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1. Foreword

This document (Baseline Study) intended as a support tool, and give good indication, for the development of the activities of MAPS network project. The Baseline Study is composed by 3 sections: the State of the Art, the Partner Profiles and a final Synthesis, in particular, these are the contents of the sections:

- A State of the Art providing a European level overview of the topic being addressed by the project and existing knowledge / projects / programmes / good practices, etc. related to the policy challenge to be addressed.
- A Partner Profiles providing an analysis of the state of play in all cities/ partners to be involved in the second phase of the project, regarding the local policy challenge to be addressed, existing policies / action plans, possible focus of the action plan to be developed, etc. This will include a baseline of learning needs and possible contributions of each partner in terms of exchange and learning activities. This work will feed into the synthesis and enable the detailed definition of the partnership’s “research questions”. It will also establish each city’s position in relation to the URBACT III programme level indicator, relating to the production of integrated and participatory urban strategies / action plans.
- A Synthesis section bringing together the issues arising from the cross-cutting analysis of the situation in the partner cities, the State of the Art, synthesis of learning needs and potential contributions as well as the baseline for the result indicators. This section will draw out and outline the issues or sub-themes that the project will address.

The information within this document are been collected with different methods: analysis of documents from internet; interviews with the persons in charge for the projects presented (good practices); interviews with the partners (site visits); information collected with survey form. The information that has been collected have different levels of detail.
2 State of the art

2.1 General introduction

The MAPS project aims to develop tangible and integrated strategies addressed to the management and enhancement of “one cultural heritage” that for a long time has been excluded from the active life of the European cities; the military heritage. This vast cultural heritage is made up of different type of objects: barracks, compounds, fortifications, towers, administrative buildings, buildings for officers and others, which exhausted their "defensive purpose" are now able to play a new role within our cities and territories (historical centers, limits of the city, urban landscapes and landscapes).

Many of these assets are already owned by the city administrations, but many are still in a phase of change of the ownership, i.e. from the National Defense Agency to the administrations of the cities. This fact highlights how in this historical moment there is still no full awareness by the local administration of the cities, respect to the values (cultural, social and economical) expressed by these particular cultural heritage, in fact, in many cases, for the administration of the cities, still cannot clearly define an appropriate strategy, aimed to their management, enhancement and contemporary use.

Due to a period of over-building, in many European cities, and discriminated consumption of land, the issue of the re-use and re-generation of these assets is crucial for the development of new tools and approach, to support the urban and regional planning in many European cities. Starting from these local factors, and adding the factor of the global crisis, which has heavily affected the real estate market, it is easy to assume that the interest forward these assets will be larger than the construction of new buildings, public spaces and infrastructure.

But to avoid a further failure of the planning tools, we must have the vision that we need to change the approach toward the valorization of these new areas (former military asset) of the city. It is clear that the current planning tools, used for the "normal management" of the city, are not appropriate for the management of these new urban realities.

In the case of the former military assets we are in front of a particular part of the city, as mentioned above, that for a long time has been excluded from the active life of the city, and for this reason we need to establish a “new strategy” that start from: the re-appropriation of these heritages by the inhabitants (local urban actors), the identification of the values of the area (cultural, social and economical), the identification of a possible temporary reuse of some components of the area (buildings, open spaces, others), the development of integrated strategy for the enhancement of the area.

For all these reason, in this section of the Baseline Study, we want to highlight the state of the art, regarding the enhancement of the former military assets, starting from the EU suggestions (charter, strategic documents, urban agenda) and from real projects (best practices) developed on the field. The idea is to create a strong relation between this two souls (theoretical and practical) to develop a practical tool (handbook) that will become a road map for the partners during the evolution of the project.
2.2 Leipzig Charter on sustainable European cities

This document\(^1\), developed in 2007, contains a series of considerations, compared to the challenges and opportunities, in which the European cities have to provide a develop solution, in particular in the field of: the management of cultural heritage, the integrated management of the built environment, the social inclusion and in the development of new economical mechanism.

In the charter of intent, the cities were considered as an integrated system, in which naturally favors the exchange of knowledge, the growth and production the social and technological innovation, but at the same time however, they suffer from demographic problems, social inequality, social exclusion of specific population groups a lack of affordable and suitable housing and environmental problems.

Starting from these point of view, the Leipzig charter, has been focused on the required development of an integrate approach (integrated urban development policy) for the management of the city. The integrated urban development policy is a key prerequisite for the implementation of the EU Sustainable Development Strategy\(^2\) (EU SDS) that start from the involvement of the local urban actors (stakeholders) in close cooperation with the public sectors.

Integrated approach / What is important for the MAPS project!

The approach to the integrated urban development policy is crucial for the partnership of MAPS network. In this approach we need to consider to work with two different scales of interest: the tangible aspect, related to the physical space (buildings, open spaces, etc.), the intangible aspect, related to the involvement of the urban actors or stakeholders (economic actors, public sector, local communities, professionals, etc.). In the integrated urban development policy the main aspects of these two scales have to work in cooperation, because this strategy is aimed to development a local policy that involves actors outside to the local administration and enables citizens to play an active role in shaping their immediate living environment. The main results of this policy will be developed through the following points:

- describe the strengths and the weaknesses of cities and neighborhoods based upon an analysis of the current situation (assessment of the project area in relation of the city);
- define a consistent development objectives for the urban area (project area) and develop a vision for the city (work with different scale of vision, local and for the entire city);
- coordinate the vision of the project area with the sector of the technical plans and policies, and ensure that the planned investments will help to promote a well-balanced development for all the urban sectors of the city (coordination of the output for the project area with the vision for the city);
- coordinate the use of funds by public and private sector players;
- involve the urban actors (citizens, other partners) who can contribute substantially to shaping the future from the economic, social, cultural and environmental quality, for the project area and for the city.

