



CHAVES - VERÍN: THE WATER EUROCIITY



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INTRODUCTION

The territorial co-operation within the European Union and, more specifically the cross-border territory, must enter into a second generation. This means that it must pass from a phase predominated by infrastructure and enter into a phase with a preponderance of the citizens' daily living, artificially separated. This is the community bet, the cooperation of proximity. In this context, Eurocities is an element that is very congenial. They are being understood along all borders as true laboratories for building citizenship with shared living among equals.

So it should not be any surprise that the cities of Chaves and Verín have taken steps toward a close collaboration. For quite some time now the common objective of creating new institutional structures has been on the political agenda of both cities precisely with the goal of strengthening its relations and for this reason the Chaves-Verín Eurocity Project has taken a very important step within the cross-border relations of Spain and Portugal. We see here an absolutely unique initiative, considering that it is not only the first grouping of these characteristics to be created on the Iberian peninsula, which is something that in itself is a feat of particular relevance, but it is also the first in Europe to include a strategic agenda, which is in the text that accompanies these lines: the Water Eurocity.

So we have before us a document that structures its ideas around three objectives that are undeniable and fundamental for a project with these characteristics: sustainability, both territorial as well as environmental, economic dynamization, and the construction of this concept that every day is nearer and that can already be called eurocitizenship. Through them we intend to offer the solution most suitable to the needs of articulation of territorial planning and services that will come with the new platform, and at the same time a strong answer may be offered to the dynamics imposed by the inter-territorial competency in a world that is indisputably marked on the largest part of its aspects by globalization.

CHAVES-VERÍN: THE WATER EUROCITY

We are in search of a Eurocity that is made up of two nuclei that are historical centres in a rural, low-density territory that has contradicting signs to the level of evolution of the development standards: increasing asymmetries, on the one hand, between urban and rural, and on the other between Portugal and Spain, in a global context of loss of economic and demographic mass, going against the emergence of certain factors of centrality to the level of accessibilities by land, the infrastructures of supporting the economic activity, and of some business ventures.

Two converging realities

Chaves is a town with around 45,000 inhabitants (of which about 20,000 are located in urban perimeters), and it is the structuring urban centre of the Alto Tâmega territory (6 towns with about 100,000 inhabitants).

Verín, on the other hand, is a town with about 13,000 inhabitants and a centre of an extensive functional area, which includes not only the Municipality of Monterrei-Verín with 30,000 inhabitants, but also some towns in neighbouring Municipalities.

The two cities are less than 30 minutes apart and are, one could say, well situated in the Iberian area [through the motorways of A7 (connection to the Metropolitan Area of Porto, to Porto's international airport, and to the port of Leixões about 1.5 hours away), A52 (connection to Ourense, Vigo, and their respective port and airport about 1.5 hours away, to Madrid about 4 hours, the French border about 6 hours), and A24 to the south (link to the motorway to Lisbon about 4 hours)].

Some functional centrality factors reinforce this geographic centrality: the Chaves Activity Park and Chaves Cross-border Logistics Platform (integrated to the Portugal Logistics Program) are already a concrete reality of a future multi-centre and multi-functional logistics platform forecast in fact in the Ourense Strategic Plan 2010 (INORDE).

Beyond this specific field of logistics, this region has affirmed other privileged strategic strengths: the areas of tourism, hydrotherapy, and rows of farms and forests. Areas more specifically related to expertise in providing public and private local services to the people,

considering that the resources of citizens used to offer these services is increasingly known for its availability, price, and quality rather than by administrative standards.

The cooperation between the two cities is anchored, therefore, on various converging dynamics:

- Geographical, historical, cultural, and political-institutional proximity that has deepened in recent years through the multiplication of cross-border cooperation initiatives, the improvement of accessibilities and mobility patterns and the consolidation of an area of common life (residence, recreation, employment).
- The existence of factors of complementarity and common interest, whether territorial and economic resources to preserve and enhance, whether belief in the solidity of logistics and corporate hospitality, whether also common problems of urban and territorial management, which has made it possible to develop cooperation based on lines of concrete action.
- The policies of national and European regional development and especially the support for cross-border cooperation in line with the integration of the two cities in the Atlantic Axis Association, which has facilitated the multiplication of initiatives in common.

