

(RE)ASSERT COIMBRA

HISTORY, HERITAGE,
KNOWLEDGE AND
NEW ASSETS



COIMBRA'S LOCAL ACTION PLAN IN THE FRAME OF URBACT - CITYLOGO

AARHUS | ALBA IULIA | **COIMBRA** | DUNDEE | GENOA | OSLO | UTRECHT | VILNIUS | WARSAW | ZARAGOZA



CÂMARA MUNICIPAL
DE
COIMBRA



Innovative place-brand management

EUROPEAN
PROGRAMME
FOR
SUSTAINABLE
URBAN
DEVELOPMENT



(RE)ASSERT COIMBRA

HISTORY, HERITAGE, KNOWLEDGE AND NEW ASSETS

Local Action Plan produced by the city of Coimbra

by means of a specific Local Support Group, in the context of the project URBACT – CityLogo, Innovative place brand management.

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Front cover photography: courtesy of FZF.

We wish to express our gratitude to all of the individuals and local stakeholders who have generously participated in the CityLogo project, giving precious input for our reports and learning experiences. A special “Thanks” to Miguel Ribas, lead expert of CityLogo project



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MESSAGE FROM THE MAYOR OF COIMBRA

The Municipality of Coimbra sees the participation in the **URBACT II Programme** as an opportunity to find other ways to approach the urban issues and themes through the participative method adopted by URBACT. It is also a support for the development of integrated municipal policies.

Joining the *CityLogo Project – Innovative place brand management* corresponded to the intention to reinforce the city historical opening to Europe and the World, enjoying the advantages given by integrating a thematic network, sharing experiences, knowledge and good practices in a broad work process that, locally, is embodied in the Local Action Plan (LAP) for Coimbra.

At this stage, when it is already possible to do the initial assessment of the work done, I leave our sincere appreciation to the lead partner Utrecht and to the other partners: Aarhus, Alba Iulia, Dundee, Genoa, Oslo, Zaragoza, Warsaw and Vilnius and also to the Local Support Group, including our partners in Coimbra that participated in the elaboration of this documents.

The present Municipality of Coimbra executive bodies were elected aiming to **Valorizar Coimbra**. We work to reinforce Coimbra opening to the world and towards the future, envisaging it as a fraternal and multicultural city, a city of Culture, Arts and Knowledge, sustained by its History, its built and intangible Heritage with a substantive part included in the UNESCO World Heritage List, its University, research centers, incubators and by the quality of the Health Care sector. This image is only completed if we bear in mind the work to be developed, namely in the building rehabilitation in the historic center that we want more attractive and revived.

Coimbra has a significant percentage of young and highly qualified population, essential demand to build an entrepreneurial, creative and innovative city, righteous and inclusive, attractive to tourism, culture and enterprises, integrating the territory and the municipal community sustainable development.

CityLogo and the work developed by the LAP expanded the debate about Coimbra positioning and promotion in the regional, national and international panorama. It is an opportunity to think about the identity and the modern images of the city.

I am aware of the countless questions remaining that we still have to answer and debate with institutional partners, other local players and the citizens. But together we can **Valorizar Coimbra!**

Manuel Machado

EXECUTIVE SUMMARY

COIMBRA

The Municipality of Coimbra sees the participation in the URBACT II Programme as an opportunity to find other ways to approach the urban issues and themes through the participative method adopted by URBACT. It is also a support for the development of integrated municipal policies.

Joining the CityLogo Project corresponded to the intention to reinforce the city historical opening to Europe and the World, enjoying the advantages given by integrating a thematic network, sharing experiences, knowledge and good practices in a broad work process. Our CityLogo Local Action Plan (LAP) flows from the work done within the URBACT II Programme, resulting from the exchange of ideas, opinions and practices discussed and adopted in the thematic network with the 10 partner cities. For the Municipality, it is a further development of the debate about the positioning and city promotion themes from the local, regional and international perspectives. These are strategic themes in the current context of a strong competition among cities to attract inhabitants, investments, businesses, talents, visitors and tourists.

To Coimbra, the (re)positioning and territorial promotion issue, in the tangible and intangible heritage different aspects – Nature, Culture, Tourism, University and its research and innovation centers, Health and the enterprises and economic activities linked to its “areas of excellence” – needs further development and systematization. That is why taking part in CityLogo project and elaborating this document are important breakthroughs to Coimbra and to the debate on place branding, city branding and city marketing work based on a strong and attractive city image.

The content of this LAP and the actions and projects listed herein result from the several partners engagement within the Local Support Group, with the contribution of other relevant city actors. The LAP must be interpreted as an open document, subject to revision in action, subject to adjustments during its implementation. It illustrates the brainwork process and the ideas selection resulting in specific actions to be implemented.

The city of Coimbra is composed by an historic mosaic, an harmonious overlapping of layers witnessing its long and thick evolution that left an indelible mark in the history of Portugal. The city conveys the feeling of continuity of experiences and remembrances that foster the spirit of belonging of its inhabitants which captivates any visitor.

The image of Coimbra is greatly associated to the university's students that animate the city daily life. They are more than 30.000 living here each year. The recent inscription of the University of Coimbra, Alta and Sofia in the UNESCO World Heritage List brought the recognition of the city and the university value. But Coimbra is also the city of Mondego, of the Roman and Muslim legacy, of the Judaic and Christian memoires and symbols, of Holy Queen Isabel, of Pedro and Inês love story, of *Canção de Coimbra* (Coimbra Fado), of the student struggles and of many other anonymous and unknown stories that form the city. Today, the city also lives an innovative, entrepreneurial and economic change environment with important projects currently underway. The Pedro Nunes Institute is support to the birth of an economic tissue of growing new knowledge industries. Its Business Incubator is considered one of the best incubators in the world. In the Health sector, the city always stood out for the huge supply and quality of the medical services. The fourth edition of the European Universities Games (EUSA) will be held in Coimbra in 2018. At the same time, Coimbra presented the application to the European Youth Capital 2018.



OUR RATIONALE

The cities are the quintessential stage of the human modern activity and of intense social, cultural, commercial, economic and financial relations. Each city has features and intrinsic elements to its urban environment contributing to identify itself and to stand out among the others. These identity characteristics provide the construction of images, either mental or visual, either individual or collective, either spontaneous or intentionally produced about the cities.

After the loss of vitality, affecting innumerable European cities resulting from the process of deindustrialization, the urban planning started to give more attention, since the end of the 20th Century, to the urban centres regeneration, to the improvement of the population's living conditions, to the physiognomy and heritage conservation, to the recovery of its attractiveness, to the culture, creativity and tourism potential, to the increase of "urban marketing and urban branding". The competitive advantages of a place and the distinguishing features are essential in relation to those rival cities. In this light, many cities, in the last years, are defining policies of self enhancement and promotion.

In Coimbra Strategic Plan (2006), the brand "Coimbra" was analysed and were identified (1) as strengths: the reputation of "Coimbra" brand and the associations to the University, to Mondego River and to the historic heritage, (2) as weaknesses: few associations of the brand to economic development themes and modernity (except the Medical Sciences cluster) and the inexistence of an integrated and consistent management of the brand "Coimbra" and its sub-brands, (3) as threats: the hardship in coordinating the different institutions in the eventual reformulation of the brand within the context of defining a strategy for Coimbra and, finally, (4) as opportunities: the leveraging of

the qualities of the brand to tourism and to the development of activities in the medical sciences, education and innovation areas.

In that same document, the strategic component "Brand, Tourism, Heritage and Sports" was considered to have a direct impact on the goal "Touristic Revitalisation" and an indirect impact on the goals "Regional Economic Growth" and "City Urban Redefinition". However, the suggested logo for Coimbra was never materialized, neither the necessary development of the city brand image, of the touristic, cultural, sports nor entrepreneurial promotion policies. In fact, none of those documents brought significant results to the city.

In the first review of the 1994 Municipal Master Plan (2014) the strategic goals were: a) Reinforce Coimbra's geostrategic potential; b) Grow the territory economic and creative basis; c) Promote culture, heritage and tourism; d) Reinforce the social cohesion and the territorial equity; e) Assert the urban and environmental quality of Coimbra and the safeguard of the land resources; f) Promote a quality urban planning focused in the rehabilitation.

Today, the municipal promotion policy for Coimbra, its strategy and specific actions are designed in articulation and collaboration with other local and regional relevant entities, namely the University of Coimbra, the RUAS Association (RUAS – Recreate University, Alta and Sofia), the Agency for the Promotion of Coimbra Downtown (APBC), the Regional Directorate of Culture (DRCC), the Regional Tourism Authority Center of Portugal (ERTCP) and the Tourism Promotion Agency for the Center of Portugal (ARPTCP).

At present the Municipality of Coimbra places the main emphasis in the promotion of tourism in areas such culture and heritage; religion; science and businesses; medical and health – seen as strategic in the

Regional Marketing Plan. Very shortly, the São Francisco Convent Convention Center and Cultural Space will open its doors to the public and the management model and programme will enable the contacts and the necessary articulation with international platforms to raise congresses and collaborating systematically in the external promotion.

Coimbra has been reaping the benefits of its participation in CityLogo project since it is an important and strategic thematic on which it didn't exist, at a local level, a shared and systematized reflection developed in contemporary and transversal terms. The participation in the thematic workshops and study visits, the process of development of Local Action Plans and the respective peer review exercise, enabled the access to relevant information and intense ideas, experiences and practices exchange, extremely virtuous for Coimbra, its City Council professionals and members of the Local Support Group. It should also be noted the creation by Coimbra of the CityLogo visual blog, in the context of the project's previewed outputs in the area of communication/dissemination.

BASELINE STUDY

In the Baseline Study is presented a snapshot of Coimbra that is still very up to date, as work basis. The study registers the decline of the traditional industries in the Municipality geographical area, pointing out the clear desire of supporting the emergence of the high technology, in particular that applied to specialized healthcare services and ICTs. It also points out the Tourism as a strategic area for Coimbra, supported in the flagship project of the new Congress Centre, using this new equipment to highlight Coimbra as a City able to host great cultural, business and scientific events.

In the domain of the urban planning, the Baseline Study refers the 2 strategic work axis of the City Council: the integration of Mondego River and its riverbanks in the city; and the revitalisation of the Downtown and the Historic Centre. The positioning and promotion of the City emerges as a relevant axis of the local policy so that Coimbra is able to deal with some of the challenges it faces: a) to counter the tendency of the loss of influence of the city at national level; b) to attract more tourists, investments, economical activities and innovators; c) to reinforce the involvement of the local and regional actors in the development of clusters.

According to the document, "the challenge is to convey the image of a dynamic Coimbra that brings together such sectors as innovation, knowledge, technology, culture and sustainability, in a context of modernity and urban contemporary culture, aimed at tourism, people and business attraction.»"

LOCAL SUPPORT GROUP

The constitution of the Local Support Group had in mind the thematic and the focus of CityLogo Project, the diagnosis made in the Baseline Study – Coimbra Profile and the work premises established with the Municipality Executive Board regarding the local reality.

The analysis and debate carried out in the initial phase of the work of the Local Support Group had as starting point the survey on the previous referentials in the domain of marketing and urban branding. There was consensus around the idea that the vision for Coimbra cannot be separated from the existing one, i.e., from the history, tradition,

identity and experience of the city. The areas in which Coimbra has established itself as a reference and in which Coimbra may distinguish are Culture (material and immaterial heritage), Education, Research and New Technologies. The component Tourism may also be added to this list. In the other hand, the model for Coimbra may not be separated from these areas, nor the University and its profile as a centre of Portuguese speaking countries. It is from this reality that a new and modern narrative about Coimbra should be (re)built. .

