



SMART VILLAGE STRATEGY OF PENELA RURAL INNOVATION VILLAGES (PORTUGAL)

CUMEEIRA



DECEMBER 2020

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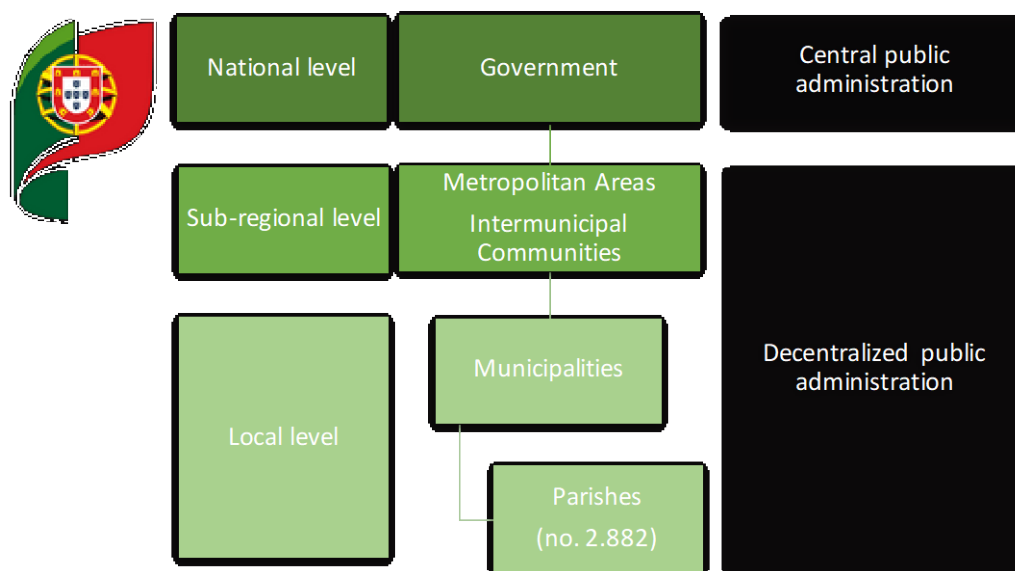
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I. INTRODUCTION

1.1 Local governance in Portugal

The governance model in mainland Portugal includes three territorial levels of administration: central, sub-regional and local. With regard, particularly to the local level, the democratic organization understands the existence of local authorities - Municipalities and Parishes, which correspond to the administrative level at which local political leaders are elected.

Figure 1. Multi-level governance in Portugal



In their definition, Municipalities and Parishes are territorial entities that aim at socio-economic development and the pursuit of the interests of the respective populations, with their attributions and competences directly linked to spatial planning, public supply, basic sanitation, health, education, culture, the environment and sport. To play this role, local authorities are endowed with representative bodies with autonomous political powers and their own responsibilities and competences.

Municipalities

- Municipal Council (executive body). Responsible for governing and managing the current affairs of the municipality. It consists of an executive elected through a proportional representation system, which includes a president (first candidate on the most voted list) and an odd number of councilors (between 5 and 17, depending on the population of the municipality), which normally includes representatives of several political party lists.
- Municipal Assembly (deliberative body). Its main competence is to supervise the activity of the Municipal Council. The number of members varies according to the number of citizens and parishes, being elected similarly to the Municipal Council, however with the particularity of inherently integrating the presidents of the Parish Councils of the municipality.

Parishes

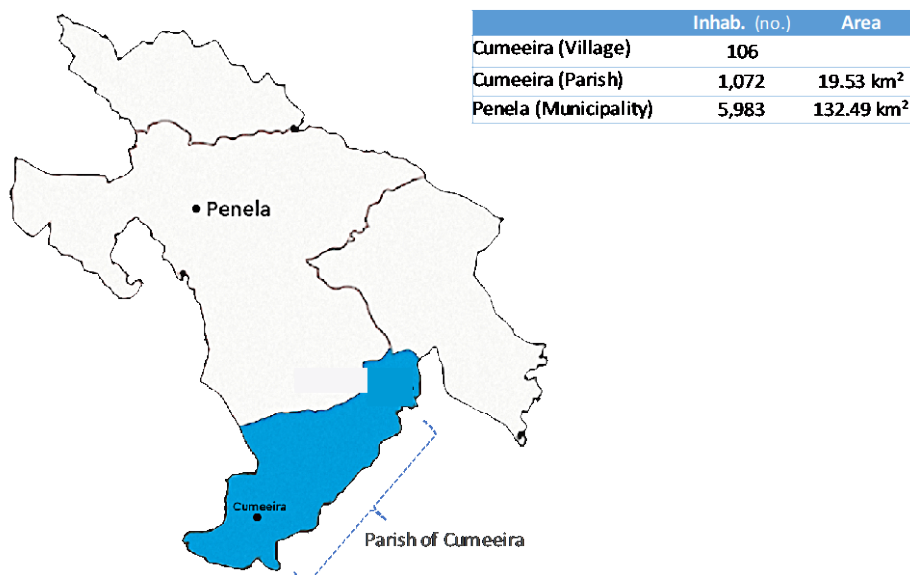
- Parish Council (executive body). Responsible for governing and managing the current affairs of the parish. It is elected by the members of the Parish Assembly, with the exception of the President (first candidate on the most voted list).
- Parish Assembly (deliberative body). It is a body directly elected by registered citizens, through lists that traditionally are partisan, but can also be independent.

All bodies are elected by direct and universal suffrage (party or independent lists), with the exception of the Parish Council. Elections take place every 4 years, with the next electoral process taking place in 2021.

In Portugal, parishes are subdivisions of municipalities and correspond to the smallest administrative division in Portugal (similar to the parish in other countries). In rural areas, parishes are generally constituted by several small population settlements (towns and villages).

In this case, and with regard to administrative division/autonomy, it should be noted that Cumeeira is a village and also the seat of a Parish in the municipality of Penela.

Figure 2. Municipality of Penela



1.2 What is a 'village' in Portugal?

In Portugal, there are three main types of population centers: city, town and village. Bearing in mind the outline of this strategy, it is important to mention the [informal] definitions of village and town, as both configurations were selectable within the scope of the Project Smart Rural 21.

Village

Population cluster usually located in rural areas, with few inhabitants, with a simple social and economic organization (relatively lacking in collective services and equipment), and which may have administrative autonomy. In general, it is usually a village satellite. A rural parish in Portugal is usually constituted of several villages.

Town

Population cluster of intermediate size between the village and the city, with an almost self-sufficient economy. The transition from village to town depends on the importance that the tertiary sector (commerce and services) assumes in the local economy. Usually it has administrative autonomy (and may even assume the role of the seat of the municipality).

According to the Portuguese legal framework, it is a continuous population agglomeration, with a minimum number of voters of 3,000, having at least half of the following collective facilities: health care post; pharmacy; cultural center or other collectives; public transport; post office; commercial and tourism establishments; establishment providing compulsory education; bank branch.

II. CONTEXT

2.1 Top-level strategies

With regard to **regional level** development strategies, it should be mentioned that the strategy for Cumeeira is appropriately framed in the Regional Innovation Strategy for Smart Specialization (RIS3) and the Program for Revitalization of Pinhal Interior¹, both outlined for the Region Centro of Portugal (programming period 2014-2020), and both operationalized with financial resources mainly mobilized from the Regional Operational Programme Centro2020.

RIS3 consists of a strategic approach to economic development, through support focused on research and innovation in a set of thematic differentiating domains, in which the region differs or has growth potential.

¹ Scope of application: 19 municipalities in the Region Centro most affected by the massive fires in 2017, one of which is Penela.

Figure 3. Top-level strategies – RIS 3 for the Region Centro of Portugal

RIS3 – Research and Innovation Strategy for Smart Specialization of Region Centro

- **Thematic differentiating domains:** Agroindustry; Forest; Sea; ICT; Materials; Health and well-being; Biotechnology; and Tourism. ”.
- **Cross-cutting priorities:** resource sustainability; qualification of human resources; territorial cohesion; and internationalization

The consistency of this framework is confirmed with the priority line of intervention 'rural innovation'. In fact, RIS3 states that experimenting with new solutions geared to rural innovation allows to enhance the attractiveness and quality of life in rural areas, namely, the development of smart and creative territories; of integrated solutions for the design, production, valorization and commercialization of products and services based on endogenous resources; and the introduction of technologies (e.g., telemedicine, itinerant support systems, ...) and other forms of social innovation.