This type of approach, coordination between different sectors, tools, actors and visions, is the first step faced to the development of strategy aimed to strengthening the competitiveness of European cities, but not in terms of industrial competitiveness, but in terms of creation of "identity" for the city and for the creation of a urban quality, in particular through this themes:

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\(^1\) Leipzig charter on sustainable European cities (http://ec.europa.eu/regional_policy/archive/themes/urban/leipzig_charter.pdf)

\(^2\) EU SDS (http://ec.europa.eu/environment/eussd/)
1. Creating and ensuring of high-quality public spaces
2. Modernizing infrastructure networks and improving energy efficiency
3. Proactive innovation and educational policies
4. Pursuing strategies for upgrading the physical environment (for deprived neighborhoods but not only)
5. Strengthening the local economy and local labour market policy (for deprived neighborhoods but not only)
6. Proactive education and training policies for children and young people (for deprived neighborhoods but not only)
7. Promotion of efficient and affordable urban transport (for deprived neighborhoods but not only)

All these times refer to a urban situation complex, which should provide answers to several problems and several actors, in the case of the project area of the MAPS network, we believe that some of the themes, described above, are in this moment perfectly in line with the challenges highlighted through the project areas.

Leipzig Charter themes / What is important for the MAPS project!

Creating and ensuring of high-quality public spaces. The quality of the public space is one of the most important indicator for the quality of the living environment. In the case of the reuse or the regeneration of the former military assets (heritage) we are in front to the possibility to create a new public space, or network of public space and buildings, using a strategy that combines in these new urban environments, the aspects related to cultural, economic, technological, social and ecological issues, which are important for the single city of the MAPS network. In the Leipzig chart this approach is identified with the term Baukultur.\(^3\)

Modernizing infrastructure networks and improving energy efficiency. The reuse or the regeneration of the former military assets (buildings and spaces), represent an important challenge, also in terms for the development of a new sector of the city in which experiment the use of the technologies, and a new urban approach (urban pattern), to improve the energy efficiency. In this vision, the individual buildings within in the military area, built to be flexible, can be easily regenerated, using the new technologies for the energy efficiency (retrofitting). From the point of view of the urban pattern, the reuse of the former military areas represent an important resource for the development of a new model of compact settlement structure. The benefits related to the last point are connected to the non consumption of the land (prevent the urban sprawl) and to the development of a mixing housing, employment, education, supply and recreational functions in the former military areas.

Strengthening the local economy and local labour market policy. The strengthening of the competitiveness of the European cities is an important factor aimed to the support of the development of the "identity" of the city, and in this field the development of new labour market is a crucial component. From this point of view, the reuse or regeneration of the former military area, is a strategic element in the contemporary urban agenda of the city, in fact most of these areas are in the center of the city, or very close to the populated districts, or very close to infrastructures (train station, bus station, etc.) and this facts is very important to support the development of new start-up and new businesses.

Work inside to a dense urban pattern improves the quality of the start-up or new companies;

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\(^3\) Baukultur is to be understood in the broadest sense of the word, as the sum of all the cultural, economic, technological, social and ecological aspects that influencing the quality and process of planning and construction of the city. This approach should not be limited only to the public spaces, is needed for the city as a whole, and for its hard (buildings, streets, spaces, etc.) and soft (urban actors, stakeholders, users, temporary users, etc.) components.
easy relations with other urban actors, low prices for the workspaces, development of urban ecosystems of innovation, development of neighborhoods with mixed functions.

**Proactive education and training policies for children and young.** This theme is important for the identification of possible functions to install in the former military areas. In this sense we can imagine to develop in this areas different type of training activities; for the local communities, that live around the military area, or for the new users of the area. The children and young should be the main beneficiaries of these training policies, in facts they must be considered as key players to bet on for the re-appropriation of these areas.

The Leipzig Charter is considered as one of the first documents in which the community of local administrators, professionals, academic, began to talk of the use of the integrated approach. Even after many years the Leipzig Charter appears to be actual and reference for the development of integrated policies aimed at the management of European cities. In fact the Leipzig Charter is the reference for the development of the Toledo Declaration.

### 2.2 Toledo Declaration

This document⁴, developed in 2010, is been focused on the topic of the “integrated urban regeneration” as a new challenge for the European cities. The Toledo declaration was developed starting from the experience of the Leipzig Charter adding to the previous themes (integrated approach) the issue related to the urban regeneration. The main purpose of the document is summed in this statement:

“Toledo Reference Document on integrated urban regeneration and its strategic potential for a smarter, more sustainable and socially inclusive urban development in Europe”

In order to develop a possible approach (more sustainable, socially, inclusive and smart) to enhance the European cities, these are the features on which focus the attention:

1. implementing integrated urban development strategies with a global and comprehensive vision of the city, conveniently framed within a territorial perspective, which harmoniously promote all dimensions of urban sustainability in an integrated way both in new urban settlements and in existing areas of the city;
2. taking into account the need to improve the economic performance, the eco-efficiency and social cohesion of the existing city, in order to achieve the general aims and the specific headline targets⁵ set out in the Europe 2020 strategy and to truly implement and deploy this smarter, more sustainable and socially inclusive model in the whole built environment and in all the social fabrics of the existing city;
3. assuring citizens’ quality of life and welfare in all the existing communities and neighborhoods of the city, stressing the need of their involvement in urban development through citizen participation, and also acknowledging the importance of the alliance and implication of all other stakeholders (private sector, civil society, etc.) as a crucial tool for an integrated approach;
4. recalling the recommendation to reflect and take due account of climate change as expressed in the Europe 2020 strategy itself and in the Marseille Declaration;
5. supporting the acknowledgment of the importance of the renovation and physical upgrading of the existing housing stock from different perspectives, as stressed in the Final Communiqué of the 18th Informal Meeting of Housing Ministers held at Toledo on 21st June 2010;

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⁴ Toledo declaration (http://ec.europa.eu/regional_policy/archive/newsroom/pdf/201006_toledo_declaration_en.pdf)

⁵ These are: 75% of the population aged 24-64 should be employed; 3% of the EU’s GDP should be invested in R&D; the 20/20/20 climate energy targets should be met (including an increase to 30% of emissions reductions, if the conditions are right); reduction of the share of early school leavers to under 10% and achieving the rate of at least 40% of the younger generation with a tertiary degree; and reducing the people at risk of poverty to under 20 millions.
6. taking into account the commitments set out in the Leipzig Charter with regard to paying special attention “to deprived neighborhoods within the context of the city as a whole” and more particularly the convenience of aligning one with each other its concrete objectives in order to reduce social polarization;
7. recalling that the overall urban quality, determined by the quality of public spaces and urban man-made landscapes and architecture is an essential requirement for establishing a pleasant environment for the urban population and also for the global attractiveness and competitiveness of the city;
8. stressing the convenience and effectiveness of spatial and urban planning as a policy lever for integrating environmental, social and economic objectives;
9. taking into account the suitability of urban recycling, and/or compact city planning, where appropriate, as strategies to minimize land consumption, preventing unnecessary conversion of greenfields and natural areas to urban land, and therefore managing and limiting urban sprawl.

Toledo declaration / Urban regeneration / What is important for the MAPS project!

As for the first part of the document we think it is interesting to highlight the following features:

Implementation of an integrated urban development strategy. As in the Leipzig Charter it is highlighted the need to identify an approach to urban development oriented to the creation of one relation (vision) between the different areas of the city (new settlements, historical center, etc.). For the reuse or regeneration of the former military areas this feature is important because it requires that the recovery of these parts of the city is built in harmony with the rest of the urban fabric and not only with a local project, developed only from the point of view of the urban design. In this sense is important the point related to the involvement of the local stakeholders.

Involvement of the local stakeholders. To facilitate the achievement of the previous point the Toledo declaration introduces the theme of the involvement of local communities. This subject has been introduced already in the Leipzig Charter, but in this document is shown that this factor is crucial for the success of the integrated urban development strategy. In this sense it is important to highlight that the involvement of urban actors can be of two types: co-design of solutions for the urban regeneration (development of urban strategies, urban design, social innovation in support to the urban strategies, etc.) or direct participation to the activities on the field (community welfare). For the reuse or regeneration of the former military areas this feature is important because the citizens will be the first users of these area. Working with the local stakeholders means working to support the re-appropriation of these areas by the whole city. In this sense it is important to be able to communicate to the local stakeholders the integrated value (cultural, social, economical) expressed by the heritage to regenerate.

Urban recycling. Under this term we can identify all the activities related to the improvement of the tangible components of the city (public and private buildings and open spaces) that are not used or are underused, in particular: renovation and physical upgrading of the existing housing stock from different perspectives; adopt urban strategies for the reuse and the regeneration of the buildings and open spaces (densification of the urban fabric) to minimize land consumption and the urban sprawl.

As mentioned above all these suggestions are addressed to the development of a sustainable urban environment, in particularly in the Toledo Declaration, these suggestions are taken as reference for the consolidation of the European Urban Agenda. In extreme synthesis these are the points to follow for the future development of the urban actions:
1. Strengthening the urban dimension in Cohesion Policy.
2. Supporting a greater coherence between territorial and urban issues and agendas and fostering the urban dimension in the context of territorial cohesion
3. Continuing to promote research, comparative studies and statistics, exchange best practices and dissemination of knowledge on urban topics, and strengthening coordination of them all.
4. Promoting sustainable urban development and integrated approaches by reinforcing and developing instruments to implement the Leipzig Charter at all levels.
5. Considering the most important challenges that European cities will face in the future.

In order to make active and proactive this suggestions on the fields (European cities), in the Toledo Declaration we can find a deeper description about the idea of the integrated urban regeneration. In the following table we compare the themes suggested by the Toledo Declaration (left column) with the themes of the MAPS project(right column).