In face of the competitive advantages of Coimbra, it is essential to have the territory as the basis for the work process for the construction of attractive images for the city. Four work documents have been produced with the aim of supporting the work of the LSG.

COIMBRA'S CONTEMPORARY IMAGE - CHALLENGES AND OVERALL VISION

From the work produced, the discussions and visits in the context of CityLogo, the following challenges were suggested: - Local people should be more aware of the main assets of the city and its values; - Better communication of the local cultural agenda; - Strategy for the promotion of civic proud; - Promoting the city as alternative to Lisbon/Porto as a working place; - Developing an integrated brand policy, especially in the perspective of re-positioning Coimbra: transition from an image based on Coimbra's University, the historical heritage and health services to a more complex image integrating values such as innovation, creativity and quality of life; - Reflecting on the platform that may articulate the different institutions and entities with responsibilities (or active role) in the promotion of the City and Region; - Have in mind that the urban rehabilitation of the historical area of Coimbra should play an important role in starting this new concept of city promotion; - Another important question is the impact and integration of Coimbra's inscription in UNESCO's World Heritage to the branding strategy: how to combine this profile with modernity and an innovation-based profile. Related to this is the question on how to use the intangible heritage (Coimbra as the heart of lusophony) as a functional value for international promotion. Dissemination of the excellence of healthcare services and promotion of health tourism at an international level; - Attraction of congresses and conventions; - and Retaining the students in city and attracting talent.

The general ingredients referred above constitute the basis of the ideas that have been taken over in the LSG in similar registers, then enlarged, reinterpreted and updated. It also emphasized the conviction that the viability and success of a work programme aimed at the promotion and future positioning/branding of Coimbra depends on the regeneration of its traditional urban centre, the attractiveness of S. Francisco Covent, Mondego riverbanks, the diversification of the touristic offer and the promotion of the sense of belonging regarding the city. The recent inscription of the University of Coimbra, Alta and Sofia (integrated in the Historic Centre and in the urban centre) on the UNESCO World Heritage List constitutes an important 'value' of work, in terms of civic proud and promotion of Coimbra, and it may be very useful on leveraging the work process.

The set of key ideas, material and immaterial values, entities, stakeholders and projects that have been identified, enabled to design a 'graphic concept' as a work basis for Coimbra Local Action Plan. From this matrix, we intend to point out that the promotion of Coimbra should not only stem from a campaign focused on the urban marketing, communication and the construction of a contemporary narrative for

the city; it appears, instead, essential to start from the enhancement of the territory and its tangible and intangible assets. This approach, that incorporate territory, assets from that territory and entities located and developing activities there, has to be articulated with the areas of knowledge, health and business.

The reflection around the definition of the image of Coimbra that we intend to communicate is a critical factor, as far as it is based on these images and from them that, naturally, a new and modern narrative about the city will be built, internally and externally. To say that we aim at affirming Coimbra as a territory of high urban-environmental quality, knowledge and culture diffusing centre, place of unique historical and architectonic richness and development pole whose centrality confers it special characteristics may be a starting point, but implies the maintenance and reinforcement of the measures for the safeguard and enhancement of the territorial resources, namely natural and related to landscape, historic, cultural, including architectonic and museological, with strategic relevance for Coimbra attractiveness.

The set of the touristic assets, composed by Mondego River and its riverfront, architectonic heritage, culture, tradition and religion, History and its legends, international projection and associations of its image to Knowledge, Portuguese Language and romanticism, as well as the University poles, constitutes the higher excellence aspect of Coimbra. The idea of combining the City of Students, Knowledge and Health, with Heritage, Culture and Tourism is consensual. To foster the positioning of Coimbra as a reference metropolitan space, territory of people and enterprises settlement, excellence pole in Education, Research, Science and Culture, reference center in Health and green and healthy municipality, lacks the corresponding work of practical concretization in the areas of promotion, communication and territorial marketing.

There are still many other questions to be answered and many other challenges to face. It may be challenging to debate if Coimbra is more History with future or future with History and reflect on the ways through which it is possible to find a future for the past. Nevertheless, it is possible, and necessary, to write new chapters based on the current values and assets of the City and its territory, giving future to the material and immaterial assets of its past.

TAKING ACTION

The Local Action Plan should not be understood as a definitive document but rather as a booster in the work process in progress and should be completed in the next years, with the overall objective to involve the Municipality of Coimbra together with various local partners and citizens in a consistent territorial promotion strategy, on the basis of what Coimbra was in the past, is today and can be in the near future.

The actions and pilot projects with priority, adjusted and/or necessary, derive from the following aims: a) Revitalise the traditional urban core and valorize the connection between the city and the river, bearing in mind its material and immaterial assets, including the new cultural, sports and leisure equipment network already being executed or planned to the Mondego banks, involving the citizens and the main local partners around a shared and dynamic project that reinvents that part of the municipal territory; b) Use the culture and tourism, along with the UNESCO World Heritage classification, as strategic vectors for the promotion of Coimbra and development of the civic pride on the sense of belonging to the city; c) Build a new

Coimbra positioning, starting from a new visuality and contemporary narrative, based on the natural and built heritage, on history, tradition, interculturality, religion and city memory and on knowledge, health and ICT sectors.

This is the challenge and the commitment of the LAP by presenting a new pragmatic and shared path that allows answering to the objectives outlined earlier, associating them to specific actions. The LAP is structured in four big thematic Actions:

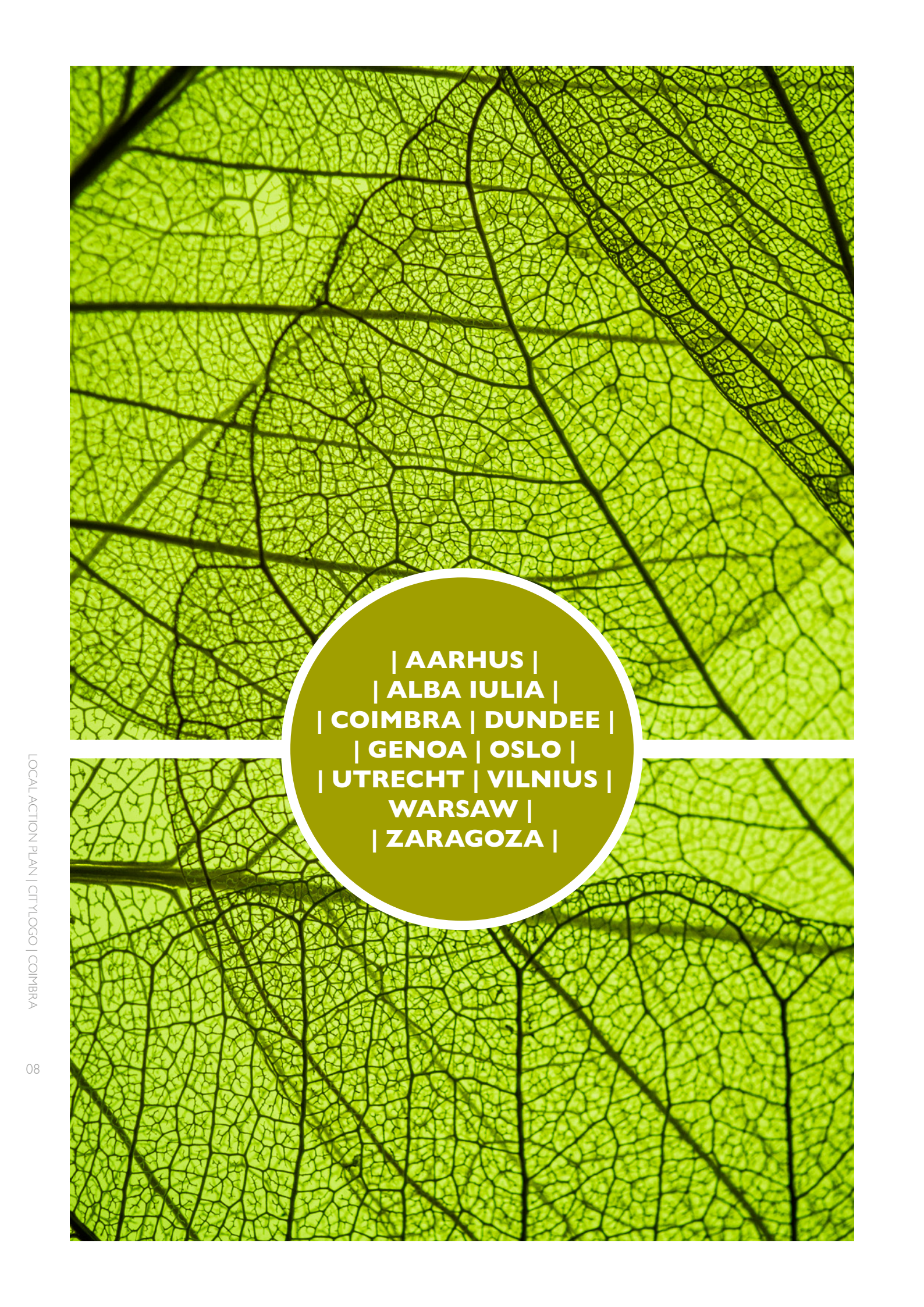
- ACTION 1 – BUILDINGS AND PUBLIC SPACE**
- ACTION 2 – TOURISM AND CULTURE**
- ACTION 3 – NEW VISUALITY OF COIMBRA**
- ACTION 4 – POSITIONING AND PROMOTION OF COIMBRA**

This four Actions are divided in 14 projects:

1. PEDESTRIAN AXIS PRAÇA 8 DE MAIO/LARGO DA PORTAGEM
2. ARTS AND CRAFTS PATIO
3. VIRTUAL THEMATIC LINES
4. PHYSICAL AND VIRTUAL SIGNPOSTING
5. CITY ROUTES RUNNING GUIDE
6. LIVELY COIMBRA
7. COIMBRA@TUR
8. COIMBRA SIGNS & SOUL
9. COIMBRA TOOLKIT
10. TO BE FROM COIMBRA IS...
11. AMBASSADOR STUDENTS
12. MOBILITY INSIDE AND OUTSIDE COIMBRA
13. COIMBRA HUB
14. TO PROMOTE COIMBRA.

The projects will be developed in formal or informal partnerships. They can aggregate external partners when justified. It is suggested that the actual drawing and development of each project will be elaborated by the respective work team that must present a work plan, defining the aims and the expected results (or products), the construction of the partnership model (where relevant), the definition of deadlines, indicators, potential funding and other intrinsic matters to the project implementation (including the communication dimension), under the coordination and decision of the competent municipal bodies.





| AARHUS |
| ALBA IULIA |
COIMBRA	DUNDEE
GENOA	OSLO
UTRECHT	VILNIUS
WARSAW	
ZARAGOZA	

03 ABOUT COIMBRA

PRESENTATION

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To Coimbra, the (re)positioning and territorial promotion issue, in the tangible and intangible heritage different aspects – Nature, Culture, Tourism, University and its research and innovation centers, Health and the enterprises and economic activities linked to its “areas of excellence” – needs further development and systematization. That is why taking part in CityLogo project and elaborating this document are important breakthroughs to Coimbra and to the debate on place branding, city branding and city marketing work based on a strong and attractive city image.