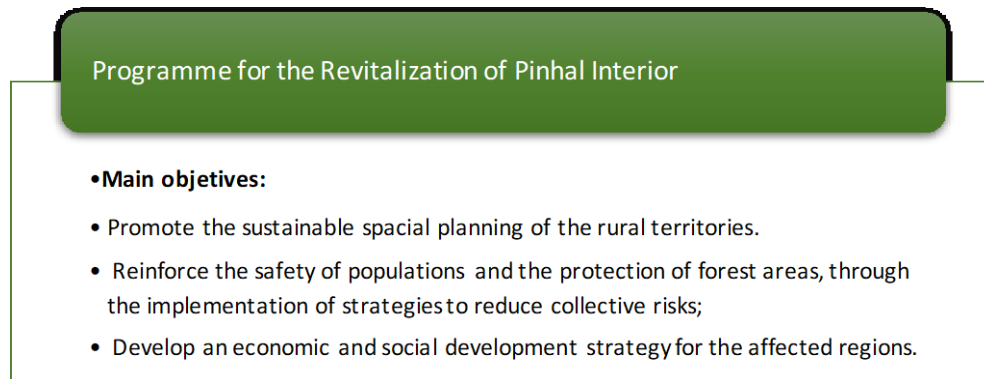
Another very relevant regional strategy is the Pilot-programme for the Revitalization of Pinhal Interior (PRPI), which was created following the 2017 fires in the Region Centro. This pilot program is implemented through the national Program for Enhancing the Inland, in harmony with the current national policy, whose ambition is to contribute to a more cohesive, more inclusive and more competitive country, in convergence with the European Union's designs: combating climate change, responding to the demographic challenge, building the digital society and reducing inequalities.

With the objective of suiting the strategic challenges of the Government Program and the current political cycle, it is organized along the following priority axes:

- Axis 1: Valuing endogenous resources and business capacity in the inland;
- Axis 2: Promote cross-border cooperation for the internationalization of goods and services;
- Axis 3: Capture investment and settle people in inland territories;
- Axis 4: Making inland territories more competitive.

In this context, the Pilot-programme for the Revitalization of Pinhal Interior has an approach centered on economic and social revitalization, including the issues related to the forest areas, developing a set of measures and actions with a strong territorial nature, capitalizing on local complementarities and synergies and articulating the various sectoral policies in favor of a development strategy for the rural territories.

Figure 4. Top-level strategies – Pilot-programme for the Revitalization of Pinhal Interior



The PRPI considers the instruments related with the spatial planning and management and rural development policies, defining strategies, plans and actions under a specific governance model where it attributes responsibilities and competencies to different stakeholders, allowing the programming and financing of specific actions in the short and medium term.

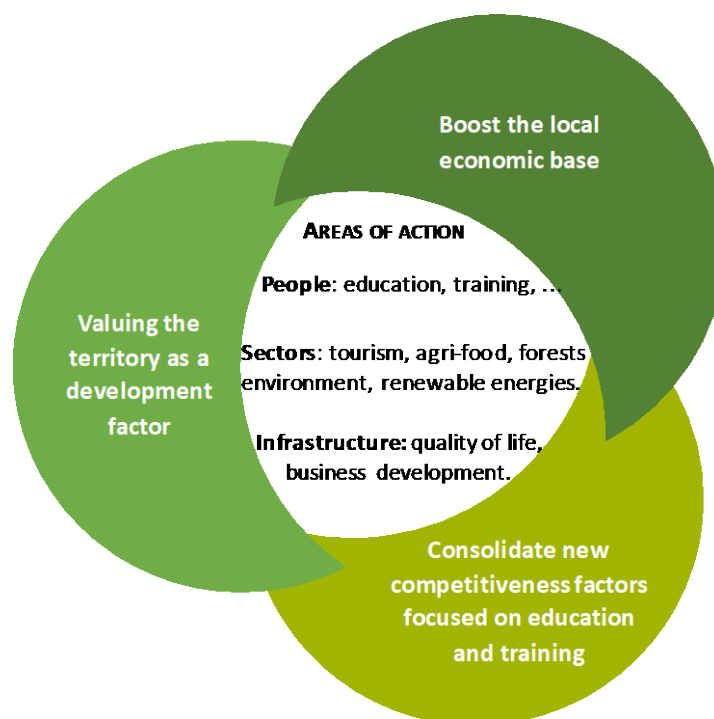
Considering **local level**, the municipality of Penela pursues, since 2007, a sustainable territorial development policy which reflects the specific needs and which enumerates the lines of intervention capable of responding to the complex nature of the economic, social and environmental challenges and opportunities.

With this background, the municipality conceived the Director Programme for Innovation, Competitiveness and Entrepreneurship (PD-ICE), which provides a framework based on territory planning, green economy, social economy, innovation and creativity, for a comprehensive response to the identified needs. In this context, the PD-ICE suggests:

- strengthening the visibility and attractiveness of the territory;
- capitalizing endogenous resources as a differentiating factor;
- promoting tourism in an integrated way, and
- fostering and supporting innovative projects.

Accordingly, the Programme assumes the vision **Local resources at the service of innovation, innovation at the service of local resources**, and sets clear strategic guidelines around three areas of action that represent, at the same time, the basis to mobilize resources and the focus of the interventions (see Figure below).

Figure 5. PD-ICE – strategic guidelines and resources to be mobilized



In addition, the Municipality of Penela designed the Strategic Programme for Sustainable Development 2020², which is a general instrument for framing the development of the municipality for the programming period 2014-2020, being aligned with the premises of EUROPE 2020 Strategy, Portugal 2020 Partnership Agreement, Regional Operational Program for the Region Centro, and Strategic Development Plan for the Region of Coimbra.

This Strategic Programme takes the PD-ICE as its starting point, maintaining the same strategic objectives (cf. previous figure), given the commitment to transform the Municipality of Penela into a competitive, connected, attractive and resilient territory.

2.2 Existing strategies and initiatives

Taking into account the achievement of the ambitious expected results in the scope of the implementation of the Strategic Programme for Sustainable Development 2020, the Municipality of Penela has been executing a set of strategies, initiatives and mobilizing projects, that were considered in the construction of this smart strategy for Cumeeira. Of those mobilizing initiatives, the following is highlighted.

² Link: <https://bit.ly/35lXBDj>

Smart Rural Living Lab

In 2010, the Municipality of Penela joined the European Living Labs Network (ENoLL) with the leadership of the Smart Rural Living Lab consortium, whose performance perspective consists of bringing together companies, researchers and public institutions, promoting cooperation and creativity and creating new products and services that will undergo tests in a real context, with the aim of promoting the integration of sparsely populated areas in the challenging global world.

The inspiration of the Municipality of Penela is to learn best practices from other villages across Europe, in order to implement the most efficient solutions to attract citizens and tourists as a way to fight depopulation and revitalize the territory's economy.

2.2.1 Links to existing local strategies

The smart village strategy is being built on the Strategic Program for Sustainable Development of the Municipality of Penela 2020, which is a very comprehensive document that defines the programmatic lines for the development of the municipality.

Aside from this, it should be mentioned that all the projects and initiatives foreseen in the present strategy, are in line with Local Development Strategy of the LAG Terras de Sicó, particularly with regard to the following strategic objectives:

- Competitiveness - the dynamism and diversification of the local economy should potentially increase the capacity to generate and retain added value in the territory.
- Employment. The creation and the maintenance of jobs are fundamental aspects to counter the tendency of population decrease and aging in the territory.

2.3 What is smart for Cumeeira

The smart village approach emerged from specific challenges as depopulation combined with an aging population and the gap in terms of health care services that this age group permanently needs, are two of the most significant concerns. These, allied with a weakened economic activity, and the absence of features to develop tourism activities linked to a natural and built heritage, also due to the rather degraded construction, designs a context which is very difficult to revert.

These complex challenges allied to the context of preparing the rehabilitation strategy has shown the opportunity for the village adaptation to an autonomous elderly living space, combined with innovative actions to support older people with ICT technologies.

The rehabilitation program will entail an articulated set of interventions, that, in an integrated way, aim at the recuperation of the built spaces so that their re-functionalization becomes possible, that is, to create spaces to welcome new activities or support for local-based entrepreneurship. In this particular case, rehabilitation of housing for the elderly.