In this context, the deepening of the relation through the creation of a Eurocity comes on the scene as an ambitious aim but consistent with the recent past considering that the political process has already been initiated by both local authorities and the involvement of the Portuguese and Galician authorities. Chaves and Verín bring together two very important characteristics to become one of the first European experiences of this type. First of all the political will of their administrations (local, provincial, autonomous, and national) to take forward the initiative.

Secondly, their condition as a doorway into the interior Axis of the North of Portugal-Galician Euro-region, an interior Axis in need of support measures due to its quality as a low-density territory in order to permit its convergence with the coast Axis.

The Eurocity is not built only from the combination of strengths and weaknesses of both parts. The most important is to generate capital gains that make it possible to improve the quality of life of its citizens and the attractiveness of the two cities as a recipient of investments and the creation of jobs. Always building upon their own resources. In other words, it has to do

with reaching goals that would hardly be possible to reach separately, taking advantage of the resulting growth of scale.

A brand of the future

One of the first assets of the Chaves-Verin Eurocity will be to have a brand. An identifying territorial brand that, arising from its local resources, serves to protect a positive and up-to-date image in the globalized world. We stand before a municipality very rich in waters. Rich, therefore, in sustainability, in environmental quality, in health, in a natural heritage, in economic potential. And definitively rich in future.

Territorial marketing is a fundamental instrument so that a certain geographical space gains visibility in the globalized world. But the marketing only makes sense if it corresponds to a coherent effort between what is advertised and what is really offered. And more, there needs to be a high level of coherence between the image of the brand and the public policies of local authorities, between the image of the brand and the attitudes of the territory's inhabitants. Only this way will a brand generate capital gains and fruitful results.

Chaves and Verín can make of its water an anchor upon which to cement its development. An ecological city with the Tâmega River as its river-axis is the enjoyment of its citizens and visitors, which has tributaries rich in health spas and protected landscape. A city of health and of knowledge, with hydrotherapy spas, hotels, and centres of higher education that focus on water. A garden city that leads the way in the rational use of water in order to increase yields and the quality of its natural products renowned in the international market. An innovative city with entrepreneurs skilled in taking advantage of the local resources, giving it a greater added value in agro-industry, forest, renewable energies, and water-industry. A city capable of taking advantage of a new centrality by becoming the starting place for an entrance into Europe from its main industrial areas in the Euro-region: Porto and Vigo. A city which is creative and with international protection. Many cities under the same eurocity: the eurocity of water.

Counting on having its own territorial brand, the Eurocity can render something original to the "European laboratory for new citizenships": the zone without social barriers. This idea, however, requires a supplementary effort. It calls for creating structures of cooperation beginning from civil society and reaching all the way to organizations and institutions in the

various sectors. Without this drive, the zone without social barriers will only be another theoretical proposal.

THREE STRATEGIC PILLARS FOR BUILDING THE EUROCITY

Since the initial phase of the work, a strategic vision has been consolidated based on three pillars: territorial and environmental sustainability, economic dynamization, and eurocitizenship. This first approach was confirmed with the incorporation of the contributions gathered from local players, which served to focus the tasks, structuring the proposal finally around a single vision (Water Eurocity) and three for Strategic Pillars for its construction:

Strategic Pillar 1: Building Eurocitizenship

Strategic Pillar 2: Sustainable territory

Strategic Pillar 3: Economic dynamization

These Strategic Pillars are broken down into 10 measures, each listing specific lines of action and conduct toward which a set of recommendations and considerations are presented (their fitting into the views of local agents, the issues related to its feasibility and funding, and the level of priority assigned to them).

STRATEGIC PILLAR 1 - BUILDING EUROCITIZENSHIP

This pillar is dedicated to creating and promoting joint activities and services that improve the quality of life of the people and through which the inhabitants of the Eurocity become aware of the benefits of cross-border cooperation. Most actions developed by Eurocity include this pillar.

This Strategic Pillar is broken down into three measures, each stated in concrete lines of action and conducts.