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COIMBRA YESTERDAY AND TODAY

Being one of the oldest and most important Portuguese cities, Coimbra has assets with great architectural, cultural and natural value reflecting grand moments of Portugal history. Coimbra history dates back more than 2.000 years. It was the first capital of the kingdom, birthplace of the first kings and the first Portuguese University, one of the oldest in Europe.

The city was born when a primitive village was built on a hill over Mondego River. It was occupied by Romans, Visigoths and Muslims before being retaken by Christians headed by Ferdinand the Great, in 1064. In fact, nowadays, under the Machado de Castro Museum there is one of the most remarkable cryptoportics of Roman architecture. An important moment from Coimbra history occurred in 1290, with the creation of the General Studium that would later originate the University of Coimbra.

The city of Coimbra is composed by an historic mosaic, an harmonious overlapping of layers witnessing its long and thick evolution that left an indelible mark in the history of Portugal. The city conveys the feeling of continuity of experiences and remembrances that foster the spirit of belonging of its inhabitants which captivates any visitor.

The image of Coimbra is greatly associated to the students that animate the city daily life. They are more than 30.000 living here each year. The recent inscription of the University of Coimbra, Alta and Sofia in the UNESCO World Heritage List brought

the recognition of the city and the university value. The latter celebrates, in 2015, 725 years of existence with a celebration programme organised along with the Municipality of Coimbra, including more than 180 initiatives – conferences, debates, performances, exhibits and workshops – all year long engaging more than 70 entities.

But Coimbra is also the city of Mondego, of the Roman and Muslim legacy, of the Judaic and Christian memoires and symbols, of Holy Queen Isabel, of Pedro and Inês love story, of *Canção de Coimbra* (Coimbra Fado), of the student struggles and of many other anonymous and unknown stories that form the city. Actually, Coimbra is nowadays a reference center in areas as Knowledge, Research, Education and Health. It is the most populous and important city in the Central Region of Portugal. With a privileged geographic positioning, right in the middle of the country's backbone, Coimbra is alive 24 hours a day and 365 days a year, allowing fascinating experiences in the world of Art and Culture, History and Heritage, Nature and Sport, Gastronomy and Crafts.

Today, the city also lives an innovative, entrepreneurial and economic change environment with important projects currently underway. In the Pedro Nunes Institute there is support to the birth of an economic tissue of growing new knowledge industries. Its Business Incubator is considered one of the best incubators in the world. *The Business Incubation Center* of the European Space Agency (ESA BIC Portugal) or *the IHub – Internet Innovation Hub* from Coimbra are good examples of that recognition.



In the Health sector, the city always stood out for the huge supply and quality of the medical services. Arising private hospitals with modern facilities complement and innovate the services provided along with research centers and ICT companies. The *Ageing@Coimbra* puts Coimbra among the 32 European reference regions in the Active and Healthy Ageing area.

The São Francisco Convent Convention Center and Cultural Space, built in a 27.49 m² area, will be one of the great city works. It will have an auditorium with over 1.000 places and diverse complementary spaces for performances, exhibitions, conferences, congresses, workshops, artistic residencies and many other cultural activities.

In the Mondego banks, the transformation of the city is also felt. Both are becoming leisure spaces, filled with esplanades, gardens, children's playgrounds, walking and bike paths, temporary exhibits facilities, sport and leisure activities. Both banks will soon have a privilege connection to the Alta University area due to the public opening of a path through the highly awarded Botanical Garden.

The fourth edition of the European Universities Games (EUSA) will be held in Coimbra in 2018, challenging the city to prepare this great sport event and mobilising jointly the city, the university and the student community. At the same time, Coimbra presented the application to the European Youth Capital 2018. This application is the excuse to develop a new youth public policies generation, allowing the creation of a strategic framework in the long term based in the effective participation of the young population in the city life.

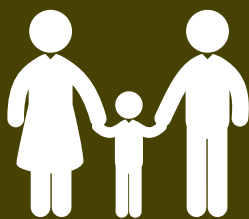
So much more than a city of History, culture and traditions; so much more than a monumental city; so much more than sheltering one of the oldest European universities; so much more than being in the World Heritage List; so much more than the magic of *fado* and the Holy Queen devotion; so much more than a city leading in the knowledge and scientific and technologic research, Coimbra looks different: it lives and renews itself each day, is more alive, dynamic and cosmopolitan. Here people live unique emotions and memorable experiences, only possible in cities with a soul.

COIMBRA IN FIGURES



143.396

RESIDENT POPULATION
(2011)



6.846

RESIDENT FOREIGN
POPULATION



319,40

MUNICIPALITY AREA
(KM²)



180

PUBLIC GREEN SPACES
- CITY (HECTARES)



18

PUBLIC GREEN SPACES
PER INHABITANT - CITY
(M²)



21

HOTELS AND
OTHER TOURISTIC
ACCOMMODATION
(ACCOMMODATION CAPACITY
OF 2674)



143

RESTAURANTS



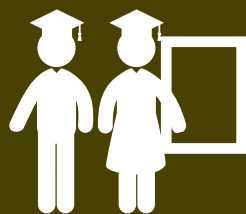
20

HIGHER EDUCATION
INSTITUTIONS



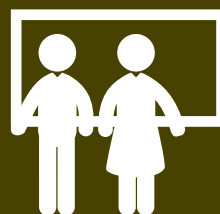
36.838

STUDENTS ENROLLED
IN HIGHER EDUCATION
(2012/13)



235

HIGHER EDUCATION
GRADUATES PER 1.000
INHABITANTS (2011)



26.531

STUDENTS IN OTHER
LEVEL OF EDUCATION
(2011/2012)



6

PUBLIC AND PRIVATE
HOSPITALS



2,7

DOCTORS PER 1.000
INHABITANTS (2012)



15,5

AVERAGE ANNUAL
(CELSIUS)



9

SUN HOURS PER DAY
(AVERAGE)



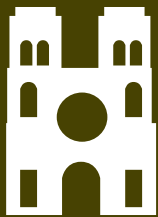
234

DAYS WITHOUT RAIN



34

UNESCO WORLD
HERITAGE AREA
(HECTARES)



42

NATIONAL
MONUMENTS AND
LISTED PROPERTIES



16

MUSEUMS



19

ART GALLERIES



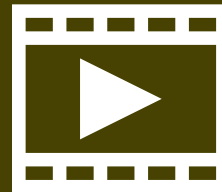
12

LIBRARIES



14

BOOKSTORES



19

CINEMA SCREENS



9

SHOWROOMS



50

PHARMACIES



2

DAILY
NEWSPAPERS



11

ELECTRIC VEHICLES
LOADING STATIONS

04 OUR RATIONALE ON THE TERRITORIAL PROMOTION

“Just as individuals have their own identity, so do cities. Sometimes fleeting, sometimes lasting, these identities are a complex set of attributes which are acquired and transformed or weakened and altered by innumerable circumstances, both internal and external.”



says Carlos Fortuna² about the city images construction processes.

2 Fortuna, Carlos (2001), “Destradicionalização e imagem da cidade: o caso de Évora” in Carlos Fortuna (org.), *Cidade, Cultura e Globalização: Ensaios de Sociologia*. Oeiras: Celta Editora: 231-270, p. 231

The cities are the quintessential stage of the human modern activity and of intense social, cultural, commercial, economic and financial relations. Each city has features and intrinsic elements to its urban environment contributing to identify itself and to stand out among the others. These identity characteristics provide the construction of images, either mental or visual, either individual or collective, either spontaneous or intentionally produced about the cities.³ In this line of reasoning, Carlos Fortuna and Paulo Peixoto⁴ talk about the shape of the images of places either "based on material elements from urban landscapes" or "intangible qualities (and sometimes imaginary) of local ambience that shape the *genius loci*". This implies that a place "can diffuse a plurality of images, real or imaginary, instantaneous or long lasting, consensual or conflicting, singular or collective".⁵



On the one hand, as complex social systems, "cities boost the development of plural, distinctive and sometimes opponent visions, not allowing to be represented in a unique image or reduced to a unique tale".⁶ On the other hand, after the loss of vitality, affecting innumerable European cities resulting from the process of deindustrialization, the urban planning started to give more attention, since the end of the 20th Century, to the urban centers regeneration, to the improvement of the population's living conditions, to the physiognomy and heritage conservation, to the recovery of its attractiveness, to the culture, creativity and tourism potential, to the increase of "urban marketing and urban branding".⁷ At last, the intensification of the economic and social

systems globalization processes, in the last decades, has been increasing the competition among cities to captivate population, resources, businesses and capitals, convening them to use promotional strategies allowing them to enlarge the external visibility through the creation of attractive images about themselves.⁸ These three evolutionary factors, combined together, make the expressions *work the image* and the *brand image* (of a company, an individual or a city) the most common ones nowadays in the "marketing vocabulary, advertising or in other careers in the communication field".⁹

To M. Christian Boyer,¹⁰ the image of a city is an abstract concept, it is an imaginary form built and distinct from the real city although this distinction is not always noticeable, namely to the visitors contemplating the urban landscapes. This conception is coherent with the idea that promoting a place is like selling a set of selected services or as a whole, through images formed by various qualities associated to it. That promotion is part of a series of territorial marketing broader operations.¹¹ In Philip Kotler and Haiden Donald's vision¹² - specialists in territorial marketing - any place should question about the reasons driving people to live or change to that place, to visit it, to invest in it, to install or expand a business. For that matter, the competitive advantages of a place and the distinguishing features are essential in relation to those rival cities.

In this light, many cities, in the last years, are defining policies of self enhancement and promotion and within this scenario "the improvement and sophistication of territorial marketing" are gaining a crucial importance.¹³

In Coimbra case, the specialized scientific literature about these themes is vast. However, that academic work not always brought results in the local, regional or national public city promotion policies. In the last decade, communication campaigns were elaborated and some strategic documents were produced by the Municipality about its image, logo, brand and centrality assertion. In those documents, Coimbra was the reference place in Health, a center of excellence in Science, Education and Research, a distinctive metropolitan space and a territory where population and companies settled. In addition, there was referred the need to define and develop the brand "Coimbra" as an aggregator of its population and vehicle of identification and promotion to the exterior.

3 Gomes, Carina (2013), *Cidades e Imaginários Turísticos: Um estudo sobre quatro cidades médias da Península Ibérica*. Faculty of Economics – University of Coimbra: Doctoral Thesis in Sociology – Cities and Urban Cultures.

4 Fortuna, Carlos and Peixoto, Paulo (2002), "A recriação e a reprodução de representações no processo de transformação das paisagens urbanas de algumas cidades portuguesas", in Carlos Fortuna and Augusto Santos Silva (orgs.), *Projeto e Circunstância. Culturas urbanas em Portugal*. Porto: Afrontamento, 17-63, p. 18.

5 Fortuna, Carlos and Peixoto, Paulo (2002), *ibidem*.

6 Gomes, Carina (2013), *idem*, p. 56.

7 Ferreira, Claudino; Gomes, Carina (2012), "A cultura, o turismo e as políticas para as cidades", in Rui Jacinto (org.), *Patrimónios, Territórios e Turismo Cultural: Recursos, Estratégias e Práticas*. Guarda: Centro de Estudos Ibéricos and Âncora Editora, p. 25-47.

8 Boyer, M. Christine (1995), "The Great Frame-Up: Fantastic Appearances in Contemporary Spatial Politics", in Helen Liggett e David C. Perry (eds.), *Spatial Practices: Critical Explorations in Social/Spatial Theory*. Thousand Oaks: Sage, p. 81-109.