What is smart for Cumeeira

Smart for Cumeeira is to develop innovative territorial development strategies that promote the fixation of senior residents in the village, through smart approaches linked to social innovation and health care aimed at active aging as a tool for fixing people.

In this sense, smart for Cumeeira is to develop integrated territorial strategies, using innovation and bottom-up approaches to overcome the identified challenges and to achieve a sustainable development in its three dimensions – social, economic and environmental.

The development of the concept “Social Village” started about one year ago, and was conveyed by the political decision-makers to the local actors. This gave rise to dialogue and fruitful discussions, and to a close collaboration with the village Cultural Center of Cumeeira, with the regular and participative involvement of residents and other public and private entities, in order to identify, define and implement solutions for the sustainable development of the village.

VISION

Use logical, perceptive, comprehensive and participatory approaches, able to provide the right conditions to promote, through social innovation, the fixation of new residents (mainly seniors), the design and implementation of activities aimed at active aging and of a health care model structured around self-management and self-care, and that produce lasting impacts, namely using digital technology as a tool to ensure the quality of life of the elderly.

Additionally:

- ➔ Affirm Cumeeira in the national and international context, as an example of good practices in active aging with respect for the socio-cultural matrix of the village.
- ➔ Contribute to leverage low-density territories, increase the quality of life of resident populations, stimulate the settlement of people, and reverse the depopulation trend.

MAIN SUBPROJECTS / INITIATIVES

The “Cumeeira Social Village” project aims to transform the village into a hospitable environment to accommodate elderly with chronic degenerative diseases (e.g., Parkinson and Alzheimer) and users in rehabilitation / recovery processes, offering an exclusive health care service that allows for the seniors live alone. This concept offers:

- Privacy and autonomy (each patient lives at home, accompanied or not by family members, taking care and continuing to manage their lives);
- Controlled freedom (living without locks and fences);
- Solidary technology (devices to support daily life, location and identification of patients and communicative link with family members).

The project is still in an early stage, at which is essential to define and stabilize the concept *Social Village / Smart Social Village* to move the strategy forward, i.e., to the planning phase. Nonetheless, it foresees the following activities / actions:

- ↳ Rehabilitation of housing to provide autonomous living spaces to elderly;
- ↳ Technologies and equipment aimed at improving the quality of life of elderly
- ↳ Activities aimed at active and healthy aging
- ↳ Digital training for elderly and care providers
- ↳ Capacitation of professionals directly involved with the elderly in health and digital areas.

The area for which the rehabilitation was defined, corresponds to 5.7 hectares.

2.4 Cooperation with other villages

At the international level, in April 2010, the Municipality of Penela joined the European network of Living Labs (ENOLL) through the project *Smart Rural Living Lab* (SRLL), which constituted an important milestone in the strategy of Innovation, Competitiveness and Entrepreneurship for the territorial development of the municipality, namely, with regard to the involvement of the various partners (from the scientific and technological, business, associative and governmental systems) in the to promote the creation of new knowledge and attitudes and the sharing of experiences.

The philosophy of the *Living Lab* presupposes an innovative co-creation process, in which companies test their products and / or services in a real context, that is, users are part of the product and / or service development process itself.

SRLL is the first *Living Lab* exclusively Portuguese, dedicated to promoting sustainable development in rural areas, having participated in the first World Congress of Smart Cities in November 2011 that took place in Barcelona.

Following the success of its business incubation activity and the accumulated experience in the dynamics of entrepreneurship and innovation, in 2013 a partnership was established between Institute Pedro Nunes (IPN) – Incubator and the Municipality of Penela to support the implementation of the “Smart Rural Living Lab - Economic Valorization and Formation of the Municipality of Penela”.

Through the IPN-Incubator, the National Scientific and Technological System was mobilized, to reinforce the competitiveness of the regional economic fabric and rural territories, with a pilot project in the municipality of Penela, which aimed to improve scientific knowledge, through the creation and consolidation of collaboration networks with a view to promoting innovation, R&D and entrepreneurship leveraged by new technologies, methodologies and solutions capable of giving rise to new services or products of added value, conceptualized and tested by citizens in a real environment.

This partnership resulted in the creation of the application for the pilot project Look4MyHealth in the municipality of Penela, where vital health signs monitoring equipment was tested. This application made possible to collect the data automatically and send it directly to the health professionals who accompanied those users. The monitored patients were mostly diabetic and hypertensive.

At the local level, the nearest village is Venda das Figueiras, only 0.5 km away. It is assumed that there is room to benefit from the dynamics triggered by the *Social Village*, which may thus enhance cooperation between the two villages.

The smart strategy developed at Ferraria de São João will also naturally be a way for both villages to cooperate in order to share their concerns, successes and mistakes and to implement joint activities (e.g., plan for active ageing).

III. MAIN CHARACTERISTICS OF CUMEEIRA

3.1 Main characteristics of the village and rural area

Low-density territories, especially those that were able to preserve their local identity, are currently experiencing a period of change, in which innovation, the use of indigenous resources, competitiveness, sustainability and cohesion are essential factors for identifying and implementing new ways of intervening and pursuing the development and sustainability of territories.

The Parish of Cumeeira presents a relatively peripheral situation in relation to the rest of the Municipality, a position that may, in part, be responsible for the consecutive loss of resident population over the last two decades. In the parish, there is a concentration of the population in the village of Cumeeira, and a dispersion by small rural residential areas.

The most important sector of activity is the tertiary sector, where, the active population predominantly works, mainly, in services related to the economic activity. The secondary sector assumes some expression, seeming to benefit from the industrial dynamics of the contiguous municipality. Jobs related to the primary sector have a insignificant expression.

The village of Cumeeira has a set of differentiating characteristics at the most diverse levels: natural heritage, historical-cultural heritage, traditions and social (tacit and erudite knowledge of the population), of which we highlight:

- The limestone that frames the village, standing at 319m at the highest elevation;
- Some buildings with architectural and community interest such as the Church and other public spaces (chapel and cemetery; alminha fountain, etc. ...) and one or another private house, which will potentially be a reference in the requalification of public space.

In Cumeeira, partly because it is the parish seat, there are equipment to support families, as well as cultural equipment. These equipment, are public infrastructures that play an essential role in the social and cultural development of the village:

- Social response for people over 65 years of age: Rest Center of the Caritas Diocesan of Coimbra. It includes a day care center with capacity for 40 users, and a home support service with capacity for 20 users. Given the high proportion of elderly people in the territory, it is easy to perceive that this type of equipment quickly runs out of capacity (e.g. according to the latest statistical data, in 2011, 30% of the inhabitants of Cumeeira were over 65 years old).
- Cultural Center: it aims to encourage the customs / culture of the village, promoting the interaction of all population generations. It organizes sports events (e.g., football matches between singles and married; mountain bike competitions – known as Rota da Broa), cultural events (e.g. balls in the center facilities), religious events (e.g. pilgrimage on foot and on bike), visits in the vicinities (e.g. Talisman caves).
- School center, which recently benefited from requalification and expansion works. These improvements, in addition to maintaining pre-school and 1st cycle of basic education, allowed the resizing of facilities for new curricular and extracurricular challenges, according to the guidelines of the Strategic Educational Plan of Penela. The works were financed by the Municipality of Penela and co-financed by community funds.
- Football field. Although used by the residents of the village, it is a field with poor conditions for sports as it has no lighting or changing rooms, it is unpaved (on ‘dirt’) and with poor condition and has a reduced functional dimension.

The village of Cumeeira is made up mostly of townhouses in the oldest area, where are also located most of the built heritage, the Mother Church stands out, as it exists since 15th century.

Most of the buildings in the urban present a reasonable state of conservation, however, in the old nucleus, there are several vacant buildings, which contributes to the worsening of their state of conservation. Many of these buildings are of traditional construction (in limestone masonry) and present an interesting potential for recovery. However, the interest on their recovery is hampered by their state of conservation and also because this central area as a very conditioned road circulation and parking.

Recently new residential units have emerged, having some impact on the form and aesthetic of the agglomerate. In face of this, the plan for the rehabilitation of Cumeeira, assumes an urban management based on the will to recover and revitalize the “historical” nucleus, aiming at the village’s urban coherence of the improvement of the quality of life of the inhabitants.

Some key elements are presented below. For comparability purposes, and whenever possible, the most relevant quantitative information includes official statistical data.

