | integrated management of major events
- **C3. Come to Aveiro** | promoting the city and the university in the international markets

> ATTRACT TALENT TO WORK AND LIVE IN OUR CITY & UNIVERSITY
PROMOTE AVEIRO AS A NATIONAL ICT REFERENCE & UNIVERSITY CITY

> PLANNING AND IMPLEMENTING A MARKETING PLAN
Towards NATIONAL & INTERNATIONAL level

Branding Aveiro in international markets as a city where Knowledge plays a very important role in society. We intend to promote international events/seminars in the fields of smart specialization demonstrating the results of cooperation between the University and the region, and also to attract other international events and conferences, as well as researchers and international students.

> GOALS

- Reinforce and promote local identity, in order to better promote AVEIRO, the Region and its UNIVERSITY
- Promote Aveiro as a city of ICT and R&D
- Develop a calendar of cultural events of national dimension, in order to promote its attractiveness
- Attract and welcome foreign students & researchers

> SOLUTIONS. SHORT & MEDIUM TERM

> INVESTIMENT. PUBLIC & INSTITUTIONS

> **TABLE OF ACTIONS**

INAveiro Tech Festival	**Nation-wide event to promote Aveiro and its ICT branding**	City shows
		Innovation
Be in Aveiro Other events	**Integrated and centralized management of big events | Creation of an Annual Cultural Agenda of Events**	City attracts
		Big events
Come to Aveiro Territorial marketing and branding	Focusing on our identity and unique characteristics to promote the territory as an excellent place to live, study, work and visit **Promote Aveiro and its university on international markets | MICE Strategy**	University & city promote
		Brand Aveiro

> **MAIN OUTCOMES**

- Number of international events promoted by the city, the university and their partners
- Engagement of local companies in the organization of events
- Number of international events that take place in Aveiro, organized by other organizations
- Increase in the number of the International community at the University
- Increase the duration of stays and number of nights at Aveiro hotels

7. INVESTMENT PLAN

The overall budget for implementation during the period of 2016-2018 is approximately 6,5 Million Euros. According to this total budget:

EUniverCities LAP	Annual Investment			
	2016	2017	2018	TOTAL
	€ 1.750.000,00	€ 2.750.000,00	€ 2.000.000,00	€ 6.500.000,00
Axe I - UniverCity INNOVATES	€ 700.000,00	€ 600.000,00	€ 600.000,00	€ 1.900.000,00
Axe II - UniverCity WELCOMES	€ 650.000,00	€ 1.750.000,00	€ 1.000.000,00	€ 3.400.000,00
Axe III - UniverCity ATTRACTS	€ 400.000,00	€ 400.000,00	€ 400.000,00	€ 1.200.000,00

The main investors are the Municipality of Aveiro and the University of Aveiro. Additionally the Students Union (AAUAv) and the Innovative SME network (INOVARIA) will also play a very important role on its implementation and monitorization.

The funding of the EUniverCities Local Action Plan is very much dependent on the opportunities provided by PORTUGAL 2020/CENTRO 2020. New integrating tools have been proposed within the new funding framework which can be used to implement territorial strategies on the ground, linking the thematic objectives identified in the Partnership Agreements and Operational Programmes and the territorial dimension, such as: community-led local development (Article 32-35 of the Common Provisions Regulation) and integrated territorial investments (Article 36 of the Common Provisions Regulation).

In addition to the CLLD and ITI, the PORTUGAL2020/ CENTRO2020 provide other important opportunities, such as:

Competitive and Internationalization Operational Programme (CIOP) regarding:
·   Collective Actions System in the fields of Scientific and Technological Knowledge Transfer; Cooperation and Partnership Networks or Promotion of Entrepreneurship Spirit
·   Incentive Scheme for Companies in the field of Research and Technological Development
·   Scientific and Technological Research Support System

Human Capital Operational Programme (HCOP) regarding:
·   Quality, Innovation and Inclusion of Education and Training System

Sustainability and Efficient Use of Resources Operational Programme (SEUROP) regarding:

- Support to promote the use of green transport and sustainable mobility
- Rehabilitation and Quality of Urban Environment

		Funding opportunities		
	ITI	CIOP	HCOP	SEUROP
UNIVERCITY INNOVATES				
A₁ Innovation City		⊹		
A₂ Innovation Vouchers		⊹		
A₃ Innovation Scholarships		⊹		
A₄ Demola AVEIRO	⊹	⊹		
A₅ Promote Science		⊹		
UNIVERCITY WELCOMES				
B₁ Aveiro is Ours		⊹	⊹	
B₂ Move				⊹
B₃ Live the City			⊹	⊹
B₄ Renew				⊹
UNIVERCITY ATTRACTS				
C₁ INAveiro Tech Festival		⊹		
C₂ Be IN Aveiro		⊹		
C₃ Come to Aveiro		⊹		
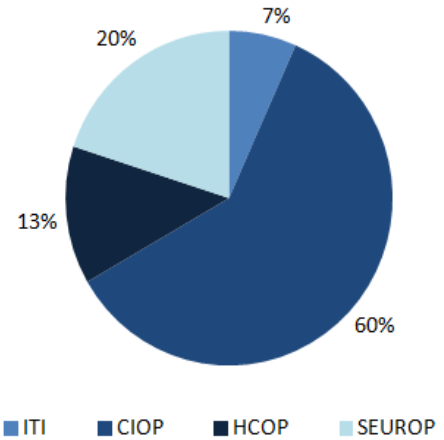
⊹ Needed more information to analyze this programme
⊹ With the available information, it seems possible

The above graph roughly presents the mix of funding which will support the implementation of the EUniverCities LAP. Only after publication of the new Calls within the Portugal2020/ Centro2020 programme, will we be able to analyse accurately the opportunities and apply to secure the necessary funding for the implementation of the different programmes under the EUniverCities LAP.

8. CONCLUSIONS

It is clear that knowledge has a strong relationship to broader issues, such as economic and social development, and it is necessary to combine efforts and act together, in order to ensure the maximum effect of teaching and research in society. For this to happen the civic university should be promoted as a model which helps break down barriers and allow a connection between the public and private sectors. This model should be taken into account in the debate about what kind of public university should exist in the future. It has been possible to develop and introduce strategies to incorporate civic engagement in teaching and research, and not as a separate activity.

The multiple challenges that society faced show the need for an integrated and territorial approach to deliver an effective response. The EUniverCities LAP is multi-dimensional, tailored to place-specific features and outcomes, which may mean going beyond traditional administrative boundaries and may require greater willingness from different levels of government to co-operate and co-ordinate actions, in order to achieve shared goals. In fact some of the actions presented in this LAP, although defined with the City and the University, will be implemented on a Regional level.

The EUniverCities project has given the University, the City and the Students Union the opportunity to overcome physical and mental barriers between institutions. They are now prepared to implement policies and actions designed to promote a more attractive, liveable, sustainable, and prosperous city.

Annex 1 – Action Fact Sheets

Strategic axis:

UNIVERCITY INNOVATES

Action:

INnovation City

Project:

A1

Promoter:

UA / CMA / INOVARIA

Project summary:

The **UniverCity** creates opportunities to test in real worlds the products and services developed by research. To support the development of the solutions so that they can go from local to global, Aveiro proposes to gather the conditions to pre-validate the methodologies, concepts and technologies before they enter the international markets. The city will be a living lab for experimentation of innovative solutions in urban space.

There will be continuous updating of data available from public services and collected from the various experiences, creating a base platform to develop new solutions. To optimize these results it´s intended to constantly come up with new challenges and disseminate them, tested products and services or research that intends to implement by creating a platform that enables the combination of interests, and enable that solutions are the result of collective efforts of the university, through the technology platforms, and local businesses. Support from the local administration will also happen identificating daily challenges it deals with.

Strategic goals:

• Create conditions to test solutions-the city as laboratory of experimentations
• Ensure the adjustment to real needs, rethinking strategies and technologies to respond to new challenges
• Implementation of innovative solutions
• Development of products / services in partnership and with the possibility of business development
• Development of good sustainable practices
• Improvement and optimization of urban and life functions in the city
• Business development of products / services in the global market

Methodology:

1. Identification of challenges: Research and City in five distinct areas
2. Promotion activities on Urban Innovation
3. Selection of projects to be implemented
4. Training and support of the team, and solution development
5. Implementation

Investment (2015-2018):

€	500.000,00

Partnerships:

AIDA
IT
Others

Target:

Students from Primary and Secondary	☐	Teachers	☐
University Students	☑	Social Services	☐
SMEs	☑	Local Community	☐
Entrepreneurs	☑	Local Associations	☐
Researchers	☑	CEO, Enterprise Owners	☑
Unemployed population	☐	International researchers	☑

Note: Select a maximum of 3 goals taking into account the strategic area chosen

Goals UNIVERCITY INNOVATES:

. Promote the knowledge transfer	☐
. Promote the connection between the University and the enterprises in the Region	☑
. Promote the connection and synergies between the University and the City	☑
. Stimulate the establishment of graduates and researchers	☑
. Stimulate the creation of new businesses	☐

Goals UNIVERCITY WELCOMES:

. Change mental map of students and residents	☐
. Promote the connection between the students and the city	☐
. Improve the quality of life of both residents and students	☐
. Promote the use of public space	☐
. Stimulate social inclusion between students and local communities	☐

Goals UNIVERCITY ATTRACTS:

. Promote the connection between the students and the territory	☐
. Increase the number of students e residents	☐
. Increase attractiveness for graduates	☐
. Increase attractiveness for private investment	☐
. Promote the unique and distinctive factors of the territory	☐

Indicators:

Description	Unit	Quantity
Beneficiary companies	num	10/ year
Applications for Horizon 2020 approved	num	2/ year
Development prototypes / concept trials in Aveiro	num	5/year

Structural Funds Support (Portugal 2020):

Priority Axe	OT (Thematic Objective)	PI (Priority Investment)
1: Investigation, development and inovation	1	1.2
8: Strengthen institutional capacity of regional entities	2	2.3

Project summary:

The vouchers are intended for companies interested in developing and applying research to their needs. Innovation vouchers are assigned to enable to work with the university in defining the solutions. It's created a temporary support system to enable companies to develop research and development activities to create new products and solutions. The collaboration, which takes place in a short period of time, aims to improve the production profile of the economic framework, fostering the provision of services and creation of skilled jobs and consequent innovation in SMEs.