1.1 A ZONE WITHOUT SOCIAL BARRIERS

This measure is of utmost strategic importance. Being translated from the concept of a zone without social barriers, it represents an idea that is inclusive of all the measures that Eurocity stands for as to the social sphere of the joint experience of these two populations: the idea of a contiguous space, geographically and socially joined to improve the quality of life for its citizens based on a logic of complementarities. The ability to implement a zone without social barriers, understood as the universal and common access of citizens to a set of public/collective/social services of both cities, will be the thermometer for evaluating the degree of success or failure of eurocitizenship.

The creation of a zone without social barriers should translate into a set of actions that allow for easier and undifferentiated access to a set of public or collective services, particularly in the area of health and social care, education, professional training, employment, transportation, culture, recreation, and even sports. Regardless of the actions proposed in other sections of this document and that include any intervention in the areas of health and transportation, here some of the actions should be highlighted that are considered necessary for the implementation of the zone without social barriers, which take on a distinctly social quality:

- 1.1.1. Promote the consolidation of a euro-identity:** eurocitizenship card from Eurocity, eurocity platform, memories of the eurocity.
- 1.1.2. Encourage a joint cultural dynamics:** joint cultural agenda, means of social communication of the Eurocity (newspaper, radio, TV) and tours (Santiago Trail, Trails of Smuggling, the Roman Road, and the Castle Route).

1.1.3. Enhance the sharing of resources and holding of joint sporting events: joint registration and sporting events.

1.1.4. Education, Training, and Employment: cooperation in education, Eurocity School of Arts, diagnosis of training needs, Eurocity employment scholarship.

1.2 HEALTH CITY

The definition of this concept could be understood within the scope of prevention and more sanitary surveillance, especially considering the existence of important thermal resources in both cities, but the analysis as well as the proposals greatly surpass the traditional definition of health and tend to create a new benchmark with the integration of various resources that highlight the concept of well-being. In any case, and always considering the European guidelines, what we have tried to achieve in this work is to reach the most efficient use of all the resources that could improve the standard of living of the citizens.

After looking at the documentation and having many conversations with social and economic agents rooted in this area, we can make the conclusion that within the Chaves-Verín project it is very possible to build a healthy eurocity by simply streamlining and promoting the cooperation initiatives already in place without great expense for the public coffers. Therefore, the lines of action listed below are directed mainly and within the European guidelines for maximizing the efficiency of current resources.

1.2.1. Ensure universal access to public health services using all the existing resources efficiently in both cities: establish a protocol allowing the interchange of people and means, as well as with the access to hospital facilities on behalf of the citizens of the two cities; reactivate and strengthen the Work Group already created in order to deepen the understanding of common problems; elaborate in the short-term a joint action plan on public health issues of particular relevance.

1.2.2. Convert the Eurocity into a European benchmark of health and nature: development and adaptation of an offer of professional training and higher education; drafting of a protocol of joint coordination and presentation of a city of health, hydrotherapy, and nature.

1.3 CREATIVE CITY

The novelty of this theme for the joint action results from applying this to areas of low density such as the case with the Chaves-Verín surroundings. Actually the theme of creative cities appears profusely represented in distinctly urban territories with high densities of advanced human resources and private and social "entrepreneurship" resources.

In this case the theme of creative city rises applied to a territory that lacks urban creativity as a factor for differentiation and consolidation of the border city in terms of its image of attractiveness and the generation of new initiatives.

We propose the following lines of action:

- 1.3.1. Organize actions of visibility and demonstration of the local practices of creativity:** annual program of joint cultural events or achievements rotating between the two cities, regular exhibits of art and literary works of high school and vocational education students from both cities, exhibits of creative projects about the Eurocity.
- 1.3.2. Creation of a Chaves-Verín School of Languages ("Casa da Escrita"):** creation of an annual program of workshops on literature, design and production of catalogues of Eurocity literary creations, actions to promote the Eurocity literary creations abroad.
- 1.3.3. Promote the transversal dissemination of experiences in creativity encompassing all the facets of the Chaves-Verín project:** design and organize a biennial festival of economic and productive creativity, prepare and organize a program for demonstrating the practices of creativity and innovation in cases of social intervention, as well as develop a guide of good practices of social innovation.
- 1.3.4. Train for creativity:** prepare and implement common training modules in the high schools of both cities focused on building a creative spirit among young people, prepare and implement common training modules in vocational education geared toward the creative enhancement of the region's local resources, as well as prepare and implement training programs for entrepreneurs organized according to the perspective of training for business creativity.