Table 1. Populations in proximity to Cumeeira

Name	Population	Distance between village
Venda das Figueiras (village)	112	1 km
Cabeça Redonda (village)	164	3 km
Penela (town, seat of Municipality)	3 300	12.4 Km
Coimbra (city, capital of district)	105 842	36.2 Km

Table 2. Key statistics of Cumeeira

Indicator	Value	Last year	comments	Source of information
Population (No.)	106	2011		2011 Census Data for the parish
Aging index	280%		Number of residents aged 65+ per 100 residents under 15)	
Elderly dependency rate	52%		Elderly population (65 and over) / working age population (15-64 years)	
Unemployment rate	10%		Unemployed aged 15 or over / active population aged 15 or over	
Employment rate	90%		Employed persons aged 15 years and over / active population (15-64 years)	
Age structure				
Population from 0 to 14 years	116	2011	Data for the Parish	2011 Census
Population between 15 and 64 years	631			
Population over 65 years	325			

3.2 Main challenges

3.2.1 Depopulation

Depopulation is a common challenge for rural villages across Europe so, like other territories, action must be taken to make these villages more attractive to potential new residents and it can only be done if local communities understand, from their perspective, the importance of that goal.

Depopulation is the most demanding challenge that the village and surrounding territories are trying to face, and the most relevant for defining a strategy to attract new residents. According to formal statistical data, in 2001 Cumeeira had 142 inhabitants, a number that dropped to 106 over a 10-year period (about 25%).

3.2.2 Ageing

An ageing population and the disparity between the needs and the accessibility to health care services and to animation and socialization activities that this age group permanently needs are two significant issues in the rural areas. Moreover, there are no initiatives aimed at incorporating the elderly in local

economies, namely, with the creation of activities that could use their knowledge and experience, while guaranteeing their physical and social well-being.

Therefore, one of the biggest challenges for Cumeeira and surrounding territories is the creation of instruments for an active, healthy and dignified ageing, placing emphasis on the need to foster the emergence of services for ageing well at home and in the community. These services represent employment opportunities in social services.

Active ageing is the process of optimizing opportunities for health, participation and security in order to enhance quality of life as people age. Active ageing applies to both individuals and population groups. It allows people to realize their potential for physical, social, and mental well-being throughout the life course and to participate in society according to their needs, desires, capacities and skills, while providing them with adequate protection, security and assistance.

In addition, this is a very relevant matter also in the perspective of contributing to the sustainability of the public health system.

3.2.3 Deterioration of the urban space of the village

Most of the buildings in the urban area of Cumeeira are in a reasonable state, however, those located in its 'old' urban center are in a bad state of conservation and many are vacant.

Besides the state of conservation, there are obsolete buildings, infrastructure and equipment for collective use, and also deteriorated green spaces for common use. This situation justifies an integrated intervention aiming the rehabilitation of the built spaces so that their re-functionalization is possible. In this particular case, rehabilitation of housing for the elderly and for potential new residents (families), rehabilitation of public buildings to leisure and social activities, ... The latter represent a key factor to evaluate the quality of life in the village.

In this context, it is considered that the financing, both public and private, will embody the biggest challenge to implement the Social Village. In this sense, it is also important to ensure that national and regional strategies and programs for urban rehabilitation, energy transition and others are adapted to the specific needs of rural villages.

3.3 Key features / assets and opportunities

3.3.1 Quality of life

The village of Cumeeira offers its inhabitants a high quality of life away from the hustle and bustle of everyday life in a large city. On the other hand, it provides access to health, education and leisure due to its proximity to the Penela, and the good accessibility to the city of Coimbra gives access to the services provided by a large urban city.

In addition, connectivity as an essential factor to promote the development of these rural villages through fast connections to the internet by optical fiber in order to enhance the remote access of health professionals to their patients and, consequently, the attraction of new residents to the village.

3.3.2 Regeneration of built spaces

It is foreseen for the coming years, the preparation and execution of an important set of interventions aimed at urban rehabilitation / regeneration, in the scope of the Strategic Urban Rehabilitation Program for Cumeeira.

These interventions reflect the concern of the local administration in creating better conditions / quality of life, not only to maintain the population, but also to increase the attractiveness of the village for new residents, namely, new families. Strategically and in particular with regard to Cumeeira's functional profile, it is important to:

- Recover and enhance the urban structure;
- Requalify and enhance the built heritage, reinforcing the focus on tourism;
- Requalify existing equipment and its surrounding spaces;
- Develop new solutions for attracting families, also seeking to provide responding to social needs;
- Requalify public space and existing infrastructure networks;
- Promote efficient traffic management and parking spaces;
- Promote cultural, sports and leisure activities;
- Promote and encourage entrepreneurship associated with the provision of care services for senior population.

3.3.3 Senior tourism

Senior tourism is an opportunity to raise awareness and mobilize people to the village who may one day later become residents, taking advantage of the village's resources and valuing activities related to leisure and well-being.

3.3.4 Environmental and visual quality

The excellent environmental quality of the village of Cumeeira, combined with the beautiful landscape are assets that promote the well-being of its residents and visitors.

3.3.5 Focus on informal care

The focus on informal care for working-age neighbors is a guarantee for the success of the Social Village and an element of differentiation and smart innovation that will provide security for new residents looking for the Cumeeira to continue to have an active life in the community. On the other hand, the introduction of new IoT technologies that communicate with health professionals and family members and with a connection to SCT - Scientific and Technological System - through HIESE and IPN.

3.4 Main characteristics of the local community

The local community of Cumeeira has routines and customs of mutual help and keep some traditions. It is mainly constituted by elder, with low education levels, and resistant to change. Nevertheless, the younger segment of the population raises awareness of the issues/needs that most concern them.

The community counts with the Cultural Center when it comes to the need of promoting activities aimed at fostering community involvement. This association is a non-profit entity, created to enhance cultural and recreational activities grounded on the valorization of the village's endogenous resources: people (know-how), natural heritage, built heritage, traditional practices,

In terms of leadership, the Presidency of the Association is assigned to a young natural inhabitant, who assumes an active role in the linkage with the older inhabitants, having several times the mission of conciliation and explanation of the issues and decisions that could affect the village and its community.

In addition, the local community can count with the president of the Parish Council, who has the responsibility of making the linkage with the Municipality of Penela.

3.5 SWOT Analysis

The SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) presented in the following table outlines a comprehensive analysis of the strengths, weaknesses, opportunities and threats associated with Cumeeira, given that it considers the basis for the definition of its Strategic Program for Urban Rehabilitation.

This analysis allows an easy identification of the current strengths, which could be considered as engines of evolution, the areas for improvement, for which specific strategies should be designed, the opportunities, which reflect the positive influences that need to be harnessed, and the threats, which are important to know what is needed to be done in a perspective of prevention. The analysis is organized around five key areas:

- Territorial organization;
- Social politics;
- Culture and heritage;
- Environment;
- Territorial competitiveness.

Table 3: SWOT analysis

STRENGTHS	WEAKNESSES
<p>Territorial organization</p> <ul style="list-style-type: none"> Proximity to cultural and sports facilities, research centers, incubators for entrepreneurship, educational institutions, ... Good road access and proximity to the main road network Most buildings are single family homes with backyards High standards of environmental quality Existence of traditional buildings <p>Social politics</p> <ul style="list-style-type: none"> Support and / or monitoring of families at risk Support in the provision of primary care to elderly (food, health, domestic organization, animation) Provision of day-care for children and primary school suitable for the resident population <p>Culture and heritage</p> <ul style="list-style-type: none"> Uses, customs and traditions Production of endogenous quality products Existence of cultural events able to attract visitors <p>Environment</p> <ul style="list-style-type: none"> Landscape diversity and quality High air quality High water quality and availability of available water sources Low noise levels Good natural conditions for the production of renewable energy (wind, solar, biomass ...) Coverage of the system of residues' selective collection <p>Territorial competitiveness</p> <ul style="list-style-type: none"> Variety and quality of endogenous products and resources Existence of public policies based on a strategy that focuses on the promotion and enhancement of endogenous resources 	<p>Territorial organization</p> <ul style="list-style-type: none"> Deficit in the digital network service Dispersed and low density settlement Low private investment in urban rehabilitation, and lack of incentives for it Public transport, time consuming and at a relatively high cost Peripheral position in relation to Coimbra <p>Social politics</p> <ul style="list-style-type: none"> Lack of capacity for demographic attraction Progressive loss of population and decrease in the number of families, high rate of population aging Scarce job supply, upward trend in long-term unemployment Lack of an active policy for the elderly, that makes it possible to incorporate value in the local economy Health services only available in Penela and Coimbra <p>Culture and heritage</p> <ul style="list-style-type: none"> Deficient conditions of the collective equipment and infrastructure Absence of policies to support property rehabilitation Low private investment in urban requalification <p>Environment</p> <ul style="list-style-type: none"> Degradation of the landscape associated with abandonment and intensive forest production (eucalyptus) Risk of soil degradation due to monoculture and fast-growing species Low level of use of microgeneration and renewable energy systems Low residues separation rate Existence of waste deposition in natural space <p>Territorial competitiveness</p> <ul style="list-style-type: none"> Lack of motivation of the population towards the traditional sectors, putting at risk the production of endogenous products Weak business and market diversification. Low culture of cooperation between public and private entities There is no system for managing the economic aptitudes of rural land and the management of available soil. Difficulty in the entry of new rural entrepreneurs (complex land market). Low competitiveness of agriculture due to the lack of production scale