It will be also possible for local trade and services to get access to the vouchers for promoting innovation and differentiation of service offering, in order to boost the local economy. The services, providing consulting system for the incubation of new solutions, will support in the areas of:

Product Qualification | studies applied to the goods; design and product differentiation; new forms of consumption and proximity economies

Modernization of service | adaptation to new processes, technologies and consumer profiles; quality management; accessibility for all; legal and accounting issues; certification and qualifications; automation; data matching to optimize space and resources; energy efficiency

Strategy and marketing | dissemination and marketing strategies; visibility and attractiveness; new technologies of common communication; translation and adaptation to the international audience; applying for funding; tourism promotion

Strengthening identity and differentiation | collective events; rehabilitation and protection of the heritage; working groups and promotion of areas and / or routes; strengthen historical and heritage values as a tourist attraction factor

Strategic goals:

• Increase investment in research and development in Aveiro companies
• Development of qualification processes, enhancing competitiveness factors and their impact on productive economic framework profile
• Support for scientific research and applied technology
• Strengthening skills of research infrastructures
• Exploring innovative potential with ideas to address the business and societal challenges
• Increase the projects and activities in cooperation of companies and research entities
• Production of new or significantly improved goods and services
• Boost the local economy

Methodology:

1. Identification of needs from the companies
2. Correspondence between products to implement and research units / researchers involved in the allocation of vouchers
3. Selection of projects to be implemented
4. Training Team and solution development
5. Development and implementation of the solution

Investment (2015-2018):

€	350.000,00

Partnerships:

City of Aveiro
InovaRia
AIDA

Target:

Students from Primary and Secondary	☐	Teachers	☐
University Students	☑	Social Services	☐
SMEs	☑	Local Community	☐
Entrepreneurs	☑	Local Associations	☐
Researchers	☑	CEO, Enterprise Owners	☑
Unemployed population	☑	International researchers	☐

Note: Select a maximum of 3 goals taking into account the strategic area chosen

Goals UNIVERCITY INNOVATES:

. Promote the knowledge transfer	☑
. Promote the connection between the University and the enterprises in the Region	☑
. Promote the connection and synergies between the University and the City	☐
. Stimulate the establishment of graduates and researchers	☑
. Stimulate the creation of new businesses	☐

Goals UNIVERCITY WELCOMES:

. Change mental map of students and residents	☐
. Promote the connection between the students and the city	☐
. Improve the quality of life of both residents and students	☐
. Promote the use of public space	☐
. Stimulate social inclusion between students and local communities	☐

Goals UNIVERCITY ATTRACTS:

. Promote the connection between the students and the territory	☐
. Increase the number of students e residents	☐
. Increase attractiveness for graduates	☐
. Increase attractiveness for private investment	☐
. Promote the unique and distinctive factors of the territory	☐

Indicators:

Description	Unit	Quantity
Beneficiary companies	num	10/ year
Research projects in companies	num	10/year

Structural Funds Support (Portugal 2020):

Priority Axe	OT (Thematic Objective)	PI (Priority Investment)
2: Competitiveness and Internationalization of Regional Economy	3	3.3

Project summary:

Training IT talents is an urgent need for the national economy, with estimates that currently is missing eight thousand computer specialists and that the search largely exceeds supply. E-Skills study in Europe from january 2014 reveals, for Portugal, which in 2012 lacked 3900 IT professionals, that the situation tends to worsen in the coming years with the probable wage increase in some areas. By 2020 there will be 15 000 jobs unfilled in the sector. The existence of labor-skilled workers is one of the main reasons to keep business in a particular locality and especially the ICTE sector, failure to hand labor could lead to the relocation of businesses, especially SMEs and start-ups, to other regions, such as Porto and Lisbon, a phenomenon that has already happened. Inova-Ria accumulates 12 years of relevant activity in attracting and retaining talent in the companies of the ICTE sector, particularly in companies located in Aveiro region. With the Innovation Scholarship Program is intended on the one hand empower talents in TICE areas, as they are integrated in reference to SMEs in the sector.

Strategic goals:

. Retaining talent trained in Aveiro, enabling their integration in the city's technology companies
. Attracting talent, enabling the arrival and integration in the city of qualified young people from other national or international regions, contributing to greater cultural diversity in business and city
. Increasing interest of companies to develop new skills for the company
. Creating effective job after completion of the research grants

Methodology:

Annually will be established 10 partnerships with local companies in the area of manufacturing that aim to integrate into its ranks a young researcher in areas of knowledge of interest to the company. Through the competition, master's or doctorate students will be chosen to obtain a 24-month scholarship to develop research projects in local companies. The INOVARIA will also establish partnerships with 10 companies of the municipality in the area of TICE. This program will be advised by the Foundation for Science and Technology and will follow up the GENIUS program initiated by INOVARIA in 2010. The award of research grants in companies treated as FCT grants (BMOBI) will be given for students with high merit and performance to develop research projects in Aveiro companies.
Every year 20 scholarships will be awarded, lasting 24 months and the scholarship co-financed by 80% by the European Social Fund and the remaining 20% by the company hosting the fellow.

Investment (2015-2018):

800.000,00 €

Partnerships:

UA
AIDA
City of Aveiro

Target:

Students from Primary and Secondary	☐	Teachers	☐
University Students	☑	Social Services	☐
SMEs	☑	Local Community	☐
Entrepreneurs	☐	Local Associations	☐
Researchers	☑	CEO, Enterprise Owners	☑
Unemployed population	☐	International researchers	☐

Note: Select a maximum of 3 goals taking into account the strategic area chosen

Goals UNIVERCITY INNOVATES:

. Promote the knowledge transfer	☑
. Promote the connection between the University and the enterprises in the Region	☑
. Promote the connection and synergies between the University and the City	☐
. Stimulate the establishment of graduates and researchers	☑
. Stimulate the creation of new businesses	☐

Goals UNIVERCITY WELCOMES:

. Change mental map of students and residents	☐
. Promote the connection between the students and the city	☐
. Improve the quality of life of both residents and students	☐
. Promote the use of public space	☐
. Stimulate social inclusion between students and local communities	☐

Goals UNIVERCITY ATTRACTS:

. Promote the connection between the students and the territory	☐
. Increase the number of students e residents	☐
. Increase attractiveness for graduates	☐
. Increase attractiveness for private investment	☐
. Promote the unique and distinctive factors of the territory	☐

Indicators:

Description	Unit	Quantity
Research projects in companies	num.	20/year
Integration of scholarship holders in business / skilled jobs created	%	60

Structural Funds Support (Portugal 2020):

Priority Axe	OT (Thematic Objective)	PI (Priority Investment)
2: Competitiveness and Internationalization of Regional Economy	3	3.3

Strategic axis:

| UNIVERCITY INNOVATES |

Project:

| A4 |

Action:

| Demola AVEIRO |

Promoter:

| UA |

Project summary:

The city of Aveiro and the University of Aveiro intend to implement the first center Demola in Portugal as a result of the partnership established with the City of Tampere, partner in EUniverCities network. The Demola Aveiro will be associated with the Aveiro Incubation Pole taking as connecting tool between the business fabric of the Region and students of the University of Aveiro.
The project is promoted by the University of Aveiro and will be implemented on a Regional Level.
The Demola project creates the necessary partnerships to cross needs and solutions in a stimulating environment, innovative and multidisciplinary, necessary for the production of knowledge. Learning is based on problems and challenges of real life. On the other hand, the production of skilled and creative responses stimulate change of the profile of the economic framework.