STRATEGIC PILLAR 2 - A SUSTAINABLE TERRITORY

This pillar has the purpose to raise awareness and foster the common natural heritage, teaching to preserve it and appreciate it.

2.1 TÁMEGA'S ECOLOGICAL CITY

An extraordinary feat is produced within the framework of the Chaves-Verín eurocity in comparison with the rest of the border between Galicia and the North of Portugal. Instead of there being a natural element that marks the border, such as is the case with Miño River or some hills in other zones, here the Támeqa River runs perpendicular to the border and instead of being an element of barrier, it is an "umbilical cord" between the two cities. This characteristic represents one of the clearest differentiating aspects of Chaves-Verín compared to the rest of the border between Galicia and the North of Portugal.

The idea of creating an ecological corridor along the Támeqa basin will not only become a basic element of communication, but it will also ensure, among many other things, Támeqa's water quality and thereby that of all the aquifers of the zone, which is its main asset.

This activity has the aim of beginning to develop actions so that in the future this territory can become a cross-border Biosphere Reserve.

Through the following lines of actions it has the purpose of encompassing the main environmental and sustainability aspects that affect the territory and thereby include some lines of action that embrace the basic aspects of territorial sustainability: water, the ecological corridors and natural spaces, energy, culture, and actions on the environment, etc.

The treatment of the territory in a sustainable way will greatly improve the quality of life of its citizens, which is the final objective of any European or local policy.

2.1.1. Improve the quality of waters and of the rivers as the crux to development: prepare an inventory of the waters, treat 100% of the waters dumped into the Támeqa basin, agricultural/cattle raising ecological basin, water re-use program, and clean-up of the margins along the water channels.

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- 2.1.2. Create a green system of quality:** environmental corridor on the Tâmega River, implementation of a general system of green zones and corridors, and equipment and improvement of the network of spaces open for the introduction of cultural, recreational, and sports activities.
- 2.1.3. Environmentally transform the Eurocity through a shared Agenda 21:** deepening of the Agenda 21 actions with special attention to an environmental development plan in the citizen practices, support of renewable energy, and an energy savings program.
- 2.1.4. Restore the rural environment and the traditional urban environment:** restore rural nuclei; study, catalogue, and intervene on the landscape; and training of teenage boys on issues related to landscaping and the territory.

2.2 COOPERATIVE TERRITORIAL PLANNING

The autonomy of municipalities to intervene in these matters is relatively different, as is clear from their respective legislation. This panorama recommends a progressive advancement that has stages and is well sustained. Therefore, it seems that the initial work phase should be a solid and very careful choice of some more strategic dossiers, on the building and sharing of work methodologies (in its strictly technical dimension, but also in the mutual monitoring of the planning processes at a political level and of the information/participation of the citizens), and information systems.

This initial work should bring up options for common and coherent territorial models that the instruments of territorial management of each municipality can consider. It should also identify the roadblocks and constraints of a legal and administrative nature that need to be overcome during a stage of cooperation that is more medium to long term.

The following lines of action are proposed:

- 2.2.1. Create a platform for sharing technical information on territorial planning and management:** creation of a specialized technical-political commission for following, monitoring, and strategic and operational decisions of the territorial planning processes in the Eurocity; preparation and implementation of a Geographic Information System for Territorial Planning (SIGOT, in Portuguese), and complementarity of services and teams.

2.2.2. Integrated planning and management of territorial systems: definition of territorial units for common planning and managing; compatibility of territorial management instruments (plans and standards); integrated planning and management of infrastructure networks, equipment, and services; implementation of mutual recognition of professional skills.

2.3 CHAVES-VERÍN: TWO DISTRICTS CONNECTED IN THE SAME CITY

To foster relationships between two districts of a Eurocity (which is how we conceptually understand the relation between Chaves and Verín), obviously it is necessary to favour mobility and transportation between both urban centres. Public transportation creates opportunities for society and builds bridges between activities and people. The enormous lack of services in this field of transportation is one of the main demands of the citizens on both sides of the border. This improvement in the relationship should go beyond the traditional perspective of viewing it only as a private or public transportation service, but it should incorporate alternative transportation and be understood within the broadest perspective possible, which includes communication of knowledge and information also, going deeper still into the actions and ideas proposed in the Eurocity Platform action with which it has a direct link.

