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**INTERREG EUROPA
CHRISTA**

ACTION PLAN

MARCH 2018



ACTION PLAN - CHRISTA at CIM do AVE - EXECUTIVE SUMMARY

The present report proposes the implementation of actions for public policies concerning an adequate valorisation of endogenous resources of NUTS III Ave and the North of Portugal.

The plan is in consonance with the regional policy for sustainable development, namely the Regional Operational Plan Norte 2020, managed by CCDR-N (North of Portugal Regional Coordination Commission), within priority domain “Symbolic Capital, Tourism technologies and services” in the investment priority(IP) 6c (priority axis 4) devoted to the protection, conservation, promotion and development of cultural and natural heritage. Including new tendencies such as city breaks or cultural tourism, among others. Integrated in Specific Objective 4.1.1. “To promote excellence in cultural and natural heritage within tourism development distinctive regional strategies” IP 6c does not yet foresees the investment in large projects. IP 6e (still in priority axis 4) devoted to reuse and qualification of industrial assets and IP 8b (in priority axis 6) devoted to job creation are also touched by the plan and they also do not foresee investment in large projects.

Given the fact that the Ave Valley is North of Portugal’s most important industrial region, with an ancient process of large scale pre-industrial craft activities, and an early industrialization remounting to the first half of the XIX century, we decided that the four I’s of CHRISTA are to be centralized on the valorisation of a visible and present Industrial Heritage, without diminishing the value of intangible heritage, but strategically connecting it with the industrial world and innovative interpretative solutions. This solution provides logic and a possibility of effectiveness for a real regional policies change.

The action plan identifies several pertinent local assets that are important within the intervention axis, identified further down in the text, namely Casa da Memória, an old plastics mill transformed into a cultural centre, the Complexo de Couros (historic leather mills), HERDMAR (a cutlery factory active unit willing to open to visitors), the - Pentieiro (Old Comb Mill) das Taipas, the Fornos da Cruz de Pedra (Pottery Kilns), the Textile Museum of the Ave Basin, Barragens Históricas (historic hydroelectric dams of) de Guilhofrei and Santa Rita, the Casa da Lã, (a unit devoted to pre-industrial textile) , the Complexo de Água de Rossas (Water Mills Complex), the Museu do Ouro de Travassos (Goldsmith Museum), Sampaio, Ferreira & Companhia Industrial Complex. Boa Reguladora (Clock Factory), Railway Museum of Lousado, the Núcleo Ferroviário (Railway Museum Unit) de Arco de Baulhe, Museu Automóvel de Famalicão (Automobile Museum) the Fábrica do Ferro (Ferro Textile Mill), and immediate to the territory of NUTS III Ave, but essential to the understanding of the industrialization process of the Ave valley, the Fábrica de Fiação e Tecidos do Rio Vizela.

Vision statement and goals - In accordance with the general document produced by the Rijeka University Centre for Industrial Heritage, we take Industrial Heritage as a strategic resource that **will** be a base for the development a sustainable tourism product, complementary to other offers in the region. This Action plan sees Industrial Heritage as a true testimony of quotidian life and therefore industrial assets are assumed as the contemporary equivalents to castles or cathedrals with all the intangible world necessarily in connection.

The Plan develops a strategy organized around a strong concept “Ave. The Working River”. Around this concept, evidently based on the industrial world, we want to pay attention to a diversity of realities going from architecture to gastronomy, from commerce to arts, to literature, technology, social relations, festivities, nature and the river itself.

Actions: The Action Plan designed three intervention axis. 1. Territorial, touching the whole territory of NUTS III Ave, as intended in the CHRISTA project. 2. Thematic, concerning Textile, Leather, Cutlery, Crafts, Water and Energy, Food Transformation (essentially gastronomy) and Transports. 3. Temporal, approaching heritage as pre-industrial, proto-industrial, and concerning the XIX, XX and XXIst centuries.