Strategic goals:

. Promote a real link between the business community and students
. Promote teamwork through setting up multidisciplinary teams of students
. Promote the realization of research projects related to real business problems
. Enhance the creative and entrepreneurial skills of students and college seniors

Methodology:

Following the Demola model, the project is implemented according to the following phases:
1. Presentation of CHALLENGES by companies of Aveiro Region
2. Establishment of Multidisciplinary teams of students and teachers / researchers
3. Annual event to present the Enterprise Challenges to the university community
4. Development of ideas / projects by the teams in accordance with the challenges presented, followed by Demola team and enterprises;
5. Presentation of results of work developed in a final event with award of prizes

Investment (2015-2018):

| € | 75.000,00 |

Partnerships:

| CIRA / City of Aveiro |
| INOVARIA, AIDA |
| AAUAv, AAAUAv |

Target:

Students from Primary and Secondary	☐	Teachers	☐
University Students	☑	Social Services	☐
SMEs	☐	Local Community	☐
Entrepreneurs	☑	Local Associations	☐
Researchers	☑	CEO, Enterprise Owners	☑
Unemployed population	☐	International researchers	☐

Note: Select a maximum of 3 goals taking into account the strategic area chosen

Goals UNIVERCITY INNOVATES:

. Promote the knowledge transfer ☑

. Promote the connection between the University and the enterprises in the Region ☐

. Promote the connection and synergies between the University and the City ☐

. Stimulate the establishment of graduates and researchers ☑

. Stimulate the creation of new businesses ☑

Goals UNIVERCITY WELCOMES:

. Change mental map of students and residents ☐

. Promote the connection between the students and the city ☐

. Improve the quality of life of both residents and students ☐

. Promote the use of public space ☐

. Stimulate social inclusion between students and local communities ☐

Goals UNIVERCITY ATTRACTS:

. Promote the connection between the students and the territory ☐

. Increase the number of students e residents ☐

. Increase attractiveness for graduates ☐

. Increase attractiveness for private investment ☐

. Promote the unique and distinctive factors of the territory ☐

Indicators:

Description	Unit	Quantity
Developed projects	num.	12/ year
Events promoted by business and UA	num.	2/ year
Participation in cooperation networks at European level	num.	1

Structural Funds Support (Portugal 2020):

Priority Axe	OT (Thematic Objective)	PI (Priority Investment)
2: Competitiveness and Internationalization of Regional Economy	3	3.1

Strategic axis:

| UNIVERCITY INNOVATES |

Action:

| Promote science and technology |

Project:

| A5 |

Promoter:

| CMA / UA |

Project summary:

Promoting science and technology program to the general public, increasing the community's interest in these areas, through cooperation protocols between the CMA and the UA, through the Live Science Factory and other educational institutions that can bridge the gap between knowledge and community.

The center of Aveiro Live Science Factory is a structure of the University of Aveiro, which gives it an added value, creating innovative capacities to develop content and dynamic programming, dedicated to science communication. Some examples of this offer are two rooms dedicated to robotics, the holography lab and the stimulation of activities created.

This work has already been developed, but it's intended to be improved also stimulating the use of ICT in schools with new methodologies. The introduction of ICT in Portuguese schools has been made in a logic of users and it turns out that the main focus centered on the use of equipment and not to stimulate the development of future professionals that may in the future come to choose a career in this sector. Aveiro can start working as a pilot city, benchmark in the industry, experiencing new methodologies, taking the technological and innovative dimension that has characterized the city in recent decades.

Strategic goals:

. Promote scientific and technological dissemination actions
. Development of scientific and technological culture among the general public
. Provide enabling conditions for the experimental teaching of science and ICT
. Approaching the general public of Science and scientists

Methodology:

The program setting will be done annually by the factory, updating the tools and methodologies to stimulate ICT education. Program will include a diverse set of activities, in different formats, allowing different levels of interaction: exhibitions, laboratories, shows, itinerant activities, radio and television programs, experimentation with electronic technologies and publications. The program must demonstrate that many of the methods and discoveries of science and technology are accessible to ordinary citizens, promoting their education in recreational settings.

Investment (2015-2018):

| € | 175.000,00 |

Partnerships:

| Aveiro Schools Unions |
| |
| |

Target:

Students from Primary and Secondary	☑	Teachers	☐
University Students	☑	Social Services	☐
SMEs	☐	Local Community	☑
Entrepreners	☐	Local Associations	☑
Researchers	☐	CEO, Enterprise Owners	☐
Unemployed population	☑	International researchers	☐

Note: Select a maximum of 3 goals taking into account the strategic area chosen

Goals UNIVERCITY INNOVATES:

. Promote the knowledge transfer ☑

. Promote the connection between the University and the enterprises in the Region ☐

. Promote the connection and synergies between the University and the City ☑

. Stimulate the establishment of graduates and researchers ☑

. Stimulate the creation of new businesses ☐

Goals UNIVERCITY WELCOMES:

. Change mental map of students and residents ☐

. Promote the connection between the students and the city ☐

. Improve the quality of life of both residents and students ☐

. Promote the use of public space ☐

. Stimulate social inclusion between students and local communities ☐

Goals UNIVERCITY ATTRACTS:

. Promote the connection between the students and the territory ☐

. Increase the number of students e residents ☐

. Increase attractiveness for graduates ☐

. Increase attractiveness for private investment ☐

. Promote the unique and distinctive factors of the territory ☐

Indicators:

Description	Unit	Quantity
Young people involved in activities	num	2500/year

Structural Funds Support (Portugal 2020):

Priority Axe	OT (Thematic Objective)	PI (Priority Investment)
3: Developing Human Potential	10	10.5

Strategic axis:

UNIVERCITY WELCOMES

Project:

B1

Action:

AVEIRO É NOSSO (Aveiro is Ours)

Promoter:

AAUAv / UA

Project summary:

The connection of students with the city that receives them is one factor that determines and promotes its fixation upon completion of studies. Through extensive action, and continuing along its path, it is intended that students feel welcomed by the city of Aveiro. Throughout their academic career will be streamlined various actions that help create a sense of belonging not only for the University but also the city, its history, values and dynamics. It will be designed a program that allows to know and experience what is unique in Aveiro, promoting existing structures, crossing the city and university programs and concentrating the efforts of both institutions. In pararell, will be promoted demonstrations of what is done in the university, focus on student interaction with the city for professional and philanthropic reasons. In this way, the conditions will be created for these students to create experiments that facilitate and encourage their attachment to the city, according to an active policy of job creation.

Strategic goals:

. Promoting social inclusion of students and residents, breaking the mental barriers in the relationship with the local community
. Implementation of a joint cultural agenda
. Create synergies between the students and the entities involved
. Promote the differentiating characteristics of the territory
. Increase positive experiences in the city
. Attracting new students wishing to study in Aveiro

Methodology:

In addition to a specific schedule for integrating new students and teachers / researchers at the beginning of the school year, we intend to further integrate cultural and recreational activities of the associations involved in the UA and existing activities or to be programed by public and private entities that act in town. The program will fit to different phases of student involvement with the city: while receiving the new student is important to bring the existing cultural structures, providing a set of tools and pretexts for future experiments (introductory kit Aveiro) ; during the academic route will be promoted shows and demonstrations of the work done in a real context (eg living lab, made In DECA, etc); at the same time there will be a set of city events designed with the involvement of students and events AAUAv directed to the city, within the slogan of Aveiro is ours, and a set of interaction experiences with the community, especially focused on social development of disadvantaged community.

Investment (2015-2018):

€	275.000,00

Partnerships:

City of Aveiro
Others

Target:

Students from Primary and Secondary	☑	Teachers	☐
University Students	☑	Social Services	☑
SMEs	☑	Local Community	☑
Entrepreneurs	☐	Local Associations	☑
Researchers	☐	CEO, Enterprise Owners	☑
Unemployed population	☐	International researchers	☐

Note: Select a maximum of 3 goals taking into account the strategic area chosen

Goals UNIVERCITY INNOVATES:

. Promote the knowledge transfer ☐

. Promote the connection between the University and the enterprises in the Region ☐

. Promote the connection and synergies between the University and the City ☐

. Stimulate the establishment of graduates and researchers ☐

. Stimulate the creation of new businesses ☐

Goals UNIVERCITY WELCOMES:

. Change mental map of students and residents ☑

. Promote the connection between the students and the city ☑

. Improve the quality of life of both residents and students ☐

. Promote the use of public space ☐

. Stimulate social inclusion between students and local communities ☑

Goals UNIVERCITY ATTRACTS:

. Promote the connection between the students and the territory ☐

. Increase the number of students e residents ☐

. Increase attractiveness for graduates ☐

. Increase attractiveness for private investment ☐

. Promote the unique and distinctive factors of the territory ☐

Indicators:

Description	Unit	Quantity
Colective actions	num	4/ year
Students kit	num	1500/ year
City appropriation guided paths	num	200/ year
Housing Facilities Acreditated	num	100

Structural Funds Support (Portugal 2020):

Priority Axe	OT (Thematic Objective)	PI (Priority Investment)
5: Strengthen social and territorial cohesion	9	9.10

Strategic axis:

UNIVERCITY WELCOMES

Action:

Move the UniverCity

Project:

B2

Promoter:

UA / CMA

Project summary:

Considering the characteristics of the academic community, there is a predisposition to adopt soft modes of mobility that may induce reproduction of this effect by the rest of the population. This behavior change promotes the connection to the local territories, enabling new experiences. The awareness campaign is directed to the university community and from these to the larger community. In parallel, it is expected to promote continuity and clarification of the UA connecting paths with small interventions.