Lines of action to be promoted:

2.3.1. Create public transportation between the two main "districts" of the Eurocity: Mixed commission on transportation for a study on cross-border transportation, Creation of a Cross-border Transportation Consortium; authorization for passing to another country by another type of regular and emergency transport; incorporation of the ITCs in the transportation services.

2.3.2. Improve the global network connectivity and new technologies: eliminate the extra cost for communication among different countries, improve the digital network, WIMAX coverage on 100% of the territory, creation of free public internet access points on the streets or public buildings.

2.3.3. Study and enhance alternative transportation: promoting bicycle use as a means of transportation and study the viability of implementing a tourism trolley.

STRATEGIC PILLAR 3: ECONOMIC DYNAMIZATION

The objective is to promote the creation of a competitive, enterprising economic fabric capable of generating added value and to mobilize in the Eurocity the largest number of factors that favour its economic development built on four main measures that are described below:

3.1 A HYDROTHERAPY TOURIST DESTINATION OF EXCELLENCE

The territorial area of Chaves-Verín has one of the largest sources of thermal and medicinal-mining springs on the peninsula, resources that constitute an important source of opportunity to take on the classification of Hydrotherapy Tourist Destination and develop a tourist area of excellence focused on health and leisure. There is, however, today a huge disparity in the utilization of these resources by the areas of Chaves and Verín. Chaves has a focus on hydrotherapy and in the last years has made significant investments for its renovation and Verín has focused more on exploring the industry of mining-medicinal waters (bottling plants) with well-known brands on the market.

The cooperation in the scope of hydrotherapy is an important factor of development if we take into account the growth in demand of this type of services in the last decade especially those in the high revenue, but at the same time it also presents a serious challenge because there is only precedents of cross-border business cooperation in this activity and without embargo, the complementarity and the resulting synergies of joint actions would without a doubt notably improve business opportunities.

Below are the lines of public and private actions proposed in order to encourage that collaboration:

3.1.1. Increase the social and market value of the hydrotherapy resources through business cooperation: elaboration and implementation of a public-private joint action plan that defines the objectives and phases to advance in the configuration of a modern hydrotherapy destination and the creation of a Hydrotherapy Product Innovation and Development Centre.

3.1.2. Promote and support the renovation of spa and hotel installations so that they can be considered as a destination of excellence: identification of the most urgent improvements in the hydrotherapy installations as well as in the environmental surroundings themselves in order to receive the certification of global quality,

development of specific institutional help and support for the creation of tourism lodgings in the rural space, and the increase in the number of trained staff to meet the needs of a hydrotherapy offer of superb quality.

3.1.3. Build a tourist destination completely integrated with nature and water: draw up the plans for an integrated tourism park with a public-private approach that focuses the hydrotherapy, natural, and historical products of the destination; creation of a Hydrotherapy Interpretation Centre; development of a promotional plan for the tour operators so that it can reach the most important markets of Europe.

3.2 SHOPS, RESTAURANTS, AND FAIRS: DRIVERS OF FLOWS

Historically speaking there have been important economic and social interaction between the two borders resulting from the traditional fairs, trade activities, and restaurants existent in the area driven in the last years by the disappearance of the border and the existence of a single currency, which could maximize the central role of Chaves and Verín.

There are also initiatives in the area to adjust the offer to the new demands and necessities of consumers (remodelling and modernizing existing establishments, creation of other new ones, implementation of new areas, and business formulas) that can serve as a reference and generate positive dynamics. However, it does come with some risk of loss of traditional values and the uncertainty of the survival of traditional small shops restaurants, especially those operating on historical landmarks.

It has to do with the following lines of actions, based on cooperation, to drive the development of the shops, fairs, and restaurants, combining tradition with modernity, as an important factor to favour the flow of exchange, the social interrelations, the settlements of people in the area, and the strengthening of the feeling of belonging to a Eurocity. Furthermore, the intent is that they become a factor of relevant territorial dynamization for tourism development and increasing the attractiveness of the area to live and produce, especially for the implementation of new activities.