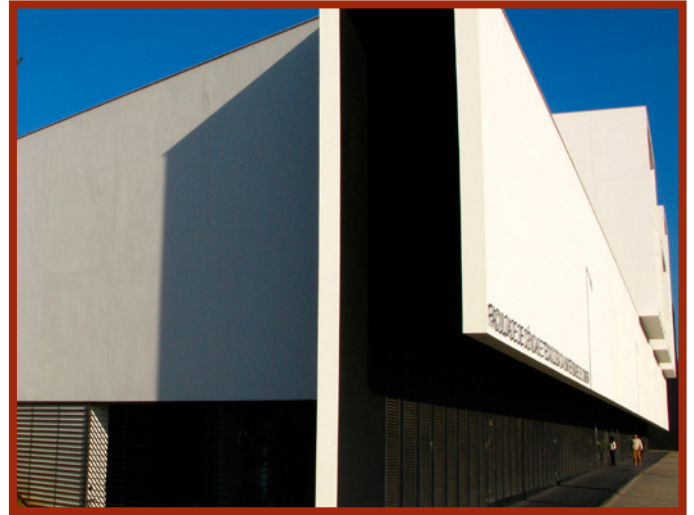
9 Joly, Martine (2008), *Introdução à análise da imagem*. Lisboa: Edições 70, p. 22.

10 Boyer, M. Christine (1998), *The City of Collective Memory: its historical imagery and architectural entertainments*. Cambridge, Mass: MIT Press.

11 Ashworth, Gregory J. e Voogd, Henk (1994), "Marketing and place promotion", in John R. Gold e Stephen Ward (eds.), *The Use of Publicity and Marketing to Sell Towns and Regions*. Chichester: John Wiley & Sons, p. 39-52.

12 Kotler, Philip e Donald, Haider (1994), "There's no place like our place!", *Public Management*, Vol. 76, No. 2, p. 15-18.

13 Henriques, Eduardo Brito (1994), "Vender a cidade, ou as lógicas e as estratégias do marketing urbano", *Finisterra*, XXIX, 58, 403-406, p. 406.



In Coimbra Strategic Plan (2006)¹⁴, the brand “Coimbra” was analysed and were identified (1) as strengths: the reputation of “Coimbra” brand and the associations to the University, to Mondego River and to the historic heritage, (2) as weaknesses: few associations of the brand to economic development themes and modernity (except the Medical Sciences cluster) and the inexistence of an integrated and consistent management of the brand “Coimbra” and its sub-brands, (3) as threats: the hardship in coordinating the different institutions in the eventual reformulation of the brand within the context of defining a strategy for Coimbra and, finally, (4) as opportunities: the leveraging of the qualities of the brand to tourism and to the development of activities in the medical sciences, education and innovation areas.

In that same document, the strategic component “Brand, Tourism, Heritage and Sports” was considered to have a direct impact on the goal “Touristic Revitalisation” and an indirect impact on the goals “Regional Economic Growth” and “City Urban Redefinition”. However, the suggested logo for Coimbra was never materialized, neither the necessary development of the city brand image, of the touristic, cultural, sports nor entrepreneurial promotion policies. In fact, none of those documents brought significant results to the city.

In 2014, the first review of the 1994 Municipal Master Plan was approved. The strategic goals were: a) Reinforce Coimbra’s geostrategic potential ; b) Grow the territory economic and creative basis; c) Promote culture, heritage and tourism; d) Reinforce the social cohesion and the territorial equity; e) Assert the urban and environmental quality of Coimbra and the safeguard of the land resources; f) Promote a quality urban planning focused in the rehabilitation.¹⁵

The operation programme of the First Review of the Coimbra Municipal Master Plan has indicative rules about the execution of the scheduled interventions in the city and also about its funding. There are defined five strategic components framing the operational dimension: 01 – Accessibilities, mobility and transports; 02 – Entrepreneurship and innovation; 03 – Territorial and social dynamics; 04 – Environment and quality of life; 05 – Tourism, sports, culture and heritage. The entrepreneurial promotion, the urban planning, the historic center regeneration, the enhancement of sports, cultural and touristic policies and the enhancement of the heritage assets are some of the macro actions composing the intervention components planned for Coimbra.

Today, the municipal promotion policy for Coimbra, its strategy and specific actions are designed in articulation and with the collaboration with other local and regional relevant entities, namely the University of Coimbra, the RUAS Association (RUAS - Recreate University, Alta and Sofia), the Agency for the Promotion of Coimbra Downtown (APBC), the Regional Directorate of Culture (DRCC), the Regional Tourism Authority Center of Portugal (ERTCP) and the Tourism Promotion Agency for the Center of Portugal (ARPTCP).

RUAS Association, which mission relies on the safeguard and promotion of the asset inscribed in the UNESCO World Heritage List and the protection zones, built necessary and virtuous bridges between the Municipality of Coimbra, the University of Coimbra, the DRCC and a list of other cultural agents and private entities aiming to define continuously the city and university promotion strategy concerning the World Heritage.

APBC has been, to the Municipality, a strategic and steady partner boosting the commercial and economic tissue in the city centre, participating in the cultural and touristic programs and also, in a broader way, in its promotion as a unique historic place, noble and attractive to residents, visitors and businesses.

14 Vasco da Cunha – Estudo e Projectos (Lisboa), S.A. e Deloitte (2006) - Plano Estratégico de Coimbra - Diagnóstico Preliminar, volume 1 e 2. Câmara Municipal de Coimbra, p.205.

15 Câmara Municipal de Coimbra (2014), *1.ª Revisão do Plano Diretor Municipal de Coimbra*.



After some institutional disturbance between the City and the ERTCP, both now work together and articulately on the definition of products and touristic communication strategies. When the Municipality – during the development of the necessary procedures to elaborate a local strategic plan for tourism – found out that the ERTCP was going to develop a *Regional Marketing Plan*¹⁶ and a *Rebranding Proposal for Portugal Center Brand*¹⁷, the option was to cancel that action.

The Municipality of Coimbra actively took part in the debate on those two documents, placing the main emphasis in the promotion of tourism in areas such culture and heritage; religion; science and businesses; medical and health – seen as strategic in the Regional Marketing Plan. Along with the ERTCP, after identifying the strategic regional products, a project envisaging the promotion and cultural programming associated to the regional World Heritage Sites is underway, also involving the University and various cultural actors of Coimbra.

Very shortly the São Francisco Convent Convention Center and Cultural Space will open its doors to the public. The management model and the programme of this facility are now being finalised. The ERTCP and the ARPTCP are relevant partners at this stage, enabling the contacts and the necessary articulation with international platforms to raise congresses and collaborating systematically in the external promotion. Both entities are also committed to create the Centro Convention Bureau and to install their offices in Coimbra.

At last, if we are talking about institutional communication, it must be said that the Municipality of Coimbra decided to go back and use the Coimbra Coat of Arms, representative of its history, its legends, its memories and identity. This decision was made because there are advantages in standing out the singular features of the cities, subject already addressed theoretically in the present document, so that can be created attractive images and tales, also coherent with the city identification. The stress of that uniqueness is especially important in the context of the urban transformations in a consolidated globalisation era, where the encounter between cities of distinct latitudes through the share of experiences, information and development models is increasingly accessible.

This paradigm shift, highly enabled by the new media, turns possible that “cities with diverse cultural and geographic universes, with very different stories” share today “languages, projects and actions surprisingly similar”¹⁸, risking homogenisation. Instead, in Coimbra, in a modern and stylised version of the City Coat of Arms, the development of a Visual Identity Manual for the Municipality of Coimbra is underway.

16 IPAMLAB (2014), *Plano de Marketing da Turismo Centro de Portugal*.

17 Ivity Brand Corp (2015), *Proposta de Rebranding da Marca Centro de Portugal*.

18 Fortuna, Carlos; Barreira, Irllys; Bezerra, Roselane and Gomes, Carina (2013), “O passado das cidades: Revalorizações patrimoniais em Fortaleza e Coimbra”, in Carlos Fortuna e Rogerio Proença Leite (orgs.), *Diálogos Urbanos: Territórios, Culturas, Patrimónios*. Coimbra: Edições Almedina, p. 261-289, p. 261.+

05 COIMBRA AND THE CITYLOGO PROJECT



THE URBACT PROGRAMME AND THE CITYLOGO PROJECT

In the sequence of the constitution of the work team for Project Coimbra > Smart and Creative City, Coimbra decided to participate in URBACT II Programme for considering the work method of experience exchange and mutual learning on cities' urban problems extremely useful, under the form of a thematic project. And did it by integrating the projects «*Smart Cities – Citizen Innovation in smart cities*» and «*CityLogo – Innovative place-brand management*».



The URBACT II Programme has as main general goal the promotion of policies for an integrated and sustainable urban development around Europe, and as specific goals to ease up the experience exchange and learning (between the responsible for the conception of urban policies, decision makers and professionals), to diffuse good practices and models (from those exchanges and secure the knowledge transfer), to support the responsible for the conception of public policies and by the field work (including operational programmes managers) to define and put into practice Action Plans for a sustainable urban development. It makes use of the collaborative model as a work tool at a local level.

The Programme URBACT thematic networks enable the change or improvement of local policies, the sharing of knowledge with other European cities working on similar problems/challenges, the development of a Local Action Plan to solve urban problems or face challenges, the involvement of citizens and stakeholders which may be relevant in the development of local policies.

CityLogo project intends to affirm itself as an experience of transnational learning on the promotion of city images in contemporary urban policies, envisaging a more efficient and attractive positioning in the post economic-financial crisis world, as well as on the reinforcement of the communicational dimension in the strategic planning chain. Coimbra has been reaping the benefits of its participation in *CityLogo* project since it is an important and strategic thematic on which it didn't exist, at a local level, a shared and systematized reflection developed in contemporary and transversal terms.

The cities integrating this thematic network are Utrecht (leader partner), Coimbra, Genoa, Warsaw, Zaragoza, Dundee, Oslo, Aarhus, Vilnius and Alba Iulia.¹⁹ This group of 10 European cities have diversified experiences in the area of image management and promotion, city branding and narrative, which have clear added value for Coimbra. The participation in the thematic workshops and study visits to Barcelona and Zurich, the process of development of Local Action Plans and the respective peer review exercise, enabled the access to relevant information and intense ideas, experiences and practices exchange, extremely virtuous for Coimbra, its City Council professionals and members of the Local Support Group.

It should also be noted the creation by Coimbra of the City-Logo visual blog, in the context of the project's previewed outputs in the area of communication/dissemination.²⁰ The blog constitutes a repository of photos, images and texts of the project implementation phase, acting as a complementary 'showroom' of CityLogo electronic page. It is expected that the blog may also constitute, in the future, a means of communication of the Project Coimbra > Smart and Creative City in the social networks.

¹⁹ More information available in the CityLogo Project website: <http://urbact.eu/en/projects/metropolitan-governance/citylogo/homepage/>.

²⁰ Available in: <http://citylogo.cm-coimbra.pt/>.

BASELINE STUDY AND COIMBRA'S PROFILE

In the profile for Coimbra, developed in the context of the Baseline Study of CityLogo – Innovative place-brand management is presented a snapshot of the City that is still very up to date, as work basis.²¹ The document is available in CityLogo mini *website*. In this profile, a great part of the City and Municipality assets, problems and opportunities was inventoried, in the context of the promotion and possible city branding and were summarized in the Table I.

The study registers the decline of the traditional industries in the Municipality geographical area, pointing out the clear desire of supporting the emergence of the high technology, in particular that applied to specialized healthcare services and ICTs. It also points out the Tourism as a strategic area for Coimbra, supported in the flagship project of the new Congress Centre, using this new equipment to highlight Coimbra as a City able to host great cultural, business and scientific events.