They will be streamlined several actions that include contests with the involvement of companies operating in this area of soft mobility, reinforcing the importance of cycling on the one hand, and supporting the economic development of companies in this field of activity. Also the implementation of the BUGA 2.0 project will be closely associated with these activities.

Strategic goals:

• Structured introduction of active modes of mobility
• Improvement of active modes network
• Integration between the campus and the surrounding urban area
• Identify pathways used by students as privileged users
• Promoting of integrated use of the pedestrian mode, cycling and public transport
• Organization and conditioning traffic and car parking in the UA surrounding
• Promotion activities / contests inducing the use of bike as mobility preferred means

Methodology:

1. Identification and mapping of the main obstacles to adopt soft modes by the academic community
2. Awareness and information, clarifying alternative means of transportation (link to the student welcome kit)
3. Resolve discontinuities, improving the physical conditions with small interventions (connection with B3 and B4)
4. Implementation of activities that promote the use of bicycle

Investment (2015-2018):

€ 150.000,00

Partnerships:

| AAUAv, AAAUAv |
| AU |
| |

Target:

Students from Primary and Secondary ☐	Teachers ☐
University Students ☑	Social Services ☐
SMEs ☐	Local Community ☑
Entrepreneurs ☐	Local Associations ☑
Researchers ☐	CEO, Enterprise Owners ☐
Unemployed population ☐	International researchers ☐

Note: Select a maximum of 3 goals taking into account the strategic area chosen

Goals UNIVERCITY INNOVATES:

. Promote the knowledge transfer ☐

. Promote the connection between the University and the enterprises in the Region ☐

. Promote the connection and synergies between the University and the City ☐

. Stimulate the establishment of graduates and researchers ☐

. Stimulate the creation of new businesses ☐

Goals UNIVERCITY WELCOMES:

. Change mental map of students and residents ☑

. Promote the connection between the students and the city ☑

. Improve the quality of life of both residents and students ☐

. Promote the use of public space ☑

. Stimulate social inclusion between students and local communities ☐

Goals UNIVERCITY ATTRACTS:

. Promote the connection between the students and the territory ☐

. Increase the number of students e residents ☐

. Increase attractiveness for graduates ☐

. Increase attractiveness for private investment ☐

. Promote the unique and distinctive factors of the territory ☐

Indicators:

Description	Unit	Quantity
Link train station - UA (Confort Path)	Kms	4
Production of content / information	Num	3
Disclosure mobility Kit	Num	6.000
Competitions about Mobility	Num	3

Structural Funds Support (Portugal 2020):

Priority Axe	OT (Thematic Objective)	PI (Priority Investment)
6: Enhance the sustainability of resources	4	4.5

Strategic axis:
UNIVERCITY WELCOMES

Action:
Live the UniverCity

Project:
B3

Promoter:
UA / CMA / AAUAv

Project summary:

The use of spaces depends on their appropriation by the closest community. It is intended to create the conditions so that these users can also take the role of prosecutors, following the solutions from the moment of identification of needs to the implementation of the intervention.
It is forseen that the construction of proximity spaces can be the venue of trials for residents and academic community, improving social and community development. It is intended to support integrated interventions in urban space, an initiative of users, through small-scale interventions with cost-effective solutions to real problems. The joint work between the university community and the population promotes intergenerational involvement and social cohesion at the same time that reinforces the sense of belonging.

This program follows on from the VivaCidade project promoted under the "Actors of Urban Change" program.

Strategic goals:

• Strengthen local identity and sense of belonging
• Promote active and positive participation by supporting the university community
• Intergenerational involvement and social cohesion
• Urban regeneration through changes promoted by community
• Ownership and use of urban spaces

Methodology:

1. Definition of the rules (Regulation and Jury);
2. Project dissemination to the population and the actors from UA;
3. Selection of the projects to be developed;
4. Training of selected working groups;
5. Follow up on implementation

Investment (2015-2018):

€	175.000,00

Partnerships:

Local Associations
Local shopers

Target:

Students from Primary and Secondary	☐	Teachers	☐
University Students	☑	Social Services	☑
SMEs	☑	Local Community	☑
Entrepreneurs	☐	Local Associations	☑
Researchers	☐	CEO, Enterprise Owners	☐
Unemployed population	☐	International researchers	☐

Note: Select a maximum of 3 goals taking into account the strategic area chosen

Goals UNIVERCITY INNOVATES:

. Promote the knowledge transfer	☐
. Promote the connection between the University and the enterprises in the Region	☐
. Promote the connection and synergies between the University and the City	☐
. Stimulate the establishment of graduates and researchers	☐
. Stimulate the creation of new businesses	☐

Goals UNIVERCITY WELCOMES:

. Change mental map of students and residents	☑
. Promote the connection between the students and the city	☐
. Improve the quality of life of both residents and students	☐
. Promote the use of public space	☑
. Stimulate social inclusion between students and local communities	☑

Goals UNIVERCITY ATTRACTS:

. Promote the connection between the students and the territory	☐
. Increase the number of students e residents	☐
. Increase attractiveness for graduates	☐
. Increase attractiveness for private investment	☐
. Promote the unique and distinctive factors of the territory	☐

Indicators:

Description	Unit	Quantity
Population empowerment (associative and other leaders)	Num	12/ action
Support of actions	num	6/ year
Events	num	6
Urban Renewal	m2	300

Structural Funds Support (Portugal 2020):

Priority Axe	OT (Thematic Objective)	PI (Priority Investment)
9: Strengthen Urban Network	9	9.8
5: Strengthen social and territorial cohesion	9	9.10

Strategic axis:

UNIVERCITY WELCOMES

Action:

Renew west UniverCity

Project:

B4

Promoter:

UA / CMA

Project summary:

For the experiences of students and the city to intersect, it is necessary to strengthen the network, creating dynamics along the pathways home-university-ria. It is important that the city can attract students, improving their residential function, providing it with complementary activities, creating living spaces with new features. Equipment and university buildings in the city should be enhanced to meet the needs of students, promote leisure activities productively and creatively (eg. cultural production, testing laboratories, workshops for prototyping, spaces to study, space to exhibite) and make visible their role in the production of knowledge. The experience of the city brings students closer to the real challenges, implementing civic university as a strategy that makes civic engagement an important part of teaching and research. On the other hand the population should feel comfortable to enjoy and go through the university spaces to get to the water front, valuing the natural and landscape components of Aveiro. It is foreseen urban regeneration operations involving physical rehabilitation of the building and the redevelopment of public spaces, promoting the refunctionalization and the social and economic revitalization of the intervention areas.

Strategic goals:

. Promoting multifunctional city with the university community
. Promotion of under-utilized spaces, as centers of cultural production and knowledge (UA buildings, CMA and AAUAv in the city center)
. Improve the physical and mental connections along the way, home-university-ria
. Improve the link between University and the Ria of Aveiro, promoting intervention in the area of Rua da Pega, offering new features and experiences

Methodology:

1. Definition of the strategy and planning of interventions;
2. Proposals for integration within the PEDU- Sustainable Urban Development Plan (Urban Authority);
3. Creation of protocols and partnerships aimed at boosting the spaces created in the city center (link with A4 and B1);
4. Implementation of physical interventions

Investment (2015-2018):

| € | 2.800.000,00 |

Partnerships:

| AAUAv |
| UA |

Target:

☑ Students from Primary and Secondary	☐ Teachers
☑ University Students	☐ Social Services
☑ SMEs	☑ Local Community
☑ Entrepreneurs	☑ Local Associations
☑ Researchers	☐ CEO, Enterprise Owners
☐ Unemployed population	☐ International researchers

Note: Select a maximum of 3 goals taking into account the strategic area chosen

Goals UNIVERCITY INNOVATES:

. Promote the knowledge transfer ☐

. Promote the connection between the University and the enterprises in the Region ☐

. Promote the connection and synergies between the University and the City ☐

. Stimulate the establishment of graduates and researchers ☐

. Stimulate the creation of new businesses ☐

Goals UNIVERCITY WELCOMES:

. Change mental map of students and residents ☐

. Promote the connection between the students and the city ☑

. Improve the quality of life of both residents and students ☑

. Promote the use of public space ☑

. Stimulate social inclusion between students and local communities ☐

Goals UNIVERCITY ATTRACTS:

. Promote the connection between the students and the territory ☑

. Increase the number of students e residents ☐

. Increase attractiveness for graduates ☐

. Increase attractiveness for private investment ☐

. Promote the unique and distinctive factors of the territory ☐

Indicators:

Description	Unit	Quantity
Rehabilitation and re-functionalization of public buildings	num.	3
Qualification of urban landscape	m2	10000
Bike lanes created/ shared spaces	km	5

Structural Funds Support (Portugal 2020):

Priority Axe	OT (Thematic Objective)	PI (Priority Investment)
9: Strengthen Urban Network	9	9.10

Strategic axis:

UNIVERCITY ATTRACTS

Action:

INAveiro Tech Fest

Project:

C1

Promoter:

UA / CMA / AAUAv

Project summary:

The INAVEIRO Festival joins companies, entrepreneurs, creative and the general public on the same stage (the city of Aveiro) to discuss and experience the future. It is an event that affirms the Aveiro mark in the field of TICE and R & D and promotes it to a regional, national and international scale.