OPPORTUNITIES	THREATS
<p>Territorial organization</p> <ul style="list-style-type: none"> Development and implementation of rehabilitation and urban regeneration actions in the coming years. <p>Social politics</p> <ul style="list-style-type: none"> Construction of facilities for a nursing home is planned (social village) <p>Culture and heritage</p> <ul style="list-style-type: none"> Central urban spaces retain traditional features Existence of a cultural equipment <p>Territorial competitiveness</p> <ul style="list-style-type: none"> Local resources with the ability to leverage new businesses Potential for agricultural and / or forestry production Public policies to promote economy and social entrepreneurship Increasing organic farming well adapted to smallholdings Tourism strategy aimed at enhancing senior and health tourism. 	<p>Territorial organization</p> <ul style="list-style-type: none"> Access / availability of public and private services don't meet the needs of local population (demotivating factor in the fixation of new residents) Current unfavorable scenario for investment in real estate <p>Social politics</p> <ul style="list-style-type: none"> Lack of housing in the rental market / existing properties without minimum living conditions Employment with too much dependence on the services' sector Low entrepreneurial capacity of the local population Disinterest of the local population in the traditional sectors of the economy <p>Culture and heritage</p> <ul style="list-style-type: none"> Poor participation of the local population in cultural events Degradation and lack of conservation or maintenance of heritage Tendency towards depopulation and at risk of heritage mischaracterization Devaluation of the built, cultural and ethnographic heritage Requalification of House-Museum, which may contribute to one of the attractive activities / anchors permanently <p>Environment</p> <ul style="list-style-type: none"> Replacement of forest native species with fast-growing species Threat of water quality by effluents from forest fires Agents inattentive about construction and demolition waste <p>Territorial competitiveness</p> <ul style="list-style-type: none"> Development agents, both public and private, with difficulty to adopt a logic of collective interest Territory not been able to encourage the creation of businesses, needed to leverage economic and social development There is no technically equipped associative / cooperative culture capable of serving the interests of local population



IV. INTERVENTION LOGIC

The strategy to be developed stems from the Strategic Urban Rehabilitation Programme of Cumeeira, a very comprehensive document that defines the interventions to be carried out. This document is the result of the strategic planning for the village, comprising projects and actions already and to be developed over the next 10 years.

This program was planned in 2015, considering the delimitation of the village's rehabilitation area, which encompasses a clear reference to the intention of investing in a differentiated theme: the "Senior Living" concept, namely through the following lines of intervention:

- Primary care sector (e.g. medical and nursing care, physiotherapy, preventive medicine);
- Personal and domestic services (e.g. home support, social assistance, cleaning, food);
- Services related to the provision of accommodation (e.g. assisted living for independent persons, residential units for dependents and for very dependent);
- Non-profit social services (volunteers);
- Promotion of the creation of proximity services

In this sense, it should be noted that the intervention logic was not specifically defined for the present smart strategy, but the result of an analysis prepared for the Municipality strategy papers. Notwithstanding, the components related with the smart approach are properly identified in Tables 5 and 6, conferring the strategy contained in the Plan of Action for Urban Regeneration.

4.1 Main goal

With contributions from the community and the local association, it was possible to define a vision for the village of Cumeeira with an intelligent approach:

Affirm Cumeeira in the national and international context, as an example of good practices in active aging with respect for the socio-cultural matrix of the village, contributing to leverage low-density territories, increasing the quality of life of resident populations, contributing to the settlement of people and reversing the depopulation phenomenon.

4.2 Specific and operational objectives in response to the SWOT analysis

The pursuit of the Vision and the response to the challenges identified in the diagnosis of the territory, takes place through 5 Strategic Objectives (STO). Each Strategic Objective is associated to Specific Objectives (SO), that are materialized in a detailed portfolio of projects and structuring actions.

In this context, 17 structuring projects were established, which are subdivided into 37 Priority activities, which are expected to promote an effective process of regeneration and dynamization of the village, to leverage other investments (namely private), and to have a wide impact on the village and surrounding territories territory.

In addition, given its innovative character, it can assume a replicating effect in villages with similar characteristics at national and international level.

Strategic objective 1 (STO1) - PRESERVING AND PROTECTING

Strategic Objective 1 focuses on enhancing the natural heritage of the village and the surrounding territory, enhancing the enhancement of its rural and community identity, as well as the intergenerational dialogue based on traditional values, with the following operational objectives:

Operational objective 1.1: Conservation of natural heritage

Preservation and conservation of the natural heritage

Operational objective 1.2: Promotion of environmental sustainability

Valuing the surrounding natural space of the village as an element of protection and enhancement of the built space, as a space for collective enjoyment and as an example of preservation, qualification and incentive and promotion of environmental sustainability.

Strategic objective 2 (STO2) - INTEGRATE

Strategic Objective 2 is mainly aimed at creating new cultural, social and entertainment activities that enhance integration between residents, new residents / users and tourists, including aggregating activities of an annual nature and a set of activities that, related to the needs of the social sector, can be used as a way to enhance, throughout the year, active aging activities, with the following operational objectives:

Operational objective 2.1: Strengthening social and territorial cohesion

Promotion of integration between residents and new residents / users, on the one hand, and the promotion of sharing and knowledge networks, on the other.

Operational objective 2.2: Reinforce social and cultural dynamics

Promotion of social and cultural innovation; creation of a co-creation community; and, establishment of connectivity networks.

Strategic objective 3 (STO3) - REHABILITATE

Strategic Objective 3 is focused on improving the urban environment through the requalification and enhancement of public and built space, as a stage par excellence of urban experiences, endowing it with the necessary conditions for the enjoyment of the population and creating conditions for the fixation and attraction senior residents and tourists, with the following operational objectives:

Operational objective 3.1: Promote the improvement of the quality of the urban environment through the requalification of public space as well as the increase of better accessibility and mobility

Requalify the spaces for collective use of living and leisure and promote them as places of experience and enjoyment by the population and visitors;

Promote the adaptation of public spaces to older people in order to promote active aging (residents and visitors);

Provide the village with adequate infrastructure and equipment and qualified support structures.

Operational objective 3.2: Reinforce the attractiveness and improve the urban image through the rehabilitation and qualification of the housing stock and the development of social and cultural dynamics

Rehabilitate the housing stock, promote own housing, the short and medium term rental market and activities related to senior tourism;

Operational objective 3.3: Create conditions that encourage the fixation and attraction of senior residents

Requalify buildings to accommodate people who, although autonomous, may need or already need monitoring of their health status and / or occasional or continuous support, in order to remain in their own space, as independently as possible.

Requalify connection paths between the village and the natural / agricultural / forest areas in order to encourage active aging activities.

Strategic objective 4 (STO4) - VALUING THE TERRITORY

Strategic Objective 4 focuses on enhancing the local identity, through the recovery of the village's material and immaterial heritage, as a fundamental resource for the development of the local economy, through the creation of active aging programs and innovative and alternative therapies, with the aim of operational objectives:

Operational objective 4.1: Enhancement of cultural heritage and strengthening of local identity

Safeguard and preserve the natural, historical and cultural heritage (material and immaterial);

Promote and disseminate the identity and history of the village;

Promote senior cultural tourism associated with local heritage and identity;

Operational objective 4.2: Development of training actions

Reinforce the feeling of self-esteem and belonging of the local population through a culture of valuing local knowledge and training actions that contribute to improving the quality of life and strengthening family economies.