Within this approach the Action Plan developed four proposals for action that will have policy implications on the regional policy since it will make evident the viability of the kind of actions proposed for industrial tourism, in its connection with intangible heritage and interpretation approaches. These four proposals and the pilot project includes the contribution of best practices identified by the project partners and the global project external experts as well as the four I's of CHRISTA toward a sustainable heritage cherishing by different publics. They also aimed to be executable.

ACTION 1 - ZERO KM INDUSTRY – (Casa da Memória) " ZERO KM " is the space for intersection of all the industrial circuits of the Ave basin Based in Casa da Memória – an interpretation facility for Guimarães culture and history with an emphasis in Industry – itself an old plastic comb factory (Fábrica Pátria)" ZERO KM "allies a perfect location, (close to the main touristic centre of the region – the UNESCO historical centre of Guimarães) to an adequate team, and good interpretation resources, thus appearing as the first place to visit and touch publics more reluctant toward Industrial Tourism.

ACTION 2. RETURNED BRAZILIAN'S CIRCUIT – A visit circuit developed around the story of the returned Brazilians how they changed the Ave valley landscape in the early years of industrialization. The circuit may be visited with guides or be self-guided and be connected with the Migrations Museum of Fafe and the Ferro Factory complex. The relation with literature intangible heritage, fashion and arts, and the connection with the important Brazilian tourism market is also crucial for a sustainable growth of this tourism. Digitization, GI Systems and apps are essential for self-guided visits that will allow a visitor to evaluate how far went the impact of returned Brazilians in town planning, architecture, and society.

ACTION 3. ACTIVE INDUSTRY CIRCUIT

The Action Plan proposes a specific circuit for Active Industries aiming to receive visitors as a way of getting prestige for their units, but allowing visitors to understand the manufacturing processes. This circuit will have to have physical access in the ZERO KM project (Casa da Memória) as well as in the regional Tourism Offices and in M.I.C.E. spaces. A Website with downloadable content and social media will also be essential in this project, to win over resistance from traditional publics. QR codes will also be necessary. Key to the project and involving partners experience is the connexion with former workers and their descendants as community guides as for instance happened in Sweden.

ACTION 4. – WATER AND ENERGY

Central to the project, this circuit will involve pre-industrial units connected with water driving force and historical industrial units connected with early days hydro-electrical production. Ave was the cradle of Hydro-electric power in Portugal. Visits to these historical units will lead to progressive recovery. The project will begin with the better-preserved units and will appeal to digitization, gamification, and enhanced reality. Other resources as geocaching routes will make their way in adding visitors to the circuit. Community guides will also be involved.

NEW PROJECT CHRISTA – Couros Industrial and Scientific Complex

Based on the Living Science Centre "CURTIR CIÊNCIA", a unit belonging to a national Science Divulgaion Project, and on the Design Institute, belonging to University of Minho (CHRISTA Stakeholder). The New Project takes advantage from the fact that both institutions are installed in two former, historical and well recovered leather mills, built in the Leather quarter of the medieval Guimarães. There are, therefore, previous conditions created for a project to go forward with realism and effectiveness. Based on the third axis of the Policy Learning Guidelines for Industrial Tourism, the New Action aims to demonstrate the viability of this kind of tourism offer, particularly when integrated in a broader tourism strategy. This new action, working as a sum for the four I's of CHRISTA Project, is willing to test the project, with an already existing and "ready to use" historical industrial unit.



CHRONOGRAM:

1st. Semester

- Establishing the local partnerships and creation of a stakeholder’s network.
- Detailed activities plan. | • Intermediate internal evaluation.
- Debates and workshops within the region’s potential participants for the project.
- Public awareness activities in the Couros’ area.

2nd. Semester

- Implementation of the project, including developing an interpretation app for adhering industrial units similar to enhanced reality app Rewind City. (<https://play.google.com/store/apps/details?id=pt.itpeople.rewindcitieslisbon&hl=en>).
- Activities of involvement of the local community, including Interpret Europe process for the creation of guides within the “industrial families”.