In the 4-day event, the Festival provides an Innovation Fair, an exhibition space that allows the presentation of products / services developed and marketed by local and international companies in the field of TICE and R & D. The fair also aims to offer a program of initiatives that provides the exchange of interests, sharing of views and experience and the debate of ideas that enrich the business environment and strengthen the knowledge of the agents involved and the construction of high thoughts in these areas . In parallel with the Innovation Fair is intended to be carried out a program of activities in the field of Music, to complement the exhibition and economic structure of the Fair, with a cultural program, also geared to new technologies and innovation, that provides a true cultural enjoyment in the city and in the community.

Strategic goals:

. Provide discussion, debate and the sharing of new ideas, innovative products and solutions
. Disseminate innovative products and services of our companies and knowledge centers
. Promote Aveiro as a reference in the areas of TICE and R & D
. Stimulate networking, boosting the research and development of enterprises
. Disseminate and boost the City policy of entrepreneurship promotion

Methodology:

With a diverse structure of activities, the festival INAveiro gathers:
. Exhibition spaces
. Areas for discussion, sharing and exchanging experiences
. The dissemination and testing of new products and services in an innovative and technology-based
. Training in different areas
. The promotion of local and national business
. A cultural program based on the theme of the event

Investment (2015-2018):

€	525.000,00

Partnerships:

Telecomunication Institute
Inovaria
UA

Target:

Students from Primary and Secondary	☑	Teachers	☑
University Students	☑	Social Services	☐
SMEs	☑	Local Community	☑
Entrepreneurs	☑	Local Associations	☐
Researchers	☑	CEO, Enterprise Owners	☑
Unemployed population	☑	International researchers	☑

Note: Select a maximum of 3 goals taking into account the strategic area chosen

Goals UNIVERCITY INNOVATES:

. Promote the knowledge transfer ☐

. Promote the connection between the University and the enterprises in the Region ☐

. Promote the connection and synergies between the University and the City ☐

. Stimulate the establishment of graduates and researchers ☐

. Stimulate the creation of new businesses ☐

Goals UNIVERCITY WELCOMES:

. Change mental map of students and residents ☐

. Promote the connection between the students and the city ☐

. Improve the quality of life of both residents and students ☐

. Promote the use of public space ☐

. Stimulate social inclusion between students and local communities ☐

Goals UNIVERCITY ATTRACTS:

. Promote the connection between the students and the territory ☐

. Increase the number of students e residents ☐

. Increase attractiveness for graduates ☑

. Increase attractiveness for private investment ☑

. Promote the unique and distinctive factors of the territory ☑

Indicators:

Description	Unit	Quantity
Exhibitors/ active participants	num	30
Cultural events and demonstration	num	20
Visitors	num	1.000
Partnerships	num	10

Structural Funds Support (Portugal 2020):

Priority Axe	OT (Thematic Objective)	PI (Priority Investment)
1: Investigation, development and inovation	1	1.2

Strategic axis:

UNIVERCITY ATTRACTS

Action:

Be in Aveiro

Project:

C2

Promoter:

UA / CMA / AAUAv

Project summary:

Associated with the program of events "Aveiro is Ours" it's expected to involve the city and the academic community also in the co-production of the major annual events: Fall Festivals; Biennual of Ceramics; Young Creator; Open Week of Science and Technology; Research Day; City Festivities (Ria) around the canals and Ria de Aveiro.

With this perspective, it is intended that there is a collective effort that can improve quality, increasing and expanding the type of publics that it seeks to reach. The development, updating events and the creation of new offers intends to strengthen Aveiro position in the national and international context.

The program of the different events will be reinforced with actions to strengthening the link between the community and the Aveiro University community as well as increasing the external attractiveness of these events.

In addition to the integration of new activities in existing programs, it will be set an integrated marketing strategy for the annual program of events to ensure greater national and international visibility and consequent increase in the number of visitors of these events.

Strategic goals:

. Implementation of a joint cultural agenda
. Promote the differentiating characteristics of the territory
. Promote the relationships between Aveiro community + university community, thereby increasing the attractiveness of the university city of Aveiro
. Increasing the number of students and the number of resident students

Methodology:

. Creation of the working group of the UA, AAUAv and CMA to define the annual program of events.
. Setting the calendar of events
. Hiring experts in defining the communication strategy of events
. Implementation of the Annual Events Global Communication Strategy - national campaign to increase the number of visitors to the city of Aveiro

Investment (2015-2018):

€	475.000,00

Partnerships:

Turism of Center of Portugal
Science Factory
Others

Target:

Students from Primary and Secondary	☑	Teachers	☑
University Students	☑	Social Services	☐
SMEs	☑	Local Community	☑
Entrepreneurs	☐	Local Associations	☑
Researchers	☐	CEO, Enterprise Owners	☑
Unemployed population	☐	International researchers	☐

Note: Select a maximum of 3 goals taking into account the strategic area chosen

Goals UNIVERCITY INNOVATES:

. Promote the knowledge transfer	☐
. Promote the connection between the University and the enterprises in the Region	☐
. Promote the connection and synergies between the University and the City	☐
. Stimulate the establishment of graduates and researchers	☐
. Stimulate the creation of new businesses	☐

Goals UNIVERCITY WELCOMES:

. Change mental map of students and residents	☐
. Promote the connection between the students and the city	☐
. Improve the quality of life of both residents and students	☐
. Promote the use of public space	☐
. Stimulate social inclusion between students and local communities	☐

Goals UNIVERCITY ATTRACTS:

. Promote the connection between the students and the territory	☑
. Increase the number of students e residents	☐
. Increase attractiveness for graduates	☐
. Increase attractiveness for private investment	☑
. Promote the unique and distinctive factors of the territory	☑

Indicators:

Description	Unit	Quantity
Certification of events	num.	4
Increase participants	%	20
Events promoted by CMA and UA	num.	4/ year

Structural Funds Support (Portugal 2020):

Priority Axe	OT (Thematic Objective)	PI (Priority Investment)
1: Investigation, development and inovation	1	1.2

Strategic axis:

UNIVERCITY ATTRACTS

Project:

C3

Action:

Come to Aveiro

Promoter:

UA / CMA / AAUAv

Project summary:

Promoting the identity and unique characteristics of an excellent territory to live, study, work and visit requires an integrated strategy to promote natural and rich heritage, and the identification of options for access to knowledge and economic development as promoters of life quality. Thus, the differentiating elements will be promoted, with special reference to international events in the areas of smart specialization, showing the results of cooperation between the University and the region, attracting new audiences and other events.

A joint effort means promoting the University of Aveiro, one of the best universities at European level, increasing the number of foreign students and researchers who wish to live in Aveiro, and simultaneously promote Aveiro City as a unique destination and privileged for organizing events, conferences and other business meetings of researchers from around the world.

Both institutions collaborate with several international networks that are effective means for the promotion of Aveiro extended in other contexts. Participation in these networks allows the exchange of experiences and knowledge, the development of innovative projects and dissemination of experience and good local practices while provokes the curiosity of new audiences, generating long-term economic growth opportunities.

Strategic goals:

. Projection of local identity
. Promote the unique characteristics of Aveiro, enhancing its role in the areas of TICE and R & D
. Strengthen the integration of research institutions in international networks
. Strengthen the position of Aveiro in the business tourism sector and events, particularly abroad
. Competitive repositioning of the city's economy, in national and international terms

Methodology:

. Business package creation and / or events for researchers and foreign companies - "all-in-one"
. Developing a marketing campaign with two distinct audiences: students and research groups
. Implementation of this communication strategy, not only in the promotional component but also the follow-up actions, ensuring maximum satisfaction of the experience taken into Aveiro (connection with project B4)

Investment (2015-2018):

€ 200.000,00

Partnerships:

Turism of Center of Portugal
AICEP
AIDA

Target:

Students from Primary and Secondary	☐	Teachers	☐
University Students	☑	Social Services	☐
SMEs	☑	Local Community	☐
Entrepreneurs	☐	Local Associations	☐
Researchers	☑	CEO, Enterprise Owners	☐
Unemployed population	☐	International researchers	☑

Note: Select a maximum of 3 goals taking into account the strategic area chosen

Goals UNIVERCITY INNOVATES:

. Promote the knowledge transfer ☐

. Promote the connection between the University and the enterprises in the Region ☐

. Promote the connection and synergies between the University and the City ☐

. Stimulate the establishment of graduates and researchers ☐

. Stimulate the creation of new businesses ☐

Goals UNIVERCITY WELCOMES:

. Change mental map of students and residents ☐

. Promote the connection between the students and the city ☐

. Improve the quality of life of both residents and students ☐

. Promote the use of public space ☐

. Stimulate social inclusion between students and local communities ☐

Goals UNIVERCITY ATTRACTS:

. Promote the connection between the students and the territory ☐

. Increase the number of students e residents ☑

. Increase attractiveness for graduates ☑

. Increase attractiveness for private investment ☐

. Promote the unique and distinctive factors of the territory ☑

Indicators:

Description	Unit	Quantity
Promotion material for the coletive actions / business package	num.	2.000
Increase of overnight staying	%	20
Hosting international knowledge events in the city	num.	4/ year