Strategic objective 5 (STO5) - DYNAMIZE AND BOOST THE ECONOMY

Strategic Objective 5 focuses on boosting the village, boosting the local economy and implementing Structural projects, as a means to achieve the Vision of affirming Cumeeira as an example of good practices in active aging, helping to leverage low-density territories, increasing the quality of life and contributing to the settlement of people.

This axis has operational objectives:

Operational objective 5.1: Perform integrated management of actions and activities

Establishment of the institutional management model, the digital model, the care management model and the consortium cultural management model;

Definition and implementation of the village management model *social village*.

Operational objective 5.2: Contribute to the sustainable development of the village and the well-being of the local population

Streamlining economic, cultural and social activities.

Operational objective 5.3: Reversing the depopulation phenomenon

Brand creation and implementation and Marketing and communication strategy.

Operational objective 5.4: Contribute to leverage regional development

Promotion of short marketing chains;

Encouraging circular economy entrepreneurship.

Table 4: Setting goals in response to SWOT

Strategic objectives	Specific objectives	Challenges and threats	Strengths and opportunities
1 - PRESERVING AND PROTECTING	1.1 Conservation of the natural heritage	<ul style="list-style-type: none"> ▪ Lack of clean water lines particularly in post forest fires ▪ Replacement of forest native species with fast-growing species ▪ Degradation of the landscape associated with abandonment and intensive forest production (eucalyptus) ▪ Risk of soil degradation due to monoculture and fast-growing species 	<ul style="list-style-type: none"> ▪ Landscape diversity and quality ▪ High standards of environmental quality ▪ High air quality ▪ High water quality and availability of available water sources
	1.2 Promotion of environmental sustainability	<ul style="list-style-type: none"> ▪ Low level of use of microgeneration and renewable energy systems ▪ Low residues separation rate ▪ Existence of waste deposition in natural space ▪ Agents inattentive about construction and demolition waste 	<ul style="list-style-type: none"> ▪ Good natural conditions for production of renewable energies (wind, solar, biomass ...) ▪ Coverage of the system of residues' selective collection ▪ Development and implementation of rehabilitation and urban regeneration actions in the coming years
2 - INTEGRATE	2.1 Strengthening social and territorial cohesion	<ul style="list-style-type: none"> ▪ Lack of capacity for demographic attraction ▪ Dispersed and low density settlement ▪ Peripheral position in relation to Coimbra ▪ Health services only available in Penela and Coimbra ▪ Deficient conditions of the collective equipment and infrastructure 	<ul style="list-style-type: none"> ▪ Good road access and proximity to the main road network ▪ Development and implementation of rehabilitation and urban regeneration actions in the coming years ▪ Construction of facilities for a nursing home is planned (social village)
	2.2 Reinforcing social and cultural dynamics	<ul style="list-style-type: none"> ▪ Progressive loss of population and decrease in the number of families, high rate of population aging ▪ Lack of an active policy for the elderly, that makes it possible to incorporate value in local economy ▪ Disinterest of the local population in the traditional sectors of the economy ▪ Poor participation of the local population in cultural events 	<ul style="list-style-type: none"> ▪ Support and / or monitoring of families at risk ▪ Proximity to cultural and sports facilities, research centers, incubators of internationally renowned companies, reference educational institutions ▪ Development and implementation of rehabilitation and urban regeneration actions in the coming years

Strategic objectives	Specific objectives	Challenges and threats	Strengths and opportunities
<p>3 - REHABILITATE</p>	<p>3.1 Promote the improvement of the quality of the urban environment through the requalification of public space as well as the increase of better accessibility and mobility</p>	<ul style="list-style-type: none"> Public transport time-consuming and relatively high cost 	<ul style="list-style-type: none"> Existence of traditional buildings Development and implementation of rehabilitation and urban regeneration actions in the coming years
	<p>3.2 Reinforce the attractiveness and improve the urban image through the rehabilitation and qualification of the housing stock and the development of social and cultural dynamics</p>	<ul style="list-style-type: none"> Low private investment in urban rehabilitation, accompanied by the lack of incentives for it Absence of policies to support property rehabilitation 	<ul style="list-style-type: none"> Existence of events able to attract visitors Most buildings are single family homes with backyards Development and implementation of rehabilitation and urban regeneration actions in the coming years Existence of cultural equipment Requalification of House-Museum
	<p>3.3 Create conditions that encourage the settlement and attraction of residents and economic activities</p>	<ul style="list-style-type: none"> Deficit in the digital network service Access / availability to public services not meeting the needs of local population (demotivating factor in the fixation of new residents) 	<ul style="list-style-type: none"> Proximity to cultural and sports facilities, research centers, incubators of internationally renowned companies, reference educational institutions Support in the provision of primary care to elderly (food, health, domestic organization, animation) Provision of day-care for children and primary school suitable for the resident population Development and implementation of rehabilitation and urban regeneration actions in the coming years Construction of facilities for a nursing home is planned (social village)



Strategic objectives	Specific objectives	Challenges and threats	Strengths and opportunities
<p>4 - VALUING THE TERRITORY</p>	<p>4.1 Enhancing cultural heritage and strengthening local identity</p>	<ul style="list-style-type: none"> ▪ Absence of policies to encourage property preservation / rehabilitation ▪ Degradation and lack of conservation or maintenance of heritage ▪ Devaluation of the built, cultural and ethnographic heritage ▪ There is no technically equipped associative / cooperative to serve the interests of local population ▪ Tendency towards depopulation and at risk of heritage mischaracterization 	<ul style="list-style-type: none"> ▪ Uses, customs and traditions ▪ Production of endogenous quality products ▪ Development and implementation of rehabilitation and urban regeneration actions in the coming years ▪ Central urban spaces retain traditional features ▪ Requalification of House-Museum, which may contribute to one of the attractive activities / anchors permanently
	<p>4.2 Development of training actions</p>	<ul style="list-style-type: none"> ▪ Development agents, both public and private, with difficulty to adopt a logic of collective interest 	<ul style="list-style-type: none"> ▪ Public policies to promote the economy and social entrepreneurship
<p>5 - DYNAMIZE AND BOOST THE ECONOMY</p>	<p>5.1 Carry out integrated management of actions and activities</p>	<ul style="list-style-type: none"> ▪ There is no system for managing the economic aptitudes of rural soil and for the available soil ▪ Development agents, both public and private, with difficulty to adopt a logic of collective interest ▪ Low culture of cooperation between public and private entities 	<ul style="list-style-type: none"> ▪ Existence of public policies based on a strategy that focuses on the promotion and enhancement of endogenous resources
	<p>5.2 Contribute to the sustainable development of the village and the well-being of the local population</p>	<ul style="list-style-type: none"> ▪ Low private investment in urban rehabilitation, accompanied by the lack of incentives for it 	<ul style="list-style-type: none"> ▪ Low noise levels ▪ Development and implementation of rehabilitation and urban regeneration actions in the coming years ▪ Construction of facilities for a nursing home is planned



5 - DYNAMIZE AND BOOST THE ECONOMY	5.3 Reversing the depopulation phenomenon	<ul style="list-style-type: none"> ▪ Scarce job supply, upward trend in long-term unemployment ▪ Employment with too much dependence on the services' sector ▪ Deficient conditions of the collective equipment and infrastructure ▪ Difficulty in the entry of new rural entrepreneurs (complex land market) ▪ Lack of housing in the rental market / existing properties without minimum living conditions 	<ul style="list-style-type: none"> ▪ Public policies to promote the economy and social entrepreneurship ▪ Support in the provision of primary care to elderly (food, health, domestic organization, animation) ▪ Provision of day-care for children and primary school suitable for the resident population ▪ Development and implementation of rehabilitation and urban regeneration actions in the coming years ▪ Construction of facilities for a nursing home is planned
	5.4 Contribute to leverage regional development	<ul style="list-style-type: none"> ▪ Low competitiveness of agriculture due to the lack of production scale ▪ Lack of motivation of the population towards the traditional sectors, putting at risk the production of endogenous products ▪ Weak business and market diversification ▪ Current unfavorable scenario for investment in real estate ▪ Low entrepreneurial capacity of the local population ▪ Territory not been able to encourage the creation of businesses, needed to leverage economic and social development 	<ul style="list-style-type: none"> ▪ Public policies to promote the economy and social entrepreneurship ▪ Production of endogenous quality products ▪ Variety and quality of endogenous products and resources ▪ Development and implementation of rehabilitation and urban regeneration actions in the coming years ▪ Local resources with the ability to leverage new businesses ▪ Potential for agricultural and / or forestry production ▪ Increasing organic farming well adapted to smallholdings ▪ Tourism strategy aimed at enhancing senior and health tourism.