3 rd. Semester

- Experimental activities within the project.
- Evaluation plan for the project.

4 rd. Semester

- Evaluation and closing of the project according to the plan.

BUDGET

Travels and lodgement - 2.000,00 €. | External Expertise 38.000,00 €| Hardware 11.500,00 €
Communication - 9.000,00 €| Total Budget 60.500,00 €



INNOVATION

DIGITIZATION



Industrial



Interpretation



Intangible



Annex 1 – Action plan template

Produced by each region, the **action plan** is a document providing details on **how** the lessons learnt from the cooperation will be exploited in order to improve the policy instrument tackled within that region. It specifies the nature of the actions to be implemented, their timeframe, the players involved, the costs (if any) and funding sources (if any). If the same policy instrument is addressed by several partners, only one action plan is required.

Part I – General information

Project: CHRISTA

Partner organisation: COMUNIDADE INTERMUNICIPAL DO AVE

Other partner organisations involved (if relevant):

Country: PORTUGAL

NUTS2 region: NORTE DO PORTUGAL

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Part II – Policy context

The Action Plan aims to impact:

- Investment for Growth and Jobs programme
- European Territorial Cooperation programme
- x Other regional development policy instrument

Name of the policy instrument addressed: Regional Operational Plan Norte 2020. Priority domain "Symbolic Capital, Tourism technologies and services". Investment priority 6c (priority axis 4) Protection, conservation, promotion and development of cultural and natural heritage. Specific Objective 4.1.1. "To promote excellence in cultural and natural heritage within tourism development distinctive regional strategies"

Part III – Details of the actions envisaged

ACTION 1 . KM ZERO – INTERPRETATION STARTING POINT

1. **The background** (please describe the lessons learnt from the project that constitute the basis for the development of the present Action Plan):
Lessons learnt in Sweden Vastra Götaland Region around community and particularly around the participation of former labourers as guides in industrial projects were essential. Lessons learnt from the Interpret Europe Guidelines were also very important.
2. **Action KM-Zero - Casa da Memória** is a awarded project that took an old and abandoned plastic comb factory (Fábrica Pátria) to create a mix of a Museum and a very large interpretation centre for Guimarães and the region." ZERO KM "allies a perfect location, (close to the main touristic centre of the region – the UNESCO historical centre of Guimarães) to a professional team, and good digital interpretation resources, thus appearing as the first place to visit and touch publics more reluctant toward Industrial Tourism.
3. **Players involved** (please indicate the organisations in the region who are involved in the development and implementation of the action and explain their role)
Casa da Memória belongs to a Cultural Cooperative - A Oficina - which is essentially public. Therefore, this cooperative has to be involved in order to assume itself as the ZERO KM for visitors who might be seduced by the Ave Industrial Tourism.
4. **Timeframe**
Being the ZERO KM site contacts and formal cooperation have to be established within the first six months of the second phase
5. **Costs** (if relevant)
Costs have to do with the training process for internal staff by external experts, since, at Casa da Memória all the hardware is already established. They will be diluted in the common training process for all the actions. Total cost for the training process is of 15.000 € within external expertise.
6. **Funding sources** (if relevant):
Even though Investment priority 6c (priority axis 4) from Norte 2020 doesn't predict a large investment we are counting on the ongoing reprogramation program for financing the whole actions of this action plan.

ACTION 2 - RETURNED BRAZILIANS' CIRCUIT – INDUSTRIAL HERITAGE

7. **The background** (please describe the lessons learnt from the project that constitute the basis for the development of the present Action Plan)

This is an action that aims to involve a specific community within the value creation for a specific heritage: Brazilian descendants and the industries they created in the region of Ave. The experience shared in the extraordinary Astra Museum was significant to realize the importance of bringing the whole community to face the contribute of specific group, and value the effort done by this group.