Structural Funds Support (Portugal 2020):

Priority Axe	OT (Thematic Objective)	PI (Priority Investment)
1: Investigation, development and inovation	1	1.2

Annex 2 - Summary Presentation of the LAP

EUniverCities

[**Strategic Alignment between City and University – Local Action Plan**]

Historial

University

Created in 1973

one of the most dynamic and innovative universities in Portugal

TODAY

14.723 students
956 teachers
95 researchers
261 Postdoc scholarships
647 employees (non teaching staff)
87% of teaching staff (ETI) hold a PhD (2012)
International community: over **1.500**
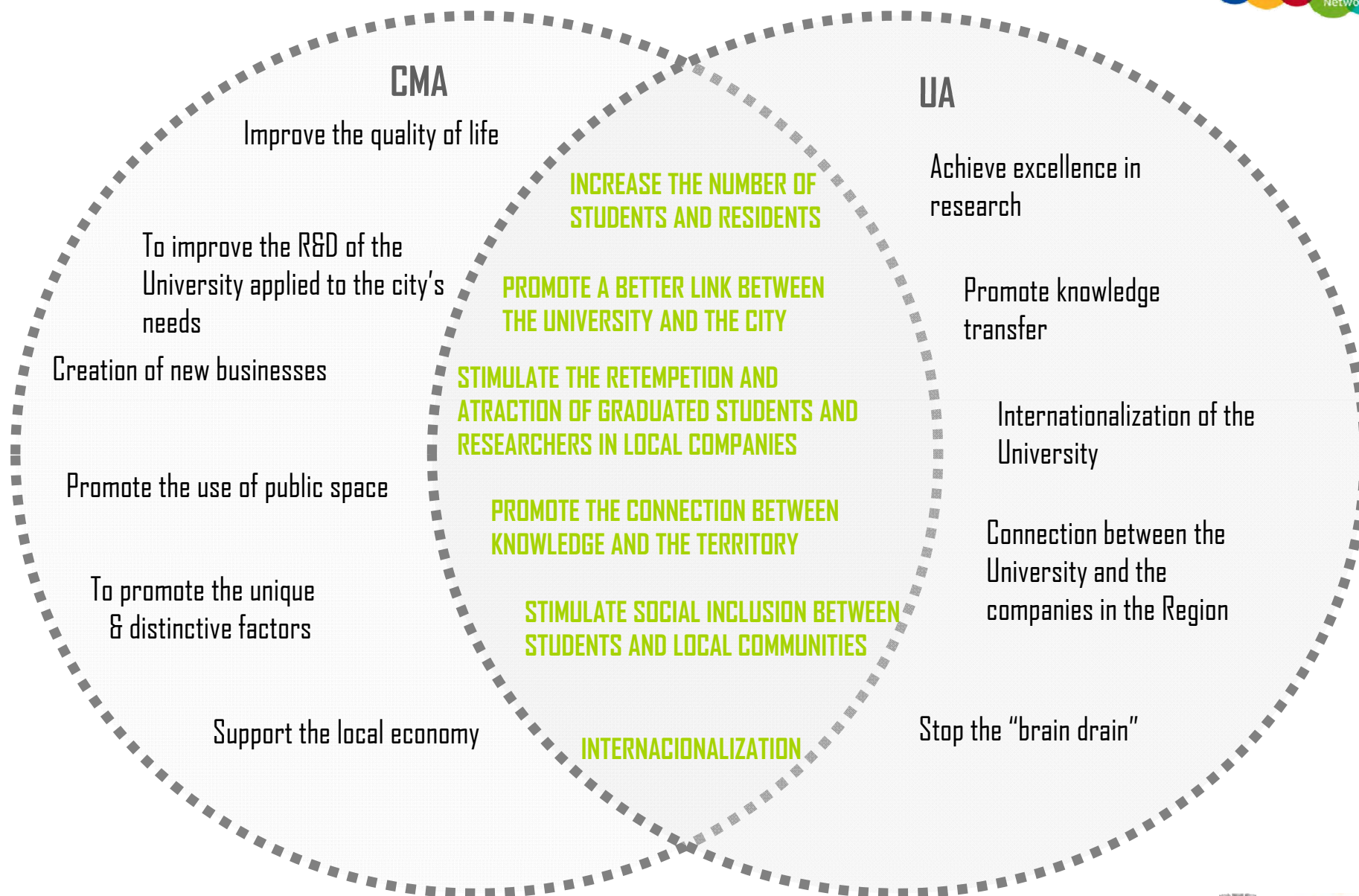
Region and City Aveiro

Around **400.000** inhabitants
Produces 3,5% of national GDP
Aveiro. capital city of the Region
Region with 11 municipalities

TODAY

Around **80.000** inhabitants
30.000 commuters every day

University and City
Ria de Aveiro
ICT Cluster
Aveiro Harbour
IE Network

EUniverCities Network

CMA

Improve the quality of life

To improve the R&D of the University applied to the city's needs

Creation of new businesses

Promote the use of public space

To promote the unique & distinctive factors

Support the local economy

UA

Achieve excellence in research

Promote knowledge transfer

Internationalization of the University

Connection between the University and the companies in the Region

Stop the "brain drain"

INCREASE THE NUMBER OF STUDENTS AND RESIDENTS

PROMOTE A BETTER LINK BETWEEN THE UNIVERSITY AND THE CITY

STIMULATE THE RETEMPETION AND ATRACTION OF GRADUATED STUDENTS AND RESEARCHERS IN LOCAL COMPANIES

PROMOTE THE CONNECTION BETWEEN KNOWLEDGE AND THE TERRITORY

STIMULATE SOCIAL INCLUSION BETWEEN STUDENTS AND LOCAL COMMUNITIES

INTERNACIONALIZATION

universidade de aveiro

EUniverCities
Network

INNOVATES

- PROMOTE THE CONNECTION BETWEEN KNOWLEDGE AND THE TERRITORY

- STIMULATE THE RETEMPETION AND ATRACTION OF GRADUATED STUDENTS AND RESEARCHERS IN LOCAL COMPANIES
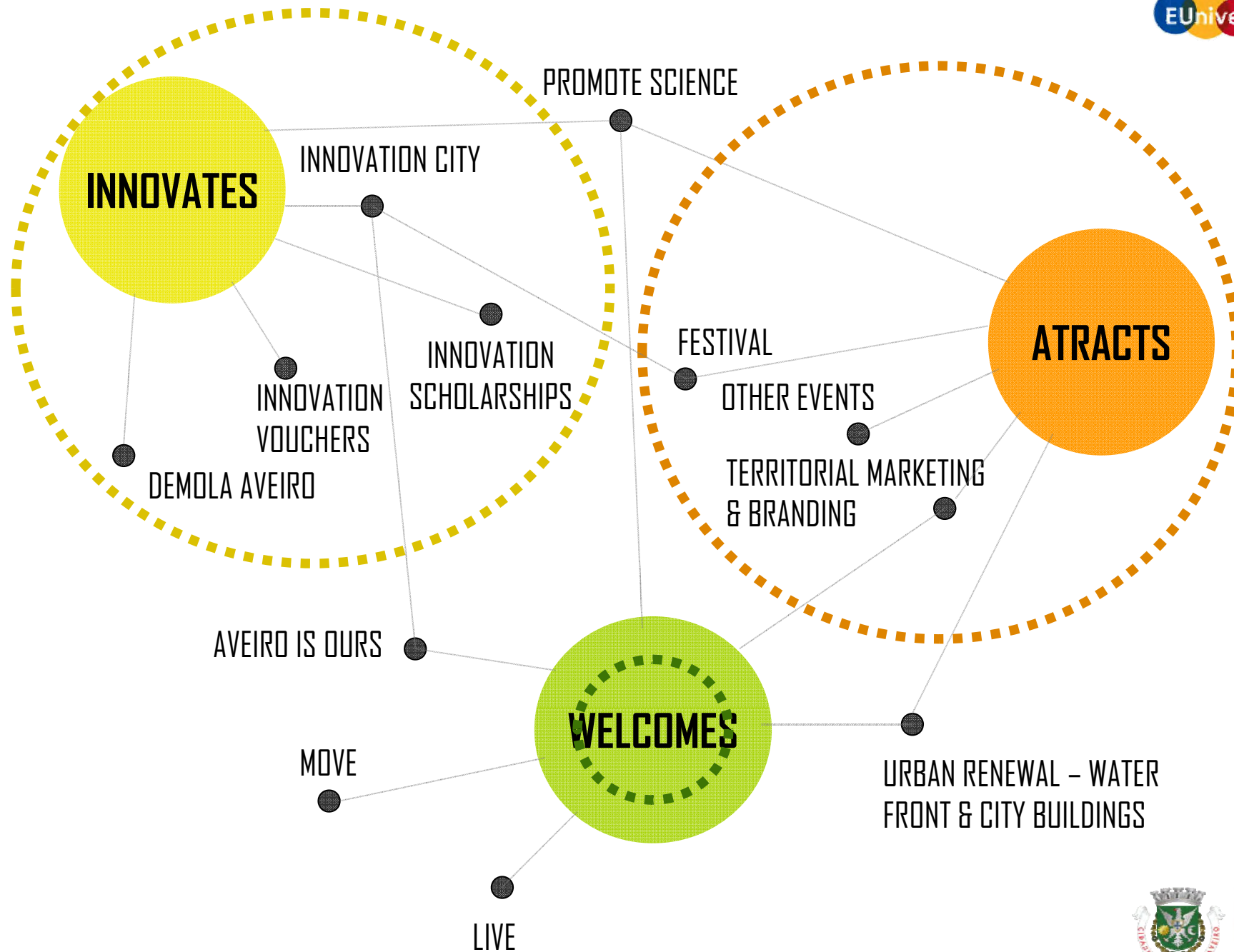
ATRACTS