TABLE I: COIMBRA POSITIONING ACCORDING TO THE BASELINE STUDY OF CITYLOGO PROJECT

STRENGTHS / CONTRIBUTIONS	GAPS / DEMANDS	MAIN CHALLENGES / LAP
<p>Current Strategic Plan recognizes the importance of city branding for Coimbra.</p> <p>Array of values (lusophony), assets (unique urban fabric, University), emerging processes (healthcare cluster, ICT), flagship projects (riverfront redevelopment, hi-tech park, new congress centre...) that need to be linked into a new narrative of the city.</p> <p>Opportunity for the new office "Coimbra- Smart and Creative City" to lead a process on city branding.</p> <p>Know-how of the University of Coimbra conducting collaborative processes.</p> <p>Past experiences and local innovators in creating a city-brand and promoting a new visual culture of the city.</p>	<p>A new narrative of contemporary Coimbra needs to be produced.</p> <p>Revitalization of the historic centre (mainly the <i>Baixa</i>) is still a work in progress.</p> <p>Lack of institutionalization of integrated city branding; low tradition in inter-department cooperation inside the Municipality.</p> <p>Lack of skills of local civil servants and city officers in the field of city branding and marketing.</p> <p>Effective stakeholder coordination and involvement for the city promotion.</p> <p>Branding for locals. Engagement of local population in placemaking.</p> <p>Poor articulation at the regional level related to tourism promotion and business attraction.</p> <p>Portugal is being heavily impacted upon by the current economic crisis. But recovery of reputation should be an engine factor for city branding.</p>	<p>City branding as an opportunity for re-thinking urban identity: the challenge is re-positioning Coimbra, first at the national level.</p> <p>City branding as a cohesive force between all factors of progress in the city: backgrounds, real assets, emerging productive realities, main urban projects.</p> <p>Organizational system for integrated city branding, involving all related stakeholder.</p> <p>Multi-governance of place branding in Portugal.</p>

21 Available in: <http://urbact.eu/en/projects/metropolitan-governance/citylogo/homepage/>.

In the domain of the urban planning, the Baseline Study refers the 2 strategic work axis of the City Council: the integration of Mondego River and its riverbanks in the city; and the revitalization of the Downtown and the Historic Centre. Both are aligned with the strategic policies of the City Council. The document also recovers some guidelines of Coimbra Strategic Plan, already mentioned, concerning «Brand, Tourism, Culture and Heritage», and the macro actions relating to Brand Policy, Structural Equipments, Heritage Values and Events and Cultural Productions, with direct impact on the touristic revitalization and indirect impact on the densification of local and regional economy and in the urban redefinition of the City.

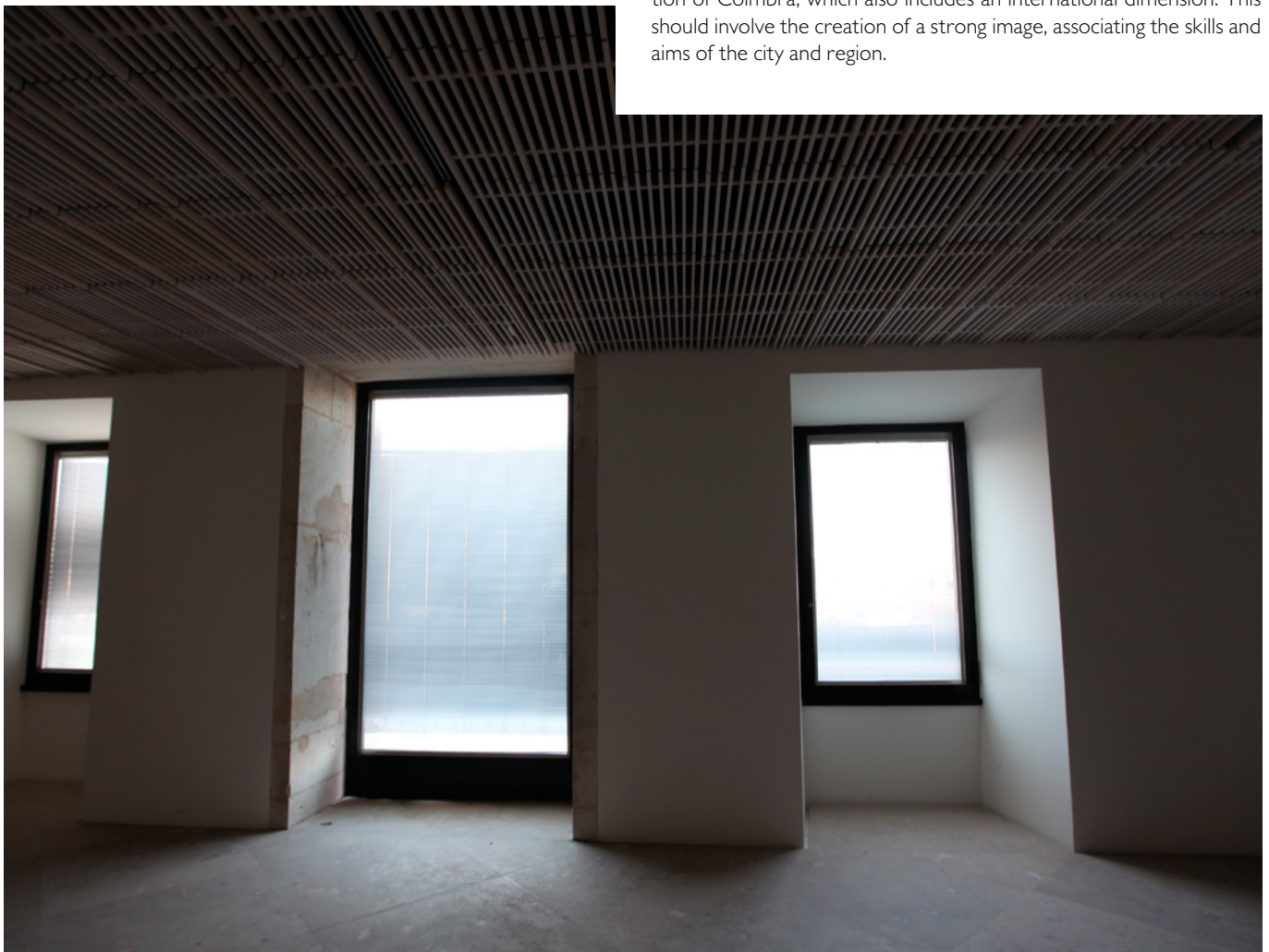
The positioning and promotion of the City emerges as a relevant axis of the local policy so that Coimbra is able to deal with some of the challenges it faces: a) to counter the tendency of the loss of influence of the city at national level; b) to attract more tourists, investments, economical activities and innovators; c) to reinforce the involvement of the local and regional actors in the development of clusters.

According to the document, “the challenge is to convey the image of a dynamic Coimbra that brings together such sectors as innovation, knowledge, technology, culture and sustainability, in a context of modernity and urban contemporary culture, aimed at tourism, people and business attraction.»²².

It should also be mentioned that «the city still lacks a strategic process for the development of a long-term city branding for contemporary Coimbra, which takes advantage of the city's current assets and future potential. (...) In the face of the aforementioned challenges, Coimbra's current image at a national level and, to a lesser extent at international level, is restrictive, as it is generally associated with its historical and cultural heritage, the University and healthcare services. From the perspective of an integrated city branding strategy, there is the need to address the current fragmentation of actors with their own strategy and tools to promote Coimbra. Particularly, the effective engagement of the private sector is a pending issue.»²³

Concerning the fragilities attributed to Coimbra by the CityLogo Baseline Study, it is important to mention the meetings that, in the framework of this project but also in the context of the opening of S. Francisco Covent, have been established with the private sector agents of the city, namely the entrepreneurs of Restaurant and Hotels business and with the Agency for the Promotion of Coimbra Downtown (APBC). It should also be mentioned the articulation, still recent but already consistent, with the University of Coimbra, RUAS and the Regional Entity Centre of Portugal Tourism, exposed in the previous chapter, about the strategy for the promotion of the city.

Regarding the Local Action Plan, the Baseline Study refers that the biggest challenge is to draw up an integrated strategy for the promotion of Coimbra, which also includes an international dimension. This should involve the creation of a strong image, associating the skills and aims of the city and region.



22 RIVAS, Miguel, 2012 – CityLogo – Innovative Place Brand Management – Baseline report, URBACT CityLogo, p. 119.

23 Idem.

COIMBRA'S LOCAL SUPPORT GROUP

The constitution of the Local Support Group had in mind the thematic and the focus of CityLogo Project, the diagnosis made in the Baseline Study – Coimbra Profile and the work premises established with the Municipality Executive Board regarding the local reality. The synthesis of the work developed by the Local Support Group until the summer of 2014 is present in the Work Document number 4. The composition of the Local Support Group and the Municipal Project Team is indicated in Table 2.

The analysis and debate carried out in the initial phase of the work of the Local Support Group had as starting point the survey on the previous referentials in the domain of marketing and urban branding. From the meetings of Coimbra LSG also resulted a broad set of work assumptions related to the need to:

- work out a diagnosis briefing and describe Coimbra actual context;
- define a vision for Coimbra/which city model/which development vectors to foster;
- establish the goals and results to be fulfilled with Citylogo;
- debate the organizational model and general coordination team, as well as the progress monitoring system.

There was consensus around the idea that the vision for Coimbra cannot be separated from the existing one, i.e., from the history, tradition, identity and experience of the city. The areas in which Coimbra has established itself as a reference and in which Coimbra may distinguish are Culture (material and immaterial heritage), Education, Research and New Technologies. The component Tourism may also be added to this list. In the other hand, the model for Coimbra may not be separated from these areas, nor the University and its profile as a centre of Portuguese speaking countries. It is from this reality that a new and modern narrative about Coimbra should be (re)built.

The definition and materialization of Coimbra identity and the activity of the city brand management should be directly linked to the planning, development and management of the city.

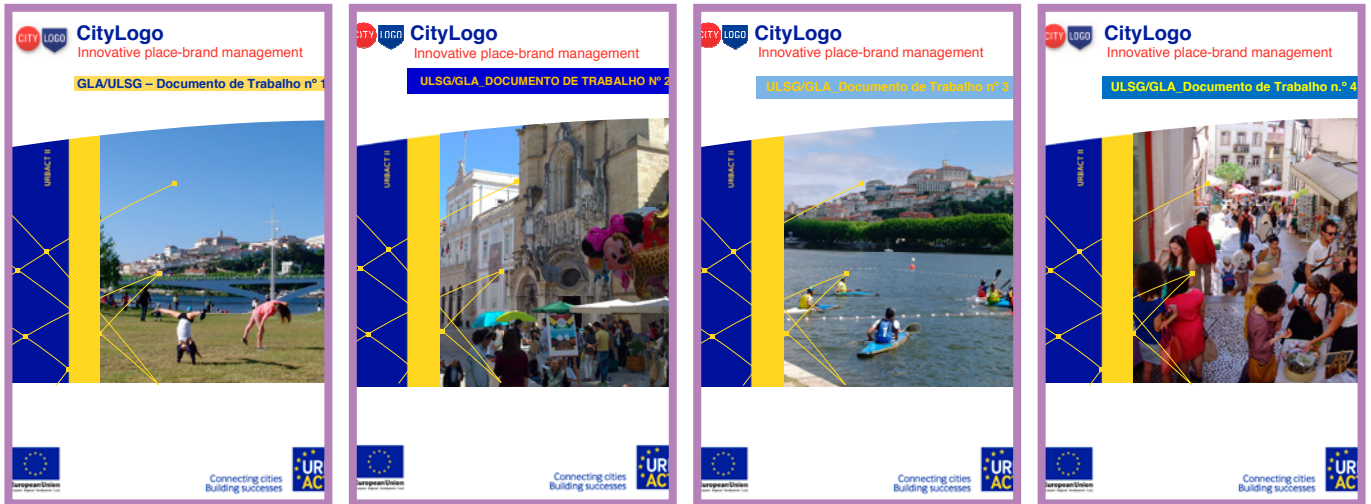
In face of the competitive advantages of Coimbra, it is essential to have the territory as the basis for the work process for the construction of attractive images for the city. Four work documents have been produced with the aim of supporting the work of the LSG.