<table>
<thead>
<tr>
<th>Toledo Declaration / integrated urban regeneration</th>
<th>What is important for the MAPS project!</th>
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<tbody>
<tr>
<td>The integrated approach requires, first of all, the adoption of a holistic approach and thinking. This means replacing the usual sector or one-dimensional approaches with new transversal or multidimensional ones, aligning different policy areas and resources. It also implies considering the city as a whole: strategies and actions should be unitary, and address the whole complexity of urban development, taking into account the role of each part of the city in the whole structure.</td>
<td>In the case of the &quot;objects&quot; (former military heritage) on which the MAPS project will go to work the theme of the multidimensional approach is crucial. The redevelopment (reuse or regeneration) of these areas must be designed in close relation with other parts of the city, putting at the center of the project the value expressed by the complexity of the urban pattern (presence of different city users, functions, type of buildings, type of open spaces, etc.).</td>
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<tr>
<td>Putting the integrated approach into practice also means resolving conflicts, overcoming discrepancies or interferences between the effects of the different dimensions (environmental, social, cultural, economic) of the urban management.</td>
<td>The challenge of the project MAPS also concerns this field. The redevelopment (reuse or regeneration) of the former military heritage is being achieved through the development of a strategic document (Integrated Action Plan) in which the various dimensions of urban planning should be in harmony.</td>
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<td>The city is time and space. The integrated character means seeking the right way to organize all “timescales” (short, medium, long term) and all “spatial scales” (region and metropolitan area, small, medium sized and large cities and towns, neighborhood, etc.) and, finally, the conjunction between the two.</td>
<td>In the strategic vision aimed for the redevelopment (reuse or regeneration) of the former military heritage, it must also include the themes related to the “time” and the “urban size”. These two aspects is crucial for the project areas identified by the project partners because they insert the project areas in full contact with the expectations of the whole city: objectives to be achieved within a specific time and in a different urban areas of the city.</td>
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The city is a social construct. "Integrated" also refers to "inclusive", i.e. working on articulating the city’s “social body” in an inclusive shared project of coexistence, to combat social exclusion and spatial segregation.

For a long time the military areas were excluded from the life of the city. The MAPS project wants to put at the center of the city these spaces. This activity is not only about for the physical space to redevelop, but also affects the ability to interact with the social groups (urban actors, stakeholders) that may be useful for the regeneration of these urban areas (former military heritage). For these reasons, the MAPS project must be able to engage, with participatory activities, the largest number of urban actors, to be able to share as much as possible the expected results (physical and functional regeneration, cultural, social inclusion, economical aspects) and develop a shared strategic plan for the areas with real outcomes also for the city.

The integrated character also refers to the “integration” of the parts into a whole structure. This implies that conceptual and operational thinking must also stem from strategies or plans with “integrated” - global or comprehensive - visions of the city as a whole, but optimal development will often be brought about through “territorialized actions” (area-based approach). In the city, where objects (housing, buildings) and subjects (physical and legal persons) have a specific spatial location, it is usually more fruitful to conjugate an “integrated”, global or comprehensive overall strategy with an “area-based” development, rather than merely acting on objects and subjects in isolation (home by home, or building by building, for example) or indiscriminately and generically.

In relation with the previous sentence the MAPS project it must be able to merge two levels of action: inclusion of the local level surrounding the project areas (needs from adjacent neighborhoods, needs from the social groups that operate around the project area, needs from the economic activities surrounding the area, etc.); integration of the local level in the citywide strategic vision, needs of the city that find in the project area the right place (urban ecosystem) to be resolved.

Starting from this comparison we can describe the concept of the "integrated urban regeneration" like the action to optimize, preserve or revalue all the existing urban capital (social, cultural, built environment, heritage, etc.) in contrast to other forms of intervention in which, amongst all this urban capital, only the value of the land is the priority. If we accept this, only a value of the land, we accept to demolish and rebuild portions of the city, and replace the rest of the whole urban capital, with a inconsistent urban pattern 6.

"Deprived urban areas are not to be seen as a problem, but as a source of untapped human talent and physical capital whose potential has to be unlocked in order to contribute to the overall civic progress and economic growth of the city".

The sentence above, in our opinion, is the core of the Toledo Declaration and is not incompatible with urban growth of the European cities. The "integrated urban regeneration"

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6 This does not mean that in certain projects of "regeneration" it may be not necessary for some specific buildings to be demolished and replaced, or that on other occasions, "brownfields", derelict areas, or areas in decline, it may be best for the future of this contexts think to a complete renewal of the buildings (demolition and reconstruction).
first is a opportunity, for the balanced development of the city, and in second stage is a tool, to use in accordance with the contemporary spatial and urban planning, but not with the idea to create a new bureaucracy or new rules, sometime in opposition, but with the vision aimed to the creation a practical tools of action (Integrated Action Plan). From an operational viewpoint, in the Toledo Declaration we find some tips in respect to the tools that would favour the “integrated urban regeneration”, in particular:

<table>
<thead>
<tr>
<th>Toledo Declaration / Operational tools</th>
<th>What is important for the MAPS project!</th>
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<tbody>
<tr>
<td>The launch of integrated regeneration plans and programmes that at the same time consider both the city as a whole and its partial amits of intervention, establishing diagnoses of the problems and opportunities and determining the sector actions to be applied and how they should be organized and coordinated in order to create synergies and to overcome any discrepancies between them, assuring the necessary consensus between all the urban actors, and including public participation.</td>
<td>For the MAPS project means developing a Integrated Action Plan (IAP), that takes into account the local needs, regeneration of the project areas in relation to the needs of social groups that have interest in the urban capital, expressed by the former military heritage, in coordination with the urban development of the whole city. The two strategic levels must be coordinated through the development participatory activities, aimed to the involvement of the local actors (stakeholders).</td>
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<td>Among these plans and programmes, combining an organised set of actions focusing on the physical upgrading of buildings and urban spaces with other integrated sector-based actions as the afore-mentioned, and with urban-development guidelines that set the criteria for physical-regeneration interventions, for the management of uses, improvement of public spaces and the urban scene, protection of the landscape and cultural heritage, etc.</td>
<td>For the MAPS project it means to think with careful to the identification of the former military heritage (buildings, open spaces, facilities, etc.) to be enhanced, in close relation with the cultural values of these assets and with the contemporary functions to insert in these “urban containers”.</td>
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<td>Taking into account that the integrated variety of social groups and diverse urban activities and functions, over and above certain areas of specialized uses, is a symptom of urban vitality, we should aim to extend quality of life, attractiveness and inhabitability to all the fabrics of the city, particularly to its central ones and especially to residential areas.</td>
<td>For the MAPS project means that the regeneration of the former military areas represent an opportunity for the economic development of the activities (social functions, private companies, cultural functions, etc.) that characterize the city or the possibility to create a new space, “innovation ecosystem”(^7), to attract new users in the former military areas and for the whole city, and support the creation of new companies (start-up).</td>
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</table>

\(^7\) About this theme we suggest to read the “Withe Paper on Smart Cities as Innovation Ecosystems” produced in the framework of the FIREBALL project funded by the European Commission, Coordination Action within the 7\(^{th}\) Framework Programme for ICT, running in the period 2010-2012. The aim of this project is to bring together communities and stakeholders who are active in three areas, namely: research and experimentation on the Future Internet (FIRE); o open and user-driven innovation (Living Labs); and urban development (https://hal.inria.fr/hal-00769635/document).
Public funding in urban regeneration is considered to be key in order to guarantee social and environmental goals in the medium and long terms, but in the current scenario of limited public resources it may be necessary to combine different types of existing public funding (European structural funds, national, regional and local funds, etc.) together with other formulas and new financial means as well as the development of new financial and tax incentives for private enterprises trying to increase the involvement of private property and financial agents and other urban actors in urban regeneration.

For the MAPS project means that it is important to develop a new mechanism (tax incentives or others) to guarantee the involvement of the private sector in the regeneration of the former military heritage.

Strengthening existing and developing new, regeneration specific forms of public and private partnership based on codes of conduct for both sides that are clear and transparent, led if necessary, in order to spur the private sector’s involvement by the public authorities by means of incentives, an initial economic boost and the play of a catalyzing role.

For the MAPS project means that in the IAP (Integrated Action Plan) should also be added to the rules for the management of the relationship between the public sector (owner of former military areas) and the private sector (possible funder for the regeneration of former military areas). In this strategy, the public sector is identified as the “engine” that starts the regeneration and to attract possible investors can use financial incentives to make interesting the former military areas.

Investing in capacity building efforts and skills to address economic, social and environmental issues as they affect places, wherever they are located (cities, towns, urban and rural) is essential in promoting sustainability.

The purpose of the MAPS project must also be to train people with new skills devoted to innovative management of former military heritage.

Considering the diversity of European cities and towns and the wide geographical and contextual diversity, it is impossible to apply “one-size-fits-all” solutions in integrated urban regeneration plans and programmes, and consequently they can benefit from a local development and implementation by the inclusion of a management and governance proposal adapted to the local context, with particular regard to the stimulation and channelling of public participation.

For the MAPS project means that the characterization (map of the local actors, involvement of the local stakeholders, identification of a contemporaries functions, etc.) of the local context is crucial for the identification of strategy aimed to the regeneration of the former military heritage.
In this regard, it seems convenient—both for the self evaluation of public policies and for citizens’ information—to include appropriate monitoring and assessment tools (ex ante, midterm and ex post evaluations, set of criteria and indicators, etc.) in the plans and programmes, in order to verify whether the goals set have been reached and, if necessary, consider the relevant changes or corrections.

For the MAPS project means that in the IAP (Integrated Action Plan) should also be added the mechanism for the evaluation of the process. The type of mechanism depend by the strategies identified for the regeneration of the former military heritage.

### 2.4 State of the art / Synthesis for the MAPS project

Starting from these approaches (Leipzig Charter and Toledo declaration) we think that for the MAPS project are important this aspects (actions) described in the table below, in comparison with the topics of the documents described in the previous sections:

<table>
<thead>
<tr>
<th>MAPS</th>
<th>Leipzig Charter and Toledo declaration</th>
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| **Development of the interest.** Action dedicated to engagement of the audience (new or old stakeholders, urban actors, local authorities, etc.) respect to the discovering of this new part of the city (former military heritage). This aspect is important for the development of the “Map of the Urban Actors”, document useful for the identification of potential partner to insert in the governance of the regeneration of this assets (former military heritage) and for the development of a new “relationship” with the inhabitants and this part of the city. | **Leipzig Charter** / Proactive education and training policies for children and young.  
**Toledo declaration** / Involvement of the local stakeholders. |
| **Temporary reuses (test).** Action dedicated to development of a short activities (cultural activities, festival, creation of makerspaces, contests, marketplace, etc.) finalized to the test of the reuse of the former military heritage. This phase is addressed to the identification of the contemporary uses or appropriate uses, for the “new colonization” of the former military assets ad for the identification of the technical solutions from the architectonic point of view (buildings and open spaces). | **Leipzig Charter** / Strengthening the local economy and local labour market policy.  
**Leipzig Charter** / Creating and ensuring of high-quality public spaces.  
**Leipzig Charter** / Modernizing infrastructure networks and improving energy efficiency  
**Leipzig Charter** / Proactive education and training policies for children and young.  
**Toledo declaration** / Urban recycling. |
**Development of the governance.** After the “Development of the interest” and the “Temporary reuses” this action is dedicated to the development of the governance for the regeneration of the former military heritage. This activity is focused on the creation of a good balance, between the partners to involve, and the functions (uses) to establish in the former military assets.