- INTERNACIONALIZATION

- STIMULATE SOCIAL INCLUSION BETWEEN STUDENTS AND LOCAL COMMUNITIES

WELCOMES

- PROMOTE A BETTER LINK BETWEEN THE UNIVERSITY AND THE CITY

- INCREASE THE NUMBER OF STUDENTS AND RESIDENTS

universidade de aveiro

EUniverCities Network

INNOVATES

PROMOTE SCIENCE

INNOVATION CITY

INNOVATION SCHOLARSHIPS

INNOVATION VOUCHERS

DEMOLA AVEIRO

ATRACTS

FESTIVAL

OTHER EVENTS

TERRITORIAL MARKETING & BRANDING

AVEIRO IS OURS

WELCOMES

MOVE

URBAN RENEWAL – WATER FRONT & CITY BUILDINGS

LIVE

universidade de aveiro

INNOVATES

- Connection between 3 sectors | universities & researchs intituitions, companies and the city
- Research & Development investment in local companies
- Give visibility to scientific professions and its importance for economic and social development
- Qualified employment opportunities
- Raise the number os students that stay in Aveiro after their studies
- Experiments in the urban space

LINK the INTERDISCIPLINARY RESEARCH from the UNIVERSITY with REAL PROBLEMS and CHALLENGES from the CITY

universidade
de aveiro
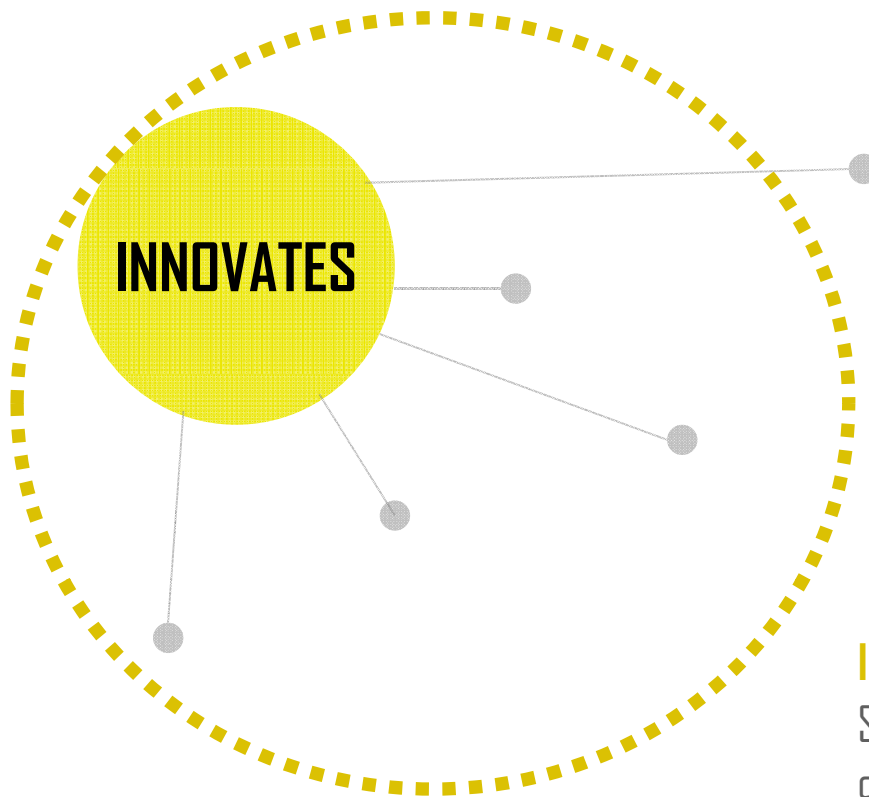
INNOVATES

INNOVATION CITY

The city as a lab

UNIVERSITY & CITY challenge RESEARCHERs & COMPANIES

INNOVATION SCHOLARSHIPS

Match between companies and new researchers

**COMPANIES host RESEARCHERs**

INNOVATION VOUCHERS

Support system for companies to develop research & development activites with the university, in order to creat new products and solutions

COMPANIES challenge RESEARCHERs

DEMOLA AVEIRO

Match between companies and university students

COMPANIES & CITY challenge UNIVERSITY STUDENTS

universidade de aveiro
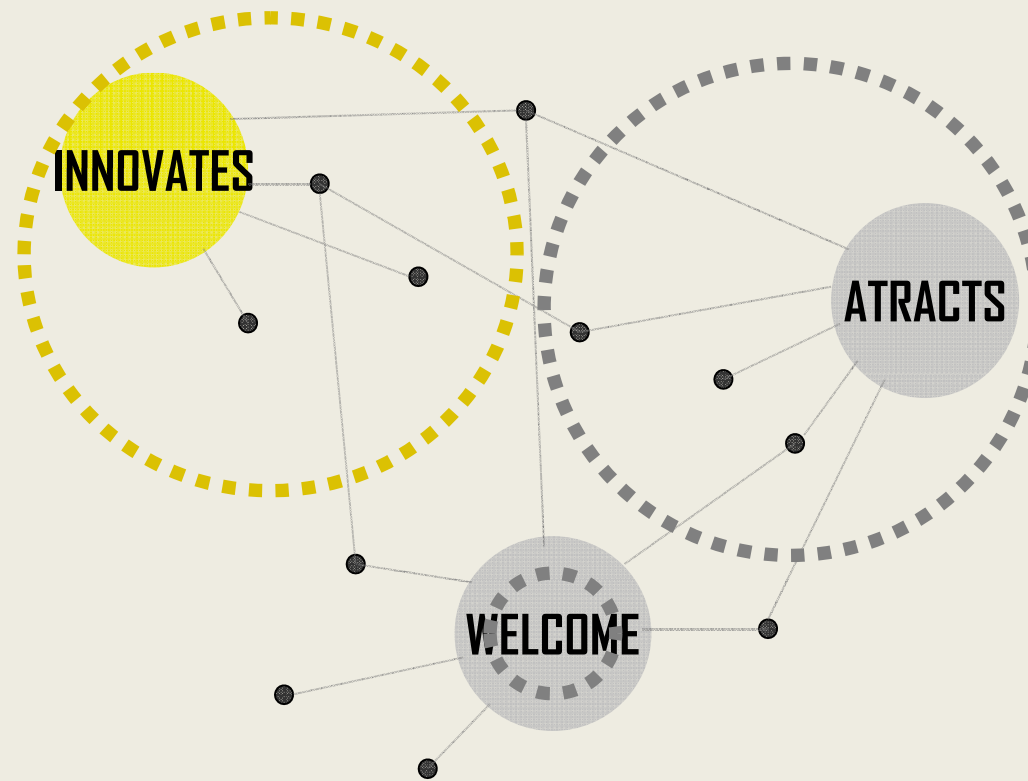
INNOVATES | INNOVATIVE SOLUTIONS FOR THE MARKET & URBAN SPACE

SCALE. LOCAL TO GLOBAL, regional and national level

SOLUTIONS.LONG TERM

> **INVESTMENT**. PUBLIC & PRIVATE

- Raise interest in science in our local community and students
- Know and Experiment what is Unique in Aveiro
- University Community as a driver to promote soft mobility
- Sense of belonging
- Intervention in public spaces with and for local communities
- Promote social inclusion and intergenerational activities
- Promote quality and safe housing for students

UNIVERSITY ENLARGES EDUCATION TO THE CITY
THE CITY OFFERS ITS HISTORY AND CULTURE TO THE UNIVERSITY COMMUNITY

WELCOME

universidade de aveiro

EUniverCities Network

PROMOTE SCIENCE

Promote science to the general public

UNIVERSITY meets the CITY (schools, associations, social care institutions, others)

AVEIRO is OURs

Hosting program for new students
The student lives and involves himself with the city and its history and culture
UNIVERSITY Involve the CITY