TABLE 2: LOCAL SUPPORT GROUP AND PROJECT'S MUNICIPALITY TEAM

NAME	ORGANIZATION	FUNCTION
Alexandre Matos	FBA – Ferrand, Bicker e Associados	Manager
Ana Gingeira	Municipality of Coimbra	Senior Officer (CCIC)
Anibal Rodrigues**	Municipality of Coimbra	Press Relations Officer (PR)
António Martins	Regional Managing Authority	Senior Officer
António Veiga Simão*	Municipality of Coimbra	Head of Office for Innovation and Economic Development
Carina Gomes**	Municipality of Coimbra	Councilor
Clara Almeida Santos	University of Coimbra	Vice-Rector
Dora Santana**	Municipality of Coimbra	Senior Officer (DCT)
Fernando Zeferino Ferreira	Municipality of Coimbra	Project Coordinator (CCIC)
João Figueira***	Ideias Concertadas	CEO
Jorge Brito **	Municipality of Coimbra	Head of Office of Investors Support (GAI)
Miguel Matias**	BeCoimbra	Entrepreneur/Manager
Nina Figueiredo*	Municipality of Coimbra	Press Relations Officer (PR)
Patrícia Seabra*	Municipality of Coimbra	Senior Officer (DCT)

* between February and October 2013; ** since October 2013; *** until June 2014

IMAGE I: SUPPORT WORK DOCUMENTS LSG



The first one intended to gather diffuse information on Coimbra referentials in terms of strategy for the development and branding of Coimbra, including opinions and contributes published in the social networks (blogs), academic papers and newspapers. The second one collected a set of SWOT analysis about Coimbra, developed in diverse contexts (Strategic Plan, European projects and academic studies). The third one addressed the subject of the cities' image (in a general perspective) and the perception of the image of Coimbra, based on opinions collected in the internet (including social media). And the fourth and last one, is the repository of the thinking and opinions developed during the work of the Local Support Group, the participation of the members of the LSG in the CityLogo Thematic Workshops, and the contributes of Miguel Rivas, as well as the opinions collected in the first phase of the process of stakeholders' consultation.

The participation process of more relevant partners and local actors, until May 2014, is registered in the referred Work Document number 4. The participation of Coimbra in CityLogo transnational meetings involved, not only the local coordinator of the Project, but also some members of the Local Support Group and the Municipal Project team.²⁴ The four thematic workshops (Oslo, Utrecht, Dundee and Zaragoza) and the two study visits (Barcelona – February 2014 and Zurich – January 2015) in the second phase of the project, enabled a strong interaction among the ten partner cities and the experts invited for the respective plenary sessions and workshops. In particular, the study visits constituted a very interesting complement to the work in thematic network of CityLogo, as they enabled the contact with two different experiences of territorial promotion, in cities and countries with totally different scales and sociocultural and economic contexts.

²⁴ Apart from the testimonies written by Alexandre Matos (*Workshop city-branding in Utrecht and the case of Coimbra* and *Workshop city-branding in Dundee*) and by João Figueira (*Utrecht: day after*), compiling their reflections on the experiences and practices of the partner and invited cities around the theme of *city branding* and *place branding*, we register the collaboration of Alexandre Matos and Jorge Brito as moderators in the sessions *Enhancing Communication through Gaming and Data Visualization* (Dundee) and *Marketing the City of Knowledge* (Zaragoza), respectively. Karine Paniza participated in the round table *Prospects on the University's Role in Placebranding*, in Zaragoza, in cooperation with the thematic network EUniverCities, also a thematic project under URBACT II. In Dundee, Penousal Machado from the Informatics and Systems Centre of the University of Coimbra (CISUC), invited by the organisation of the thematic workshop and by Coimbra, participated in the session *Enhancing Communication through Faming and Data Visualization* with the presentation *Data Visualization: giving life to facts and figures*.

From the whole of the participation in the transnational meetings with the other partners, it was made clear that the ten cities of CityLogo thematic network, as well as it had been concluded in the Baseline Study, were in different phases and stages concerning the approach to branding processes and strategies, with very diverse practices, in part explained by the matrix of the local partners, the existing participation culture, dimension of the cities, the period when the process started, the analysis of success cases and the organization of great events, for example. Zaragoza, Genoa, Utrecht, Aarhus and Dundee already have a strong experience (consolidated in time) of approach to the thematic of city branding, with currently involves results evaluation, rethinking the work process and, sometimes, the structures or management models. Oslo, Warsaw, Vilnius, Coimbra and Alba Iulia, were in work phases with different levels when compared to the other group of partners.

The peer review exercise developed on the preliminary versions of the Local Action Plan, that took place between July and September 2014, with complementary interactions after the thematic workshop in Zaragoza, revealed itself as an excellent and extremely useful contribute for Coimbra, for its participation in the analysis process of all the LAP's, but also for the contributes of the partner cities that approached Coimbra's LAP to which we add the synthesis report developed by the Project Lead Expert.

06 BUILDING UP COIMBRA'S CONTEMPORARY IMAGE: SET OF ACTIONS

CHALLENGES AND OVERALL VISION

From the work produced, the discussions and visits in the context of CityLogo, the following challenges were suggested by the other partners and, in particular, by the Project's Lead Expert:

- *Local people should be more aware of the main assets of the city and its values;*
- *Better communication of the local cultural agenda;*
- *Strategy for the promotion of civic proud;*
- *Promoting the city as alternative to Lisbon/Porto as a working place;*
- *Developing an integrated brand policy, especially in the perspective of re-positioning Coimbra: transition from an image based on Coimbra's University, the historical heritage and health services to a more complex image integrating values such as innovation, creativity and quality of life;*
- *Reflecting on the platform that may articulate the different institutions and entities with responsibilities (or active role) in the promotion of the City and Region;*
- *Have in mind that the urban rehabilitation of the historical area of Coimbra should play an important role in starting this new concept of city promotion;*
- *Another important question is the impact and integration of Coimbra's inscription in UNESCO's World Heritage to the branding strategy: how to combine this profile with modernity and an innovation-based profile. Related to this is the question on how to use the intangible heritage (Coimbra as the heart of lusophony) as a functional value for international promotion. Dissemination of the excellence of healthcare services and promotion of health tourism at an international level;*
- *Attraction of congresses and conventions;*
- *Retaining the students in city and attracting talent.*

The general ingredients referred above constitute the basis of the ideas that have been taken over in the LSG in similar registers, then enlarged, reinterpreted and updated. It also emphasized the conviction that the viability and success of a work programme aimed at the promotion and future positioning/branding of Coimbra depends on the regeneration of its traditional urban centre, the attractiveness of S. Francisco Covent, Mondego riverbanks, the diversification of the touristic offer and the promotion of the sense of belonging regarding the city. The recent inscription of the University of Coimbra, Alta and Sofia (integrated in the Historic Centre and in the urban centre) on the UNESCO World Heritage List constitutes an important 'value' of work, in terms of civic proud and promotion of Coimbra, and it may be very useful on leveraging the work process.

The set of key ideas, material and immaterial values, entities, stakeholders and projects that have been identified, enabled to design a 'graphic concept' (Image 11) as a work basis for Coimbra Local Action Plan, in the framework of CityLogo. However, it doesn't include all the work lines that have been identified.

IMAGE 2: WORKING “GRAPHIC CONCEPT” FOR LOCAL ACTION PLAN



From this matrix, we intend to point out that the promotion of Coimbra should not only stem from a campaign focused on the urban marketing, communication and the construction of a contemporary narrative for the city; it appears, instead, essential to start from the enhancement of the territory and its tangible and intangible assets. This matrix intends to illustrate the set of the traditional city centre and the urban riverbanks of Mondego, understanding them as the raw material for the (re)construction and valorisation of the city images, also associating the immaterial components, assets and entities, directly or indirectly connected to them. This approach, that incorporate territory, assets from that territory and entities located and developing activities there, has to be articulated with the areas of knowledge, health and business.

This project and, in particular, the stage of thinking on the actions that, in practice and specifically may contribute to improve the images of Coimbra, enlarge its external visibility and, even more important, improve the city itself, constitutes an important step for Coimbra. The reflection around the definition of the image of Coimbra that we intend to communicate is a critical factor, a far as it is based on these images and from them that, naturally,

a new and modern narrative about the city will be built, internally and externally. In the light of what has been discussed before, this narrative should be based and rely on intrinsic, identity and differentiating elements, either in matters of affects or any other local symbols or values. It is exactly this virtue and the advantage of each city towards the others with which it constantly competes for people, resources, enterprises and capitals.

To say that we aim at affirming Coimbra as a territory of high urban-environmental quality, knowledge and culture diffusing centre, place of unique historical and architectonic richness and development pole whose centrality confers it special characteristics (as an alternative to the metropolitan areas of Lisbon and Oporto) may be a starting point, but implies the maintenance and reinforcement of the measures for the safeguard and enhancement of the territorial resources, namely natural and related to landscape, historic, cultural, including architectonic and museological, with strategic relevance for Coimbra attractiveness.



TAKING ACTION

The set of the touristic assets, composed by Mondego River and its riverfront, architectonic heritage, culture, tradition and religion, History and its legends, international projection and associations of its image to Knowledge, Portuguese Language and romanticism, as well as the University poles, constitutes the higher excellence aspect of Coimbra.

The idea of combining the City of Students, Knowledge and Health, with Heritage, Culture and Tourism is consensual. That is to say that Coimbra may be promoted as a university city, as an excellence cluster in the area of Health, and with a sector of I&D and Innovation in strong development, to which allies an important architectonic and cultural heritage (material and immaterial) associated to a unique location (natural heritage). To foster the positioning of Coimbra as a reference metropolitan space, territory of people and enterprises settlement, excellence pole in Education, Research, Science and Culture, reference centre in Health and green and healthy municipality, lacks the corresponding work of practical concretization in the areas of promotion, communication and territorial marketing.

There are still many other questions to be answered and many other challenges to face. It may be challenging to debate if Coimbra is more History with future or future with History and reflect on the ways through which it is possible to find a future for the past. Nevertheless, we emphasize that there is the conscience and conviction that it is possible, and necessary, to write new chapters based on the current values and assets of the City and its territory, giving future to the material and immaterial assets of its past.

The previous framework, resulting from the developed work process, reflects also the circumstances of the Coimbra participation in CityLogo and the conclusion about the present document status. The Local Action Plan should not be understood as a definitive document but rather as a booster in the work process in progress and should be completed in the next years, with the overall objective to involve the Municipality of Coimbra together with various local partners and citizens in a consistent territorial promotion strategy, on the basis of what Coimbra was in the past, is today and can be in the near future.