4.3 Smart solutions: actions, products and results

All the planned actions were outlined in a context of close collaboration between the Municipality of Penela and the inhabitants of Cumeeira, being, however, in most cases, proposed and to be executed by the Municipality. In the next tables, the projects and actions proposed to achieve the expected results are described in a logical manner.

The estimated global investment ascends to € 5,695,150.00. The funding model for each of the interventions may take different formats: made exclusively by public initiative, exclusively by private initiative and made on the basis of partnerships between public and private investment, and mobilizing, when possible, EU funds, depending on their nature. It should be noted that the given investment amounts are only indicative.

As mentioned above, it must be considered that the foreseen actions, products and results were not specifically defined for the present smart strategy. In this sense, components related with the smart approach are properly identified in Tables 5 and 6 (in green).

Table 5: Intervention logic: objectives, activities, achievements and expected results

Specific objectives	Activities planned	Expected achievements (O)	Expected results (R)
STO 1 - PRESERVING AND PROTECTING			
1.1. Conservation of natural heritage	<ol style="list-style-type: none"> Intervention project, including: Land registration with identification of owners / Elaboration of an intervention plan and ecological valuation. Execution of works: Preparation and cleaning of land / Cutting, felling, deforestation and debris / Adaptation of paths and construction of fire breaks 	<ul style="list-style-type: none"> O 1.1.1 - Agroforestry conservation of the area surrounding the village 	
1.2. Promotion of environmental sustainability	<ol style="list-style-type: none"> Program for the rational use of water and the fight against waste Producing in community for the community - Self-sufficiency in the production of electricity 	<ul style="list-style-type: none"> O 1.2.1 - Exemplary Climate Change Mitigation Measures 	
STO 2 - INTEGRATE			
2.1. Strengthening social and territorial cohesion	<ol style="list-style-type: none"> Definition, rehearsal and training in a Visitation Program to the social innovation aspects of the village 	<ul style="list-style-type: none"> O 2.1.1 - Visitation Program to the social values of the village 	<ul style="list-style-type: none"> R 2.1.1 - Increased awareness on social innovation
2.2. Reinforce social and cultural dynamics	<ol style="list-style-type: none"> Creation / organization services of Annual Festival Broa da Cumeeira 	<ul style="list-style-type: none"> O 2.2.1 - Annual Festival of Broa da Cumeeira 	
	<ol style="list-style-type: none"> Organization of thematic workshops and training actions carried out by specialists, with a view to achieving the objectives of the smart strategy targeting residents and non-residents, with a view to developing self-esteem and a taste for lifelong training and co-creation of projects 	<ul style="list-style-type: none"> O 2.2.2 - Co-creation of community projects 	<ul style="list-style-type: none"> R 2.2.2 - Contribute to increase the identity of inhabitants with the strategy foreseen for the village



Specific objectives	Activities planned	Expected achievements (O)	Expected results (R)
STO 3 – REHABILITATE			
3.1. Promote the improvement of the quality of the urban environment through the requalification of public space as well as the increase of better accessibility and mobility	8. Requalification of Public Space 9. Requalification of the building of the Cumeeira Cultural Center	<ul style="list-style-type: none"> ▪ O 3.1.1 - Requalification of the public place 	
	10. Requalification and maintenance of public spaces, such as the Games Field next to the Educational Center 11. Requalification António Arnaut House-Museum 12. Create a social innovation center that includes a coworking space and a laboratory of ideas and also activities in the social and health dimension	<ul style="list-style-type: none"> ▪ O 3.1.2 - Implementation and requalification of Infrastructures 	
3.2. Reinforce the attractiveness and improve the urban image through the rehabilitation and qualification of the housing stock and the development of social and cultural dynamics	13. Technical Office for Urban Rehabilitation Support 14. Good Practice Manual for the rehabilitation of buildings in the historic center 15. Workshops and training actions in urban rehabilitation for professionals 16. Awareness-raising actions on the benefits and incentives for urban rehabilitation	<ul style="list-style-type: none"> ▪ O 3.2.1 - Support and incentives for urban rehabilitation 	
3.3. Create conditions that encourage the settlement and attraction of residents and economic activities	17. Incentive program for the settlement of people and companies and the rehabilitation of the built park 18. Property management system and database	<ul style="list-style-type: none"> ▪ O 3.3.1 - Re-inhabiting the village of Cumeeira 	



Specific objectives	Activities planned	Expected achievements (O)	Expected results (R)
STO 4 - VALUING THE TERRITORY			
4.1. Enhancement of cultural heritage and strengthening of local identity	19. Create a Traditional Music Festival to attract seniors to the village of Cumeeira 20. Create a Festival of Local Gastronomy made with the organic products of the village	<ul style="list-style-type: none"> ▪ O 4.1.1 - Leisure and Culture 	
	21. Rehabilitation and conservation of the walking network	<ul style="list-style-type: none"> ▪ O 4.1.2 - Routes and trails 	
	22. Create accommodation for “Older Age” Tourism with the capacity to address health issues 23. Create wellness programs for seniors 24. Create an integrated unit of continuous health care, focused on the treatment and monitoring of degenerative diseases and dementia	<ul style="list-style-type: none"> ▪ O 4.1.3 - Senior Well-Being Cycle ▪ O 4.1.4 - Number of tourism facilities orientated for “older age” tourists ▪ O 4.1.5 - Number of beds of tourism facilities orientated for “older age” tourists 	<ul style="list-style-type: none"> ▪ R 4.1.1 - Increased village attractiveness for seniors to live in ▪ R 4.1.2 - Increased number of “older age” tourists ▪ R 4.1.3 - Decreased recovery / rehabilitation time compared to conventional therapeutic processes
4.2. Development of training actions	25. Technical training on how to care for senior people with and without mental illness or with reduced mobility 26. Practical workshops and training actions on primary care	<ul style="list-style-type: none"> ▪ O 4.2.1 - Training Program for Formal and Informal Resident Caregivers 	



Specific objectives	Activities planned	Expected achievements (O)	Expected results (R)
STO 5 - DYNAMIZE AND BOOST THE ECONOMY			
5.1. Perform integrated management of actions and activities	27. Development of the institutional model, care management and cultural management 28. Support in the implementation of the institutional and village management model 29. Support services, technical assistance - execution and monitoring of “Cumeeira Social Village” 30. Account review / classification and financial execution reporting services 31. Services to boost complementary activities	<ul style="list-style-type: none"> ▪ O 5.1.1 - Design and implementation of the Village Management Model and constitution of a technical team to implement and monitor the “Cumeeira Social Village” Project 	<ul style="list-style-type: none"> ▪ R 5.1.1 - Increased efficiency in the implementation of “Cumeeira Social Village”
5.2. Contribute to the sustainable development of the village and the well-being of the local population	32. Promote tele-assistance and active aging services	<ul style="list-style-type: none"> ▪ O 5.2.1 – Number of active aging services created ▪ O 5.2.2 – Number of active aging activities developed ▪ O 5.2.3 - Number of tele-assistance services created ▪ O 5.2.4 - Number of seniors in active aging services ▪ O 5.2.5 - Number of seniors in active aging activities ▪ O 5.2.6 - Number of seniors using tele-assistance services 	<ul style="list-style-type: none"> ▪ R 5.2.1 - Increased number of seniors participating in active aging services/activities ▪ R 5.2.2 - Increased number of seniors participating in active aging activities ▪ R 5.2.3 - Increased number of seniors using tele-assistance services
5.3. Reversing the depopulation phenomenon	33. Definition and Implementation of Brand and Communication / Marketing Plan	<ul style="list-style-type: none"> ▪ O 5.3.1 - Brand ▪ O 5.3.1 - Communication and Marketing Plan 	<ul style="list-style-type: none"> ▪ R 5.3.1 - Number of people reached by the marketing plan
5.4. Contribute to leverage regional development	34. Interior adaptation / remodeling works for the installation of an Organic Food Village Store 35. Computer Equipment for Village Store 36. Furniture for village shop equipment 37. Study and implementation - project to revitalize production and develop new forms of trade,	<ul style="list-style-type: none"> ▪ O 5.4.1 – Village Store 	