- **Leipzig Charter** / Strengthening the local economy and local labour market policy.
- **Toledo declaration** / Involvement of the local stakeholders.
- **Toledo declaration** / Urban recycling.

**Development of the sustainability economic, cultural (environmental) social.** Action dedicated to the integration of the governance of the regeneration with the three main pillars of the sustainability. This action is strictly linked to the previous one (governance), and probably in this context, the work that will be done will have some changes in to governance activity.

- **Leipzig Charter** / Strengthening the local economy and local labour market policy.
- **Toledo declaration** / Implementation of an integrated urban development strategy.
- **Leipzig Charter** / Proactive education and training policies for children and young.

**Evaluation of the impacts.** Activity dedicated to measurement of the impact of the regeneration of the former military heritage. We think that in this framework is important to introduce three levels of control of the impacts: local level (project area), city level and regional level.

- **Toledo declaration** / Implementation of an integrated urban development strategy.
3. Good practice for the enhancement of the former military heritage

In this section of the Baseline study we want highlight the actions (projects, programs, strategies) that already exist in the field of enhancement of the former military heritage. The idea in this section, is to provide the partners of the MAPS project, some suggestion to use like a “starting point” for the identification of a possible local strategy, aimed to the properly management of the development of the IAP (Integrated Action Plan).

As for the projects presented in this section we should be emphasized that all projects are made and developed with an initial financial contribution from a public bodies (local municipality, regional and national authorities or from EU structural funds). This is an important aspect to take into account for the evaluation of these projects by the MAPS partners, according to the activities to be implemented for the integrated regeneration of assets (former military heritage) put into the play.

This point is crucial, because in this historical moment the access to the public funds for the realization of the projects has become difficult, and the experiences that we present below are not reproducible in all the aspects. For this reason it is essential that from these experiences the network of MAPS needs to taken into account the main key aspects, useful for building a strategy for the development of a new approach for the regeneration of the former military heritage also in absence (or limited) of public funds.

List of the good practice (projects) and short introduction:

**Forte Marghera (Italy)** / Regeneration of an old fortress in a park for culture and creativity. Action developed by the Municipality of Venice and Mestre and managed by the "Marco Polo System". Main output of the action is a Management Plan for the enhancement of the former military heritage. An important experience that highlights the important of the involvement of the local urban actors (stakeholders).

**The New Dutch Waterline (Holland)** / Regeneration of a system of former military heritage for the development of a network of "objects". This action is important because it highlight the necessity to build a network between this “objects” to create an integrate strategy between different types of “objects” (fortress, remains, single standing buildings, part of landscape, etc.).

**The fortification system of Komárom (Hungary)** / Regeneration of a system of historical fortress, aimed to the development of an incremental strategy for the reuse of the open space and buildings.

**The Spiķeri Block (Latvia)** / Regeneration and reuse of an “urban compound”, former military barracks, as a new sector of the city. An important experience that highlights the important of the involvement of the local urban actors (stakeholders).
3.1 Forte Marghera / Marghera Fort (Italy) / From military assets to a “Park” for culture and creativity

Name of the heritage: Forte Marghera

Nation: Italy

City: Municipality of Venice and Mestre

Ownership: Municipality of Venice and Mestre

Entity management: Marco Polo System

Web reference:

http://www.fortemarghera.org
http://www.marcopolosystem.it/it/home

General introduction

The entrenched camp of Mestre, in which the Forte Marghera is the pivot, was for a long time a defense system inaccessible to the inhabitants of Mestre and Venice. With its 48 hectares is the oldest fortification in the area between Mestre and Venice. Built in different stages (between 1797 and 1814) is developed on the site of the ancient village of Marghera.

Its typology refers to the traditional shape of a “star”, with external bastions, on which in the past were placed the artillery emplacements, for the defence of the lagoon and for the city of Venice. The urban structure of the fort looks like a small town as of the presence of many buildings with defense functions, administrative, warehouses, buildings for soldiers, buildings for officers. Forte Marghera was also logistics hub for other military bases in the north-east of Italy and for this reason its appearance appears to be the result of the addition of buildings built in different periods and with different functions.

In 1995, five years after the fall of the Berlin Wall, Forte Marghera was dismissed and from that moment began an “informal management” of the area; the Municipality of Venice was not the "formal owner" of the area but in cooperation with the Province of Venice and the Veneto
Region could manage the activities within the Fort. For this reason in the 2000 the Municipality of Venice has set up a company (public) to manage the different aspect of this former military asset: the enhancement of buildings (with historical values or not) and development of activities (social, cultural and economic) aimed to the sustainability of this area and for the surrounding zones. The management of Forte Marghera was given to a Marco Polo System / MPS (EEIG\(^8\)).

Marco Polo System, was established in 2000 as a tool for the international cooperation, design and implementation of initiatives in the fields of culture, cultural tourism, local development, cultural heritage management and communication, aimed to promote contact and cooperation among Europe and the Mediterranean area, through the enhancement of their traditions and common values. The main activities of Marco Polo System are the following: design and participation in tenders of the European Community for the territorial cooperation; development and implementation of projects funded by other public bodies, such as the Veneto Region; management and enhancement of the Forte Marghera, intended as a possible development driver for the Veneto Region.