3.2.1. Conception and management of a common shopping area: Creation of a database with complete information; realization of an animation plan of the main shopping areas of the eurocity; creation of services to support the local shops in order to facilitate the shopping experience (circuits of transportation and distribution, child

care centres, purchase cards, etc.); and development of urban shopping areas opened in Chaves and Verín.

3.2.2. Promote the renewal of the commercial activities and make them more professional: carry out an integral training action plan especially focused on the small business; development and handing out manuals of good practices; establishment of specific help to shops in zone for investment in real estate; running a previous study to develop electronic commerce.

3.2.3. Maximize the renewal of the restaurant activities in the Eurocity: Elaboration of a database with information with all the restaurant establishments in the area; realization of a training plan geared to current establishments and training of new personnel; development of a dynamization plan for the restaurant establishments of the Eurocity; development of specific support services for restaurants in the area by means of cooperation among companies, public administration, and financial entities.

3.2.4. Promote in an integrated way the single traditional fairs and develop specialized exhibitions: identification and promotion in an integrated way the single traditional fairs in the municipality; enabling the Feira de Santos in Chaves and the revitalization of the Feira do Lázaro in Verín; development of an Integrated Plan of Specialized Fairs based on the area's different potentials.

3.3 LOGISTIC CITY: OPTIMIZATION OF THE GEOGRAPHIC POSITIONING

The cities of Chaves and Verín are less than 30 minutes apart and are, one could say, well situated in the Iberian area [through the motorways of A7 (connection to the Metropolitan Area of Porto, to Porto's international airport, and to the port of Leixões about 1.5 hours away), A52 (connection to Ourense, Vigo, and their respective port and airport about 1.5 hours away, to Madrid about 4 hours, the French border about 6 hours), and A24 to the south (link to the motorway to Lisbon about 4 hours)]. The modernization of the Spanish railway network will also increase the overall levels of accessibility.

Some functional centrality factors in logistics and transportation reinforce this geographic centrality, especially on the Portuguese side, which are the Chaves Business Park that includes the Activity Park, the Wholesale Market of the Chaves Region, and the Cross-border Logistics Platform (integrated to the Portugal Logistics Program) are already a reality of a future multi-centre and multi-functional logistics platform. On the Galician side, despite the created expectations, particularly in the context of the 2010 Ourense Strategic Plan (the

responsibility of Regional Government of Ourense/INORDE) there has been no implementation of any initiatives other than road accessibility.

Considering this, it is natural that ideas such as creating a "logistic city" or "city of transportation" may be strongly mobilizing. The fact that we understand that this element should not be at the heart of building the Eurocity does not mean that some actions should not be developed within the short and medium term.

We propose a perspective in which the theme "Transportation" is treated more within a logic of "conflict resolution" (traffic, environmental, urban, ...) and an emphasis on the "logistics" and finding for it a scale adequate for the size and types of economic activities in the region (especially that if agro-food).

We can formulate the following lines of action:

3.3.1. Organization of highway traffic of goods: preparation of an inter-municipal plan for road infrastructure and support areas for road transportation; implementation of the proposals of the inter-municipal plan.

3.3.2. Creation of an integrated system of logistics and business hosting platforms: creation of a common work group for strategic reflection and definition of action; implementation of the integrated system.

3.4 VALUE LOCAL RESOURCES ACCORDING TO A TERRITORIAL LOGIC OF INNOVATION AND INITIATIVE

The justification for this measure is in the need to ensure long-term economic and institutional sustainability of the cities that fall in areas of low density. If these areas are not able to open up new areas of competitiveness from their local resources, in time they will have their tax revenue capacity threatened and run the risk of becoming absolutely dependent on public transfers.

It is up to cities (in this case to the Eurocity) responsible for the organization of its surrounding territory to promote this change in perspective, combining the approach of the territories of innovation and initiative with the valuing of local resources.