8. Action (please list and describe the actions to be implemented)

Being the first visit circuit to be implemented it will also be the first where involvement of former workers, or their descendants, trained as guides will be tested. The project will also develop audio guides for self-visiting, accessible through QR codes based on the spots. This action will also involve one literature spot around a writer connected with the Returned "Brazilian" Community and loved within the today's Brazilian tourists. A light hardware will be implemented at the beginning of the visitable spots in order to support guided visits.

9. Players involved (please indicate the organisations in the region who are involved in the development and implementation of the action and explain their role)

Casa da Memória de Guimarães as Zero KM of the project, Museu das Migrações de Fafe, as a specific Interpretation Centre for this community contribute, and Ferro Textile Mill as a main spot for visiting. Community Guides cooperatives as a key element for the sharing of Intangible Heritage.

10. Timeframe

This action as to be implemented within the second semester of Phase 2.

11. Costs (if relevant)

Costs have to do with the training process for internal staff by external experts, since, at Casa da Memória all the hardware is already established. They will be diluted in the common training process for all the actions. Total costs for the training process is of 15.000 € within external expertise. Contents will be prepared for download and access through hardware that will be placed on the spots as a support for guided visits. Costs for ready-to-use contents will reach 20.000€ for the whole actions. Costs for Hardware to be used in guided visits will reach 11.500€ for the whole actions.

12. Funding sources (if relevant):

_ Even though Investment priority 6c (priority axis 4) from Norte 2020 doesn't predict a large investment we are counting on the ongoing reprogramation program for financing the whole actions of this action plan.

ACTION 3 - ACTIVE UNITS CIRCUIT – A CONTRIBUTE TO STRUCTURAL CHANGE

13. The background

This action was inspired in some of the best ERIH units (European Route of Industrial Heritage) indicated by External Expert for Industrial Heritage, Rijeka University.

14. Action (please list and describe the actions to be implemented)

An important niche for the European Tourism are the "How they do it?" visits. Complementary to other "must see" tourism attractions these tourists want to visit active units, understand how things are done, if this is available. This kind of tourism is very important for the units since, if things are well done, each visitor becomes a marketing agent. Proud industrials are everywhere in the Ave region, so the project will select a representative group, and will establish guidelines for visits, who, contrarily to the previous action, will only be available with guided visit. The project will create the opportunity for the workers community (former workers and their families) to have access to adequate training

15. Players involved:

Casa da Memória de Guimarães as Zero KM of the project, and thus a centre for information diffusion, all the eight municipalities of Ave Tourism Offices, and other M.I.C.E. spaces (meetings, incentives, conferences, and exhibition spaces) all as diffusion centres, and University of Minho as a quality controller.

16. Timeframe

This action as to be implemented within the second semester of Phase 2.

17. Costs (if relevant)

Costs have to do with the training process for internal staff by external experts, since, at Casa da Memória all the hardware is already established. They will be diluted in the common training process for all the actions. Total costs for the training process are of 15.000 € within external expertise for the whole project. Contents will be produced for access through hardware that will be placed on the spots exclusively as a support for guided visits.

18. Funding sources (if relevant):

_ Even though Investment priority 6c (priority axis 4) from Norte 2020 doesn't predict a large investment we are counting on the ongoing reprogramation of the Norte 2020 program for financing the whole actions of this action plan.

ACTION 4 -- WATER AND ENERGY – THE WORKING RIVER - THE INTANGIBLE FACE OF INDUSTRIAL HERITAGE

19. The background

This action was also inspired in some of the best ERIH units (European Route of Industrial Heritage) indicated by External Expert for Industrial Heritage, Rijeka University. Once again, the Swedish example of Vastra Gotaland was very important.

20. Action (please list and describe the actions to be implemented)

Ave was the first river in Portugal to have a complete plan for Hydroelectrical Powerplants connected both with public light supply and energy supply for industry. After 1906, 19 Hydroelectrical Powerplants were built and profited. Some few still operate today, but many are inactive. Their places and buildings, however are usually beautiful and historical. They also talk about an ancient "modern industry", state of the art at that period. What we are going to do is: 1) establish visit circuits in the better-preserved units; 2) create the opportunity for training and involving community guides; 3) implement (in those units) the installation of hardware for guided visits support; 4) improve visits through geocaching; 5) use this thematic action for testing gamification development.