The actions and pilot projects with priority, adjusted and/or necessary, that are going to be now outlined, derive from the following aims:

- Revitalise the traditional urban core and valorize the connection between the city and the river, bearing in mind its material and immaterial assets, including the new cultural, sports and leisure equipment network already being executed or planned to the Mondego banks, involving the citizens and the main local partners around a shared and dynamic project that reinvents that part of the municipal territory.
- Use the culture and tourism, along with the UNESCO World Heritage classification, as strategic vectors for the promotion of Coimbra and development of the civic pride on the sense of belonging to the city.
- Build a new Coimbra positioning, starting from a new visuality and contemporary narrative, based on the natural and built heritage, on history, tradition, interculturality, religion and city memory and on knowledge, health and ICT sectors.

This is the challenge and the commitment of the Local Action Plan by presenting a new pragmatic and shared path that allows answering to the objectives outlined earlier, associating them to specific actions. The Coimbra Local Action Plan is structured in four big thematic Actions that are divided in projects described below:

- Action 1 – Buildings and public space
- Action 2 – Tourism and Culture
- Action 3 – New visuality of Coimbra
- Action 4 – Positioning and promotion of Coimbra

The projects will be developed in formal or informal partnerships, associating municipal organic unities (Departments, Divisions, team projects or task forces). They can aggregate external partners when justified, under the coordination of the municipal executive board according to the set of delegated and under delegated competences. It is suggested that the actual drawing and development of each Project will be elaborated by the respective work team that must present a work plan, defining the aims and the expected results (or products), the construction of the partnership model (where relevant), the definition of deadlines, indicators, potential funding and other intrinsic matters to the project implementation (including the communication dimension), under the coordination and decision of the competent municipal bodies.

Being this Local Action Plan an open document constantly improving, the projects shown here are susceptible to be associated, merged, redesigned or reoriented during their implementation.

ACTION I – BUILDINGS AND PUBLIC SPACE

A.I – PROJECT NO. 1

TITLE	Pedestrian axis Praça 8 de Maio / Largo da Portagem
DESCRIPTION	Requalification and regeneration of the pedestrian axis (main street of the city), involving the streetscape (public and private space and commercial activities), including street animation.
STRATEGY	Integrated and systemic municipal acting, with the involvement and collaboration of all the local partners, based in a very focused and specific action plan.
LEAD PARTNER(S)	Coimbra City Council (CMC) and Downtown Association (APBC).
OTHER PARTNERS	Hotels, restaurants and coffee shops Association (AHRESP), Local Urban Regeneration Agency (Coimbra Viva SRU), Coimbra Music Conservatory and other cultural institutions.
NOTES	Pilot Project to be developed in two phases, acting on pavements, infrastructures and equipment deployed in the public space, public street lightning, terraces, shop fronts, vacant commercial spaces and cultural programming. Support (Coaching) to the commercial activity, coffee shops and restaurants. Initiative to be replicated in other public spaces of the urban core.
CURRENT PHASE	In course: (1) Actions for commercial agents' qualification. Example: invest commerce; (2) Conference "The Downtown in City Centre: Tourism for the Heritage in/and Security"; (3) Workshop on shop window decoration, digital promotion, heritage and security measures; (4) Programme for Summer animation "Music Nights in the Heart of the City".

A.I – PROJECT NO. 2

TITLE	Arts and Crafts Patio
DESCRIPTION	Requalification of the public space network in Inquisition Courtyard/Sofia Street (and Sofia Street slope), associated to the existing or to be installed urban functions.
STRATEGY	Integrated municipal actuation, with the participation of the local partners (owners, tenants and other agents), involving the urban requalification and regeneration associated to the cultural and touristic animation programme.
LEAD PARTNER(S)	CMC, Escola da Noite, Visual Arts Centre, Cena Lusófona, O Teatrão
OTHER PARTNERS	UC, CES, Coimbra Diocese, Other local partners to be identified
NOTES	Pilot project to be developed in two phases, working on the management, qualification and maintenance of public space, articulated with its cultural, commercial and other existing uses or with the installation to promote (for instance, a new co-work space), including the support to commercial activity and services.
CURRENT PHASE	In course: (1) New connection in Cerca de S. Bernardo; (2) Installation of a co-working space for cultural and creative industries + cultural associations; (3) Educational Project in the framework of the regional application "World Heritage 'Spots' in the Centre of Portugal".

ACTION 2 – TOURISM AND CULTURE

A.2 – PROJECT NO. 1

TITLE	Virtual thematic lines
DESCRIPTION	Creation of thematic touristic routes, with the same image/graphics of the subway lines, which may be visible in the several mobile computing personal devices.
STRATEGY	To use an innovative way of communication in touristic routes, that may also be printed and distributed as material of touristic information.
LEAD PARTNER(S)	CMC (Coimbra City Council), Coimbra University (UC), Regional Tourism Agency (TCP), and Regional Authority of Culture (DRCC).
OTHER PARTNERS	Faculty of Arts and Humanities - University (FLUC - UC), National Museum Machado de Castro (MNM), Coimbra University Hospital Centre (CHUC).
NOTES	Virtual lines foreseen: World Heritage Tourism, Religious Tourism, Cultural Tourism, Stories and Legends Tourism, Nature Tourism, Health Tourism, Shopping Tourism. Other possible routes: Romanesque, Gothic, Baroque, or Aeminiun Streets Coimbra, Medieval Coimbra, Coimbra in the time of Discoveries, Coimbra of Knowledge Architectures.
CURRENT PHASE	Not started. Some of the routes already exist and are used by CMC tourist guides, already they are not organized in this graphic representation.

A.2 – PROJECT NO. 2

TITLE	Physical and virtual signposting
DESCRIPTION	Remodeling and extension of the existing physical signposting, articulating it with the new digital platforms under the perspective of the car and pedestrian mobility. Integration with the cultural and touristic information available or to make available.
STRATEGY	Start from the existing assets and the already developed work (or in course) of the different public and private stakeholders. Take profit of the installed capacity concerning the ICTs.
LEAD PARTNER(S)	CMC, UC and TCP.
OTHER PARTNERS	DRCC, UC, Coimbra Diocese, Business Incubator and technological basis companies.
NOTES	Technical audit to the system of traffic and touristic-cultural signposting. Conjugation of the physical system of signposting with the digital component, the associated platforms (wi-fi, apps, QR codes, for example) and the mobile personal devices. Integration with the touristic and cultural information made available by the several managing entities of material and immaterial cultural assets.
CURRENT PHASE	In course: (1) World Heritage Signposting in all the access streets/roads/paths to Coimbra and inside the city; (2) Reinforcement of the city's touristic signposting; (3) Signposting of Ways to Santiago in Coimbra Municipality with corresponding digital platform.

A.2 – PROJECT NO. 3

TITLE	City Routes Running Guide
DESCRIPTION	Urban circuits map for leisure running, with touristic, cultural or other information considered to be relevant for the purpose.
STRATEGY	To use the urban fabric, the architectonic and natural heritage as a support to the routes for leisure running.
LEAD PARTNER(S)	CMC and Coimbra University Students Association (AAC).
OTHER PARTNERS	Night Runners Coimbra/Higher School of Education and other private entities.
NOTES	Design of urban circuits for the Leisure Running. Foreseen circuits: Downtown, Walled City, UNESCO Heritage, Alta's UNESCO Heritage University buildings/Botanical Garden, Santa Clara-a-Velha Covent/Quinta das Lágrimas palace and gardens, Portagem Square/Green Park of Mondego River. Outputs to be visible in personal mobile devices. They may also be printed and distributed as touristic information material.
CURRENT PHASE	In course: (1) Coimbra Half-Marathon /Knowledge Race; (2) Coimbra Urban Trail MEO; (3) Coimbra S. Silvestre Race. Already existing routes, although not compiled.

A.2 – PROJECT NO. 4

TITLE	Lively Coimbra
DESCRIPTION	Programme for dissemination of cultural and sports events for residents and visitors.
STRATEGY	To start from the events (annual or seasonal) with higher public impact to establish an enlarged programme, covering several different target audiences, enabling a regular and appropriate dissemination in advance.
LEAD PARTNER(S)	CMC and UC.
OTHER PARTNERS	Public and private entities that organize cultural, sports or other kind of events, taking place in public or private spaces.
NOTES	Alignment of existing cultural and sport events taking place regularly. Work with local actors to create cultural animation events complementing the others in terms of schedule/calendar and thematic. Recreate the use of public space, as well as the use of built heritage. Good practices handbook for the organization of events in public space, including the already used spaces and identification of new ones.
CURRENT PHASE	In course: (1) Agenda7Coimbra; (2) Events Annual Programme@Coimbra, versions in English, Spanish and Portuguese; (3) Alignment of new great events, as <i>Anozero</i> , in traditionally less animated periods in the city.

A.2 – PROJECT NO. 5

TITLE	Coimbra@Tur
DESCRIPTION	Project for the integration of the several local platforms dedicated to Coimbra touristic promotion and correlated activities, from the <i>website</i> of Coimbra Tourism.
STRATEGY	Improve the use of information and digital communication platforms, with the target of turning Coimbra into one of the more advanced cities in the area of digital information availability.
LEAD PARTNER(S)	CMC, Centre of Portugal Tourism and UC (technological component)
OTHER PARTNERS	Network of enterprises operating in the touristic and ICT sector.
NOTES	Diagnosis and survey on portals and different channels of social networks specially dedicated to Coimbra. Diagnosis on the use of technologies and low cost tools for the attraction of tourists and other visitors. Integration in the Municipal Portal, including specific channels in social networks.
CURRENT PHASE	Not started.

ACTION 3 – NEW VISUALITY OF COIMBRA

A.3 – PROJECT NO. 1

TITLE	Coimbra Signs & Soul
DESCRIPTION	Co-work space and incubator dedicated to stories, legends, myths, symbols, traditions and values (assets) of Coimbra.
STRATEGY	Create a physical space in the city centre dedicated to creators, designers and creative professionals (Cultural and Creative industries) specifically devoted to the creation of prototypes and products (digital, merchandising, stationary, etc.) having as starting point or basis the History, Culture, traditions and other values (natural, ethnographic, etc.) of Coimbra.
LEAD PARTNER(S)	CMC.
OTHER PARTNERS	Pedro Nunes Institute, Creative Condominium and other private partners.
NOTES	Creators and creative professionals of the following areas: digital/software/apps, multimedia, design, fashion, edition.
CURRENT PHASE	In course: (1) Installation of a <i>co-working</i> space in Ancient Art College Central Wing.

A.3 – PROJECT NO. 2

TITLE	Coimbra Toolkit
DESCRIPTION	Electronic platform with essential information about Coimbra (statistics, visual and other nature).
STRATEGY	To make available the essential information about Coimbra through a Portal containing information directed to the different users (citizens, tourists, visitors, enterprises), linked to CMC and Tourism of Coimbra <i>websites</i> .
LEAD PARTNER(S)	CMC and Centre of Portugal Tourism
OTHER PARTNERS	UC and contents' production enterprises.
NOTES	Facts, photos and videos database (dynamic), designed as a tool for the promotion of Coimbra, set in a 'dedicated portal', enabling the access (by internet) to information with practical utility, either in a general perspective or for specific users (enterprises, lecturers, institutional reports, etc.). Development of a photos e images databank about Coimbra.
CURRENT PHASE	In course: (1) In the framework of the project Cities Network Cencyl all the management platform for Coimbra Toolkit is being developed, with a foreseeable conclusion in April 2015.