URBAN RENEWAL – WATER FRONT

Better links with the city, the waterfront and the science park

CITY, UNIVERSITY & COMPANIES better connected

WELCOME

MOVE

University as a driver to change behaviours regarding soft mobility issues

UNIVERSITY moves in the CITY

LIVE

Low budget for real problems - solutions

CITY challenges STUDENTS, RESEARCHERs & COMPANIES

universidade de aveiro

TRAIN STATION

EUniverCities
Network

CAMPUS of
SANTIAGO

CAMPUS *AGRA do
CASTRO*

SCIENCE PARK

URBAN RENEWAL – WATER FRONT

•••• Home to City

⟷ Home to University and water front
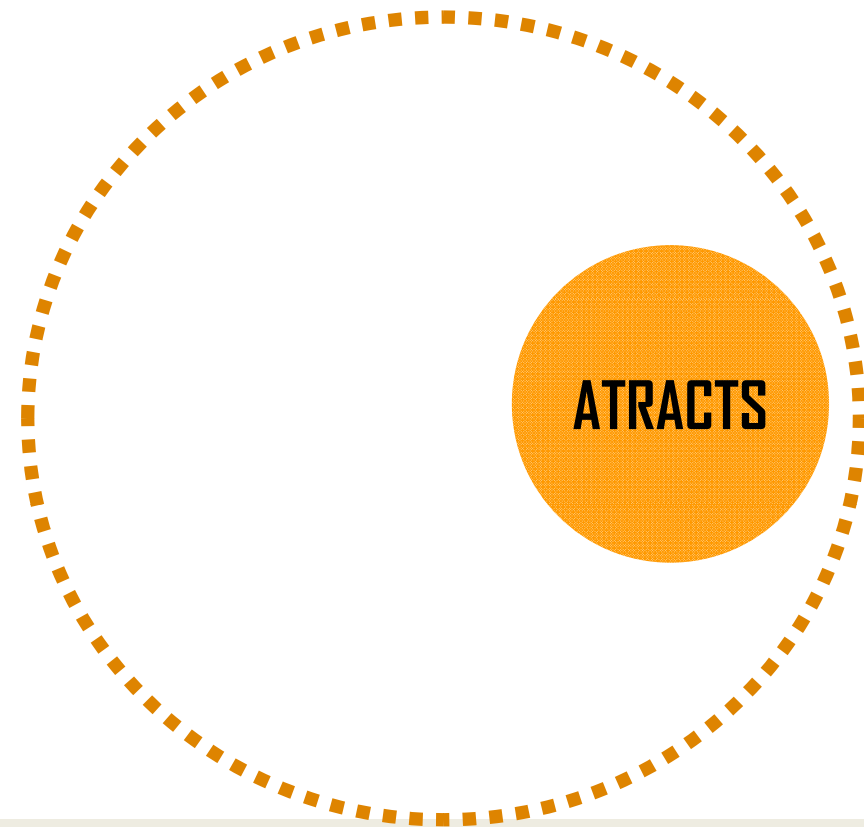
New "front" UniverCity

🟠 UniverCity buildings

WELCOMES | PLANNING AND IMPLEMENTATION OF AN INTEGRATED WELCOMING PROGRAM

SCALE. LIVING THE LOCAL

SOLUTIONS. SHORT & MEDIUM TERM

< **INVESTIMENT**. PUBLIC, PRIVATE, INSTITUTIONS & POPULATION

ATRACTS

- Reinforce and promote local identity in order to better promote AVEIRO, the Region and its UNIVERSITY
- Promote Aveiro as a city of ICT and R&D
- Promotion of International Events in the Smart Specialization Strategy Areas
- Promote new ideas, solutions and innovative products
- Atract and welcome foreign students & researchers

ATRACT TALENT TO WORK AND LIVE IN OUR CITY & UNIVERSITY

INAVEIRO TECH FEST

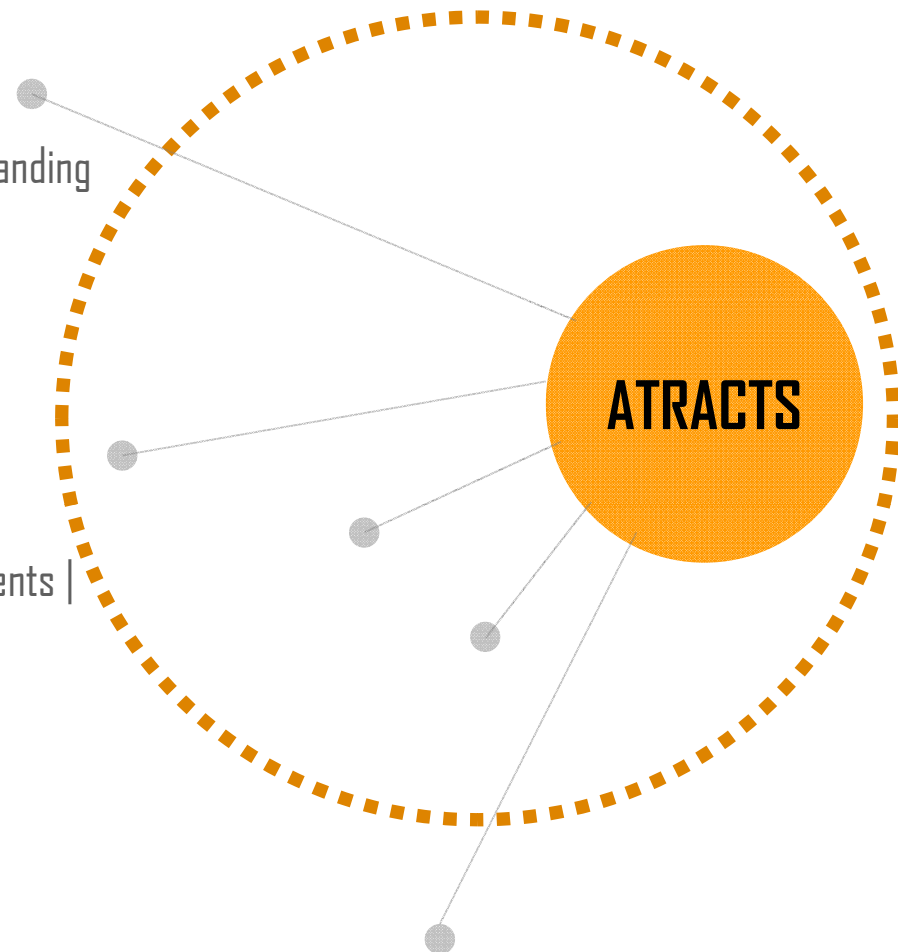National wide event to promote Aveiro and its ICT branding

CITY shows INNOVATION

BE in AVEIRO

Integrated and centralized management of big events |
Creation of an Annual Cultural Agenda of Events |
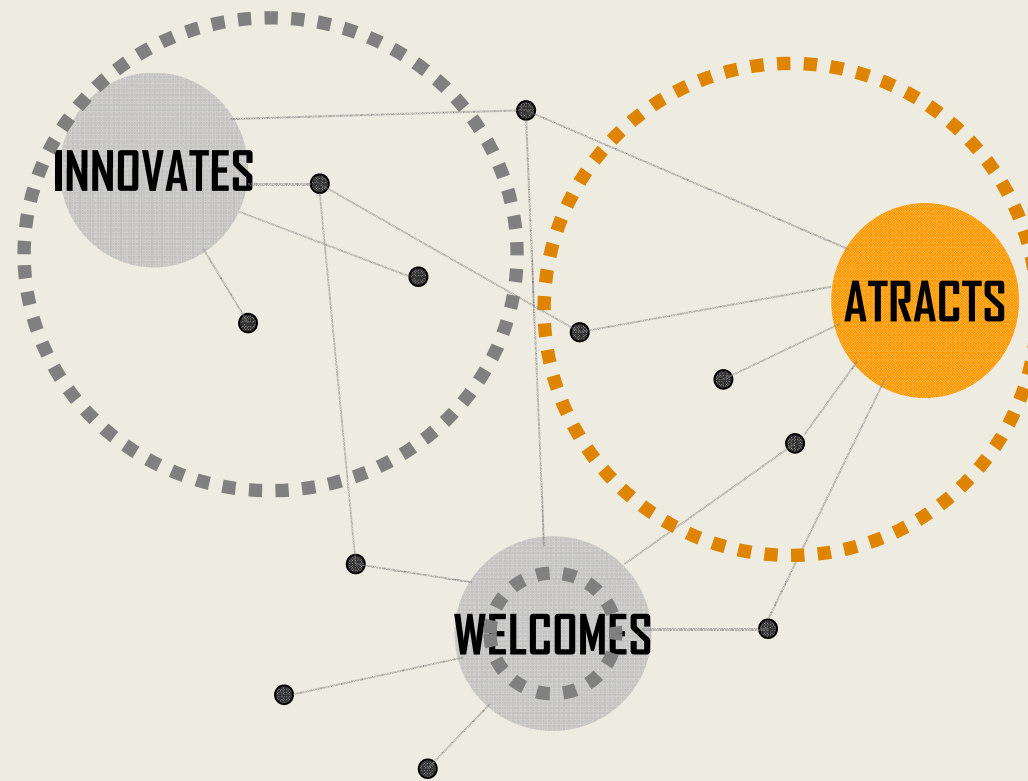MICE strategy

CITY atracts BIG EVENTS

ATRACTS

COME to AVEIRO -
TERRITORIAL MARKETING

Promote aveiro and its university in international markets

UNIVERSITY & CITY promote brand AVEIRO

ATRACTS | PROMOTE AVEIRO AS A NATIONAL ICT REFERENCE & a CITY UNIVERSITY

SCALE. NATIONAL & INTERNATIONAL

SOLUTIONS. EVENTS

< INVESTIMENTO : PUBLIC & PRIVATE