Specific objectives	Activities planned	Expected achievements (O)	Expected results (R)
	focusing on short chains and / or new markets		

Table 6: Actions planned

Note: the needed human resources for the planned actions are from Municipality of Penela and Cultural Center of Cumeeira

Actions planned or carried out	Schedule	Necessary financial resources
1. Intervention project, including: Land registration with identification of owners / Elaboration of an intervention plan and ecological valuation	2021	€ 5,000.00
2. Execution of works, including: Preparation and cleaning of land / Cutting, felling, deforestation and debris / Adaptation of paths and construction of fire breaks	2021-2022	€ 22,500.00
3. Program for the rational use of water and the fight against waste	2022-2029	€ 50,000.00
4. Producing in community for the community - Self-sufficiency in the production of electricity	2024-2029	€ 1,200,000.00
5. Definition, rehearsal and training in an Inclusive Visitation Program	2021-2023	€ 4,850.00
6. Creation / organization services of Annual Festival Broa da Cumeeira	2022-2029	€ 50,000.00
7. Organization of thematic workshops and training actions carried out by specialists, targeting residents and non-residents, with a view to developing self-esteem and a taste for lifelong training and co-creation of projects	2021-2029	€ 30,000.00
8. Requalification of Public Space	2022-2029	€ 750,000.00
9. Requalification of the building of the Cumeeira Cultural Center	2021-2022	€ 375,000.00
10. Requalification and maintenance of public spaces, such as the Games Field next to the Educational Center	2020-2029	€ 150,000.00
11. House-Museum: Requalification of the family home of António Arnaut, creator of the Health National System	2023-2025	€ 200,000.00
12. Create a social innovation center that includes a coworking space and a laboratory of ideas and also activities in the social and health dimension	2022-2029	€ 120,000.00
13. Technical Office for Urban Rehabilitation Support	2021-2029	€ 75,000.00
14. Good Practice Manual for the rehabilitation of buildings in the historic center	2021-2022	€ 2,000.00
15. Workshops and training actions in urban rehabilitation for professionals	2022-2024	€ 50,000.00
16. Awareness-raising actions on the benefits and incentives for urban rehabilitation	2021	€ 1,000.00
17. Incentive program for the settlement of people and companies and the rehabilitation of the built park	2022-2029	€ 200,000.00



Actions planned or carried out	Schedule	Necessary financial resources
18. Property management system and database	2022-2021	€ 10,000.00
19. Create a Traditional Music Festival to attract seniors to the village of Cumeeira	2022-2029	€ 40,000.00
20. Create a Festival of Local Gastronomy made with the organic products of the village	2022-2029	€ 40,000.00
21. Rehabilitation and conservation of the walking network	2022-2029	€ 15,000.00
22. Create accommodation for “Older Age” Tourism with the capacity to adress health issues	2022-2029	€ 100,000.00
23. Create wellness programs for seniors	2022-2029	€ 40,000.00
24. Create an integrated unit of continuous health care, focused on the treatment and monitoring of degenerative diseases and dementia	2022-2024	€ 1,350,000.00
25. Technical training on how to care for senior people with and without mental illness or with reduced mobility	2022-2029	€ 85,000.00
26. Practical workshops and training actions on primary care	2022-2026	€ 40,000.00
27. Development of the institutional model, care management and cultural management	2021-2022	€ 3,800.00
28. Support in the implementation of the institutional and village management model	2021-2023	€ 5,000.00
29. Support services and technical assistance necessary for the execution and monitoring of the “Cumeeira Social Village” project	2021-2029	€ 35,000.00
30. Account review / classification and financial execution reporting services	2021-2029	€ 20,000.00
31. Support services to boost complementary activities	2021-2029	€ 29,500.00
32. Promote tele-assistance and active aging services	2021-2029	€ 500,000.00
33. Definition and Implementation of Brand and Communication / Marketing Plan	2021-2022	€ 25,500.00
34. Interior adaptation / remodeling works for the installation of a Organic Food Village Store	2021-2022	€ 45,000.00
35. Computer Equipment for Village Store	2021-2022	€ 3,000.00
36. Furniture for village shop equipment	2021-2022	€ 8,000.00
37. Study and implementation of a project to revitalize production and develop new innovative forms of trade, focusing on short chains and / or new markets	2021-2029	€ 15,000.00
	2020-2029	€ 5,695,150.00



V. MANAGEMENT AND MONITORING

5.1 Management

The implementation of the strategy and objectives defined in this document is based on the realization of an investment program associated with a set of projects and actions with different nature and physical and financial dimensions, as identified in the previous point.

The implementation of this investment plan requires the institutional and operational involvement of public entities and private actors, as well as the consideration and capture of available financial means - public and private - that will ensure the achievement of the objectives defined through the implementation of the projects / actions considered.

The financing of the operation will be carried out through several sources of financing, with four distinct types being identified: exclusively municipal financing, community financing, financial instruments and private financing. The financing denominated exclusively municipal covers the actions promoted by the City Council that will only be leveraged through its own financing. However, it is noteworthy that this assessment is carried out taking into account the investment priorities defined in the current common strategic framework, and may be included in future public programs and initiatives.

Community funding concerns actions that fall within the investment priorities defined in the Portugal 2020 Partnership Agreement and in the respective regional and thematic operational programs. For an effective management of the entire program, the creation of a technical team, responsible for the implementation and dynamization of all actions and activities, is foreseen to be established through a partnership between the Municipality of Penela and social institutions, to be formalized through between these entities.

5.2 Monitoring

It is considered premature to define specific provisions for monitoring the implementation of the strategy, namely the set of indicators (how they will be measured, by whom and how often) that will serve to monitor the strategy's implementation process.

VI. STAKEHOLDERS INVOLVEMENT IN STRATEGY DEVELOPMENT

6.1 Stakeholder involvement in needs assessment

The inhabitants of the village of Cumeeira were first approached with the idea/concept of *Social Village* by the Municipality of Penela.

The local community usually shows enthusiasm when involved in discussions that may result in a benefit. Though, as the population is mainly elder with low education levels and, therefore, more susceptible to resist change, it was the younger segment of the population that raised awareness on a strategy based on innovation and entrepreneurship and its potential benefits.

After better understanding the potential benefits arising from a new strategy approaching social and technological innovation, the inhabitants were involved through face-to-face meetings at the cultural center with Mr. Mayor, where each had the opportunity to share concerns and needs.

From what we have been understanding over the years and from our local experience with engaging local communities this adversity about change is related with a practical financial issue. Trying to introduce a new project in the village is always looked as untrusty because elder people don't understand the immediately benefit for them to participate if they don't profit in a short term. It's a very difficult mission if we are trying to do something and others can't understand your vision and the benefits that can come along with it.

6.2 Stakeholder involvement in strategy development

In the aforementioned face-to-face meetings at the cultural center, it was explained the advantages of defining a smart strategy for the village that respond to the needs of the village and respective community. After much discussion on the topic, it was agreed that the vision for the smart village of Cumeeira would have to be focused on the urban development of the village to accommodate the concept of *Social Village*.

Figure 6. Process of involving the village community (inhabitants)



6.3 Main communication and citizen awareness channels

The main channel of communication with the inhabitants of the village is through community meetings promoted by the Cultural Center of Cumeeira or by the Municipality of Penela, where everyone has an active voice on the work to be developed. However, this is more from an internal communication perspective. On the method of mobilizing the local community, the Municipality of Penela seek to involve everyone as part of the process and ensure that the inhabitants are certain that the planning is aimed at the development of the village and the quality of their life.

In terms of external communication, it is done mainly through social networks (Facebook, Twitter, etc.) and through the dissemination and communication channels of the Municipality of Penela.

6.4 Actions planned to mobilize stakeholders

In the understanding of the Municipality of Penela, the most effective way to implement this strategy in the village of Cumeeira will have to go through identifying a person who works exclusively with the task of bridging the gap between the Municipality, the Cultural Center, its inhabitants and who is on the ground in order to coordinate the execution of the planned actions.

This key person must meet criteria such as the following:

- Technical capacity to coordinate projects and people;
- Who is familiar with the territory;
- That it is well accepted by the inhabitants of the village, and may, at times, have to assume the role of conflict mediation.

Finding someone who can meet these requirements is a very difficult task because none of the members responsible for the local association has full-time availability. Even so, work will have to be carried out to identify this human resource that is able to fulfill these requirements and that will be responsible for coordinating actions for the implementation of this smart strategy.