ACTION 4 – POSITIONING AND PROMOTION OF COIMBRA

A.4 – PROJECT NO. 1

TITLE	To be from Coimbra is...
DESCRIPTION	Campaign for citizens and students involvement.
STRATEGY	To involve the citizens (and students) from Coimbra in the process of positioning and promotion of the city using the web and social networks.
LEAD PARTNER(S)	CMC
OTHER PARTNERS	UC and other relevant partners
NOTES	Campaign for citizens involvement in the promotion of the city (civic proud, ideas, motos and other materials), associated or not to an ideas contest. Complementary campaign: «To be a student in Coimbra is...». Support to Communication in Coimbra.
CURRENT PHASE	Not started.

A.4 – PROJECT NO. 2

TITLE	Ambassador students
DESCRIPTION	To design a collaboration programme with Higher Education Institutions, aimed at transforming students, teachers and invited researchers in Coimbra and its Higher Education Institutions' ambassadors.
STRATEGY	To articulate the promotion of Coimbra with the promotion of its Higher Education Institutions and research centres, having as its main focus specially students from Portuguese speaking countries and belonging to Programme ERAMUS+ and similar.
LEAD PARTNER(S)	CMC and UC
OTHER PARTNERS	IPC, ISMT, EUVG and ARCA
NOTES	Coimbra is, quintessentially, a university town that hosts and/or sees a great number of students, teachers and researchers leaving the city in mobility. Therefore, these elements belonging to the university community may well be Coimbra ambassadors, securing the dissemination of the 'special atmosphere' of Coimbra.
CURRENT PHASE	Not started.

A.4 – PROJECT NO. 3

TITLE	Mobility inside and outside Coimbra
DESCRIPTION	To improve the accessibility to Coimbra (and in/from the city), from Lisbon or Oporto (airports), including public transports and circulation between places with higher visitors and tourists to the city Centre.
STRATEGY	To integrate the public transports supply, improving the supply and the information about this.
LEAD PARTNER(S)	CMC and SMTUC.
OTHER PARTNERS	CP, TRANSDEV, Centre of Portugal Tourism.
NOTES	To evaluate the existing supply and the respective timetables. Diagnosis on debilities. Concerning the connections to and from Lisbon and Oporto (airports). Creation of <i>shuttles</i> between Coimbra-A and Coimbra-B with stop on the bus terminal (?)
CURRENT PHASE	In course: (I) Transdev started an express-pilot connection enabling bus trips, between Coimbra and Francisco Sá Carneiro Airport (Oporto).

A.4 – PROJECT NO. 4

TITLE	Coimbra HUB
DESCRIPTION	Affirmation of the HUB logic in Coimbra, based on the Health and ITC Cluster in University/ Research Centres/Pedro Nunes Institute and Coimbra iParque.
STRATEGY	Identification of the nuclear and strategic sectors from/to Coimbra and aggregation of its agents in a HUB logic, in such a manner that enables its positioning and affirmation at a regional, national and international level
LEAD PARTNER(S)	CMC, UC, IPN, Coimbra iParque and CHUC
OTHER PARTNERS	Enterprise platform and similar institutions, Business Parks, Incubators/Accelerators.
NOTES	Survey on relevant sectors and actors, as well as the initiatives already underway. To structure the strategy or the work/action lines based on the field work. To promote debate and specific Action Plan (integrating the initiatives o the several clusters or entities.)
CURRENT PHASE	In course: (1) Inclusion of IPN in IHub, dedicated to the study of the internet of the future, enabling to start an affirmation policy of Coimbra HUB in this particular sector. This project will start during 2015.

A.4 – PROJECT NO. 5

TITLE	To promote Coimbra
DESCRIPTION	Design of the work platform to enlarge, systematize and value the promotion of Coimbra.
STRATEGY	To associate Coimbra City Council, Centre of Portugal Tourism and the University of Coimbra (and also the IPN) around the action integrated and articulated model of regional, national and international scope.
LEAD PARTNER(S)	CMC (including S. Francisco Covent), Centre of Portugal Tourism and UC (+ IPN)
OTHER PARTNERS	CHUC, Coimbra iParque, Coimbra Region CIM and Centre Entrepreneurial Council.
NOTES	Work process promoted by CMC, including the valence of S. Francisco Covent, articulating the Organic Units belonging to the areas of strategic planning, economic development and support to investors, culture and tourism, associating the process to Centre of Portugal Tourism and University of Coimbra (+ IPN), also with the participation of other relevant partners in the business, cultural and social areas.
CURRENT PHASE	In course: (1) Definition of a management model for S. Francisco Covent, that will host a new <i>welcome centre</i> ; (2) Integration in the already announced <i>Centre Convention Bureau</i> ; (3) RUAS Association, that aggregates CMC, UC, DRCC and other entities and cultural importance in the city.

TABLE OF ACTIONS/PROJECTS (SYNTHESIS)

PROJECT NO.	TITLE	DESCRIPTION	COORDINATION	LEAD PARTNER(S)	ESTIMATED COSTS	FUNDING SOURCES	TIMELINE
A.1 PROJECT NO. 1	Pedestrian axis Praça 8 de Maio / Largo da Portagem	Requalification and regeneration of the pedestrian axis (main street of the city), involving the streetscape (public and private space and commercial activities), including street animation.	CCIC [FZF]	Coimbra City Council (CMC) and Downtown Association (APBC)	Not available	CMC / CENTRO 2020 (Eixo 9) / AIDUS / DLBC	1st phase- JUNE 2015; 2nd phase- DECEMBER 2016
A.1 PROJECT NO. 2	Arts and Crafts Patio	Requalification of the public space network in Inquisition Courtyard/Sofia Street (and Sofia Street slope), associated to the existing or to be installed urban functions.	CCIC [FZF]	CMC, Escola da Noite, Centro de Artes Visuais (CAV), Cena Lusófona and O Teatrão	(€ 700.000] + € 5.000	CMC / CENTRO 2020 / Creative Europe	1st phase - DECEMBER 2015; 2nd phase - DECEMBER 2016
A.2 PROJECT NO. 1	Virtual thematic lines	Creation of thematic touristic routes, with the same image/ graphics of the subway lines, which may be visible in the several mobile computing personal devices.	DCT [DS]	CMC, Coimbra University (UC), Regional Tourism Agency (TCP), and Regional Authority of Culture (DRCC).	15.000 €	CMC / CENTRO 2020 (eixo 7) / DLBC	APRIL 2016
A.2 PROJECT NO. 2	Physical and virtual signposting	Remodelling and extension of the existing physical signposting, articulating it with the new digital platforms under the perspective of the car and pedestrian mobility. Integration with the cultural and touristic information available or to make available.	DIEPT [+DCT +CCIC]	CMC, UC and TCP	To be defined.	CMC / CENTRO 2020 (eixo 7) / DLBC / AIDU	1st phase - DECEMBER 2015; 2nd phase - JUNE 2017
A.2 PROJECT NO. 3	City Routes Running Guide	Urban circuits map for leisure running, with touristic, cultural or other information considered to be relevant for the purpose.	DCT [+DD] +CCIC]	CMC e Associação Académica de Coimbra (AAC)	15.000 €	CMC / CENTRO 2020 / AIDUS	MARCH 2016
A.2 PROJECT NO. 4	Lively Coimbra	Programme for dissemination of cultural and sports events for residents and visitors.	DCT [+CCIC]	CMC and UC	5.000 €	CMC / CENTRO 2020 / INTERREG / POPTEC	MARCH 2016
A.2 PROJECT NO. 5	Coimbra@Tur	Project for the integration of the several local platforms dedicated to Coimbra touristic promotion and correlated activities, from the website of Coimbra Tourism.	CCIC [AG] +DCT [DS]	CMC, Turismo Centro de Portugal e UC (ICT's)	Not available	CMC / CENTRO 2020 (eixo 7) / AIDU / DLBC	MARCH 2016

PROJECT NO.	TITLE	DESCRIPTION	COORDINATION	LEAD PARTNER(S)	ESTIMATED COSTS	FUNDING SOURCES	TIMELINE
A.3 PROJECT NO. 1	Coimbra Signs & Soul	Co-work space and incubator dedicated to stories, legends, myths, symbols, traditions and values (assets) of Coimbra.	GAI [JB]	CMC	To be defined.	CMC / IPN/ CENTRO 2020 / Europa Criativa	JANUARY 2016
A.3 PROJECT NO. 2	Coimbra Toolkit	Eletronic platform with essential information about Coimbra (estatistic, visual and other nature).	GAI [JB]	CMC e Turismo Centro de Portugal (TCP)	24.000 €	CMC / CENTRO 2020 / Creative Europe / POPTec	OCTOBER 2015
A.4 PROJECT NO. 1	To be from Coimbra is...	Campaign for citizens and students involvement.	CCIC [AG +RH]	CMC	5.000 €	CMC / CENTRO 2020 / Creative Europe	JUNE 2016
A.4 PROJECT NO. 2	Ambassador students	To design a collaboration programme with Higher Education Institutions, aimed at transforming students, teachers and invited researchers in Coimbra and its Higher Education Institutions' ambassadors.	DCT [DS]	CMC e UC	Not available	CMC / CENTRO 2020 (eixo1) / PO Capital Humano / INTERREG / POPTec	DECEMBER 2015
A.4 PROJECT NO. 3	Mobility inside and outside Coimbra	To improve the accessibility to Coimbra (and in/from the city), from Lisbon or Oporto (airports), including public transports and circulation between places with higher visitors and tourists to the city Centre.	SMTUC [LS]	CMC e SMTUC	To be defined.	CMC / CENTRO 2020 (eixo 6) / Mecanismos para interligar a Europa / COMPETE 2020	1st phase - MARCH 2016; 2nd phase - MARCH 2017
A.4 PROJECT NO. 4	HUB Coimbra	Affirmation of the HUB logic in Coimbra, based on the Health and ITC Cluster in University/ Research Centres/ Pedro Nunes Institute and Coimbra iParque.	GAI [JB]	CMC, UC, IPN, Coimbra iParque, CHUC	Not available	CMC / CENTRO 2020 (eixo1) / Horizonte 2020 / COMPETE 2020	1st phase - MARCH 2016
A.4 PROJECT NO. 5	To promote Coimbra	Design of the work platform to enlarge, systematize and value the promotion of Coimbra.	CCIC +DCT +GAI	CMC (Convento S. Francisco), UC (+ IPN) e TCP	Not available	CMC / CENTRO 2020 (eixo 8) / COMPETE 20	DECEMBER 2015

CMC - Câmara Municipal de Coimbra; CCIC - Projecto Coimbra > Cidade Inteligente e Criativa; DCT - Divisão de Cultura e Turismo; DIEPT - Divisão de Infraestruturas, Espaço Público e Trânsito; DA - Divisão de Ambiente; DDJ - Divisão de Desporto e Juventude; GAI - Gabinete de Apoio ao Investidor; SMTUC - Serviços Municipalizados de Transportes Urbanos de Coimbra

Thematic workshop 01
Management and new organizational models

Thematic workshop 02
Brand toolkits: urban semiotics and politics of city representation

Thematic workshop 03
Communication channels for the city: old formulas revisited and new paths

Thematic workshop 4
Segmentation strategies: visitors, business, talent, locals

2 key study visits

Peer review

Case study

Final conference

Local Action Plan of Coimbra [Portugal]

URBACT is a European exchange and learning programme promoting sustainable urban development.

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