21. Players involved (please indicate the organisations in the region who are involved in the development and implementation of the action and explain their role)

Casa da Memória de Guimarães as Zero KM of the project, all de M.I.C.E: installations of the region, Fundação EDP, for the creations of visit circuits and games development

22. Timeframe

This action as to be implemented within the second semester and third semesters of Phase 2.

23. Costs (if relevant)

Costs have to do with the training process for internal staff by external experts, since, at Casa da Memória all the hardware is already established. They will be diluted in the common training process for all the actions. Total costs for the training process is of 15.000 € within external expertise. Contents will be produced for access through hardware that will be placed on the spots as a support for guided visits. Costs with support hardware will reach 11.500 €.

24. Funding sources (if relevant):

Even though investment priority 6c (priority axis 4) from Norte 2020 doesn't predict a large investment we are counting on the ongoing reprogramming of the Norte 2020 program for financing the whole actions of this action plan. Fundação E.D.P.

ACTION 4 – NEW PROJECT - COUROS INDUSTRIAL AND SCIENTIFIC COMPLEX – TESTING IMPROVED GOVERNANCE.

25. The background

This action was also inspired in some of the best ERIH units (European Route of Industrial Heritage) indicated by External Expert for Industrial Heritage, Rijeka University. Once again, the Swedish example of Vastra Gotaland, Interpret Europe guidelines and Astra Museum's example where also very important, to understand how interpretation can be improved and include community.

26. Action (please list and describe the actions to be implemented)

Couros is a neighbourhood of Guimaraes' medieval historical centre devoted, at least since the 12th century, to tanning leather and shoe making. The word couro, actually means leather in Portuguese (as cuir in French). In our days several factories are abandoned, but two of the best "Ramada" and "Andorinha" were recovered, one for the Design Institute do Minho University and the other as the Curtir Ciência (this name is a words game– "curtir" is at the same time the Portuguese word for tanning leather and a popular word for enjoying). Curtir Ciência is a science diffusion centre, under the responsibility of the National Foundation for Science and Technology (FCT).

The industrial process that these two factories testify, however, is not present in both buildings discourses. What we propose, in connection with Casa da Memória, and University of Minho is: 1) to open these industrial spaces, ready for school visits to other visits, and establish a parallel discourse on the industrial process, particularly in Fábrica Andorinha, the Curtir Ciência Centre.

2) to establish a parallel visit circuit, with contents for support for self-visiting and light hardware for guided visit, that will allow visitors to understand the leather tanning process and its history in the region.

3) to involve the community of former tanner workers and descendants in the process of sharing identity.

4) to prove the viability of these projects if given the right conditions.

5) To promote an improved governance model, able to be applied to the whole North of Portugal's region.

27. Players involved (please indicate the organisations in the region who are involved in the development and implementation of the action and explain their role)

Casa da Memória, Fundação para a Ciência e Tecnologia (FCT) and Universidade do Minho.

28. Timeframe

This action has to be implemented within the second semester and third semesters of Phase 2.

29. Costs (if relevant)

Costs have to do with the training process for internal staff by external experts, since, at Casa da Memória all the hardware is already established. They will be diluted in the common training process for all the actions. Total costs for the training process is of 15.000 € within external expertise. Contents will be produced for access through hardware that will be placed on the spots as a support for guided visits. Costs with support hardware will reach 11.500 €.

30. Funding sources (if relevant):

Even though Investment priority 6c (priority axis 4) form Norte 2020 doesn't predict a large investment we are counting on the ongoing reprogramation program for financing the whole actions of this action plan. Fundação da Ciência e Tecnologia.

Date:29/06/18

Signature: _____



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