Since the 2004 the activities of MPS have been focused to the reopening of the Fort, allowing the rediscovery of this hidden heritage from the inhabitant of Mestre and Venice and the local stakeholders. During this time it was developed the idea to create a integrated recovery strategy, for the area of the Fort, as a “unitary system for the free time”.

Starting from this vision, the Forte Marghera was gradually reopened to the public through the development of cultural and entertainment events, and in some periods of the year it was possible count more than 10.000 people inside the Fort area for a day. In addition to the cultural activities are also organized sales services and provision of food and beverages, using some buildings (temporary use) within the area.

In the summer of 2008, for the first time in two centuries, the area of Forte Marghera was open every day, offering to the inhabitants of Mestre and Venice the chance to discover the monumental area of the Fort and the natural area of the bastions and defensive walls.

Finally in the 2010 the City Council of Venice becomes the owner of the area. The Municipality of Venice bought directly Forte Marghera, by the Italian Ministry of Defense, for the amount of 9 million of euro.

**What is important for the MAPS project!**

All activities carried out between 2000 and 2008 should be considered as experimental and temporary. The final objective of this period was to identify possible reuses of the buildings and activities to be included within the area of the Forte Marghera. This was possible thanks to the development of an agreement between the Veneto Region, the City Council of Venice and Mestre and the former owner of the area, the Italian Ministry of Defense.

This aspect (temporary and experimental use) is crucial to encourage the rediscovery and re-appropriation of a place, trough the involvement of local actors (stakeholders) and the identification of possible uses, in relation to the contemporary period. The re-appropriation of a place by the inhabitants is one of the keys to guarantee the success of the integrated strategy of urban regeneration.

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\(^8\) European Economic Interest Grouping. is a type of legal entity created on 1985-07-25 under European Community (EC) Council Regulation 2137/85. It is designed to make it easier for companies in different countries to do business together, or to form consortia to take part in EU programmes (http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=URISERV%3Al26015).
To make possible, these temporary activities (cultural, entertainment events, ), immediately Marco Polo System has activated collaborations with a number of local stakeholders, in particular:

1. Social Cooperative Controvento. Management of three restaurants (with the recovering three buildings of the Fort) and a series of cultural activities (Festivals, concerts) occupying the open spaces of the Forte Marghera.
2. Academy of Fine Arts in Venice. Agreement for the use of the space (buildings) for the exhibitions.
3. Biennale of Architecture in Venice. Agreement for the use of the space (buildings) for the exhibitions.

Image 3. Images related to the Festival “Scarpe rotte” organised by the Controvento (social cooperative) that operate within the Forte Marghera for the management of the sales services and provision of food and beverages.

Image 4. Open workshop, organized by the Academy of Fine Arts in Venice, in collaboration with Marco Polo System, at hangar 35 in Forte Marghera.

Image 5. The temporary reuse of the historical buildings. In this case an installation of performing art inside to the Austrian gunpowder warehouse.
The strategy for the enhancement of the Forte Marghera

Starting from the 2008 the activities of Marco Polo System have been focused on the development of strategic actions to transform Forte Marghera in a “new development Hub for the Veneto Region”, in particular this was the first process developed for this preliminary vision:

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<tr>
<th>Phases</th>
<th>Description</th>
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<tbody>
<tr>
<td>01. Identification of the needs and the resources in the area that characterize the environment around the Forte Marghera</td>
<td>This phase of the process was devoted to the identification of the activities (cultural, social, economic, others) that at the different scales of influence (local, regional, national, international) can interact with the Forte Marghera.</td>
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<tr>
<td>02. Characterization of the tangible and intangible values of the Forte Marghera</td>
<td>This phase of the process was devoted to the identification of the values present in the area of the Forte Marghera, in particular respect to the tangible heritage (buildings), and to the intangible heritage (natural environment, historical values, cultural values, etc.).</td>
</tr>
<tr>
<td>04. Identification of the preliminary (temporary) vision for the Forte Marghera</td>
<td>This phase of the process was devoted to the development of a temporary vision for the enhancement of the Forte. In this phase the needs and the resource expressed by the environment around the Forte Marghera (Phase 01), interact with the characteristics (tangible and intangible) of the Forte.</td>
</tr>
<tr>
<td>04. Identification of the needs</td>
<td>This phase of the process was devoted to the identification of the needs for the Forte Marghera, in particular respect to the potentiality of transformation of the buildings, respect to the different levels of the current urban codes (National, Regional and planning of the city) and respect to the conservation law for the historical buildings within the area.</td>
</tr>
<tr>
<td>05. Preliminary design for the integrated regeneration strategy of the Forte Marghera</td>
<td>This phase of the process was devoted to the development of the “temporary strategy” to use to verify and correct the general vision for the enhancement of the Forte Marghera “Hub for the Veneto Region”.</td>
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The output of this process was used by the Marco Polo System to verify the interest of possible private investor, to participate in the activities of the enhancement of the Forte Marghera, in particular to establish a participation to international events like the “Salon International du Patrimoine Culturel” in Paris and the MIPIM “Marché International des Professionnels de
l’Immobilier”. This set of activities (temporary use of the space and building, enhancement strategies, involvement of local actors, participation to international events, etc.) have been used as the “foundation” for the construction of the Management Plan for the Forte Marghera.