In order to effectively meet the objectives of this measure, the following lines of action are considered to be priority:

- 3.4.1. Maximize the incorporation of a new knowledge of local resources already in the process of competitive valuation:** contract with research and knowledge production centres the production of valuing specific knowledge of the certification conditions, food safety, production cost terms, and organization of the distribution and logistics chain; prepare and organize demonstration actions of exemplary projects for introducing IT in the competitive appreciation of local resources; organization of an event focused on innovation of the tourism sector with the purpose of identifying opportunities for innovation in the local sector that can be met with production strategies and dissemination of specific knowledge.
- 3.4.2. Extend the borders of local resources to be valued competitively, mobilizing new resources and new business capacity:** prepare and organize with the Polytechnic Universities of the Region a competition of ideas geared towards attracting new projects for valuing local resources supported in collaboration with institutions and infrastructures for incubation of new business initiatives; organize a workshop with university and business people of the Region to survey opportunities for new brands associated with the Water Eurocity that have not yet been explored in an organized and systematic manner; contract a study aimed at identifying new opportunities to generate new brands related to the Eurocity of Water.
- 3.4.3. Provide installed local business capacity with competitive valuation of local resources under favourable conditions for the occurrence of forms of incremental innovation, including training:** preparation and implementation of a training program - strategic consultancy for local SMBs combining strategic assessment of conditions for the occurrence of incremental innovation, and technical assistance for the formulation of consequent strategies and associated engineering training; training and building a network of consultants in SMBs.

The following table summarizes the proposed organization of the Action Plan

PILLAR	MEASURES	LINES OF ACTION
EE1. Forge Eurocitizenship	1.1. A zone without social barriers	1.1.1. Promote the consolidation of a Euro-identity 1.1.2. Encourage a joint cultural dynamics 1.1.3. Enhance resource sharing and holding of joint sporting events 1.1.4. Education, training, and employment
	1.2. Health city	1.2.1. Ensure universal access to public health services 1.2.2. Convert the Eurocity into a European reference point of health and nature
	1.3. Creative city	1.3.1. Organize actions of visibility and demonstration of the endogenous practices of creativity. 1.3.2. Creation of a Chaves-Verín School of Languages ("Casa da Escrita") 1.3.3. Promote the transversal dissemination of creativity experiences, extending them to all the facets of the Chaves-Verín project. 1.3.4. Train for creativity.
EE2. A sustainable territory	2.1. Ecological city of Tamega	2.1.1. Improvement of the quality of waters and of the rivers as the crux to development 2.1.2. Creation of a green system of quality Joining urban and rural systems 2.1.3. The environmental transformation Agenda 21 shared 2.1.4. Rehabilitation of the rural environment and the traditional urban environment
	2.2. Cooperative territorial planning	2.2.1. Creation of a platform for sharing technical information on territorial planning and management 2.2.2. Integrated planning and management of territorial systems
	2.3. Chaves-Verín. Two districts connected in the same city	2.3.1. Creation of public transportation between the two main districts of the eurocity 2.3.2. Improvement of the global network connectivity and new technologies 2.3.3. Study and maximization of alternative transportations

PILLAR	MEASURES	LINES OF ACTION
EE3. Economic dynamization	3.1. Spa destination of excellence	3.1.1. Increase the social and market value of the hydrotherapy resources through business cooperation 3.1.2. Promote and support the renovation of spa and hotel installations so that they can be considered as a destination of excellence: 3.1.3. Build a tourist destination completely integrated with nature and water
	3.2. Shops, restaurants, and fairs: drivers of flows	3.2.1. Conception and management of a common shopping area 3.2.2. Promote the renewal of the commercial activities and make them more professional 3.2.3. Maximize the renewal of the restaurant activities in the Eurocity 3.2.4. Promote in an integrated way the single traditional fairs and develop specialized exhibitions
	3.3. Logistics city: optimization of the geographic position	3.3.1. Organization of highway traffic of goods 3.3.2. Creation of an integrated system of logistics and business hosting platforms
	3.4. Value local resources according to a territorial logic of innovation and initiative	3.4.1. Maximize the incorporation of a new knowledge of local resources already in the process of competitive valuation 3.4.2. Extend the borders of local resources valuing competitively 3.4.3. Provide local business capacity under favourable conditions for the occurrence of forms of incremental innovation, including training.