The Management Plan for the Forte Marghera

During the period of the development of the strategy for the Forte Marghera, Marco Polo System, has returned to the city of Venice and Marghera, an former military area, rich in potentiality at three level: local, regional and international. These three levels of interest are connected by a single vision:

“The awareness of the cultural values (tangible and intangible) of the Forte Marghera as an opportunity for a regional development”.

Starting from this sentence, Marco Polo System in the 2014 have started the development of the Management Plan, characterized by this four fields of action:

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<th>Fields</th>
<th>Description</th>
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<tr>
<td>International hub of culture and professional training</td>
<td>The International Centre will develop a postgraduate training offer, dedicatedd to the issues of the enhancement of the cultural heritage (tangible and intangible) and cultural landscape. These activities will be supported with workshops, summer schools, intensive courses in agreement with the University System of Venezia and others International bodies. The final goal of this action is to transform Forte Marghera in a place where it is possible to produce new culture in the field of cultural heritage to become a international reference in this field.</td>
</tr>
<tr>
<td>Cultural and Creative Industries</td>
<td>Through this action the Forte Marghera he wants to turn in a place to host the new companies (start-up) in the field of Cultural and Creative Industries. To support this action will be developed (building reuse) space for FabLab (fabrication laboratory), business incubators, co-working spaces, and spaces to exhibit innovative projects. Services will also be developed for the growth of start-up and construction of business plans. The final goal of this action is aimed to support the growth of a local ecosystem of innovation to interact with the international level.</td>
</tr>
<tr>
<td>Experiential tourism</td>
<td>Through this action the Forte Marghera he wants to turn into a place to host different types of tourism: young people (students and tourists), tourists who want to be sustainable, tourist who want to live a cultural experience. To support this action some buildings will be transformed to accommodate these types of tourism. The final goal of this action is aimed to support the growth of a new typology of place (Forte Marghera) for different types of tourism.</td>
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<tr>
<td>Food culture</td>
<td>This action will be dedicated to the transformation of the Forte Marghera into a place in which to disseminate the food culture for the enhancement of the local productions and organic farming that exist in the area around Marghera and Venezia. The final goal of this action is aimed to support the development of a local system dedicated to the creation of Food culture (buy and eat in a sustainable way).</td>
</tr>
</tbody>
</table>

To carry out this **Management Plan**, the site of the Forte Marghera, needs to realize a series of structural interventions for the buildings and for the open spaces. This “needs” represent an opportunity to explore new mechanisms to support the creation of new models of partnership between public and private bodies, to find the economical resources aimed to the enhancement of the area of the Forte Marghera, in particular:

1. development and publication of public tender procedures, addressed to private operators, aimed to the integration of the promotion of the cultural values of the Forte Marghera with private interests.
2. development of actions of “evolutes sponsorship project” to stimulate the participation of the business system of the Veneto Region, to the enhancement of Forte Marghera.

These are the functional areas proposed in the **Management plan**:

- Management of the Forte Marghera / Management of the hospitality (sqm. 770)
- Logistics and public services (sqm. 1.100)
- Exhibitions area (sqm. 3.400)
- International Centre for the enhancement of the former military area and defensive system (sqm. 1.300)
- Open Museum (sqm. 2.400)
- Restaurants (sqm. 1.800)
- Facilities for the hospitality (sqm. 2.500)
- Arts, crafts and creative industry (sqm. 2.000)
- Health and Leisure (sqm. 1.500)
- Theatre productions and multimedia productions (sqm. 450)
- Military Historical Museum (sqm. 500)
- Exhibition area for the Academy of Fine Arts in Venice (sqm. 4.500)
Image 6. The urban layout for the identification of the functional areas proposed by the Management Plan of the Forte Marghera.

**What is important for the MAPS project!**

The case study of the Forte Marghera, in our opinion, represent the best case study in Europe in terms of the reuse of the former military heritage, starting from the idea to involve the local stakeholders from the beginning of the process of renewal. This approach do not developed a physical model of interventions, reproducible in other contexts, but has identified a possible path (blueprint or matrix) to be used as a reference for the development of a local management model.

The important keywords, from the experience of the Forte Marghera, are these:

**Involvement of the stakeholders** (local, regional) in the identification of possible reuse of the buildings and open spaces.

**Temporary reuse** of the buildings to experiment the possible functions or activities to use for the reuse.

Development of a **Management Plan** in terms of reuse of the buildings and opens space and for the activities.
3.2 The New Dutch Waterline (Holland)

Name of the heritage: The New Dutch Waterline
Nation: Holland
City: system of cities
Ownership: New Dutch Waterline Project Office
Web reference: http://www.hollandsewaterlinie.nl/

General introduction

The New Dutch Waterline “Nieuwe Hollandse Waterlinie” was a military line of defence that extended from the former Zuiderzee near Muiden to the Biesbosch. The waterline was established to protect the Dutch cities of Muiden, Utrecht, Vreeswijk and Gorinchem.

The primary element of defence of the New Dutch Waterline was water. This was thanks to an ingenious water management system comprising sluices, flood canals, existing waterways and dikes. A seemingly shallow lay of water, about 40 cm deep, was enough to make the land treacherous and difficult to pass for soldiers, vehicles and horses. At the same time it was too shallow to navigate by ship. In total, the waterline could be completely inundated within only three weeks.

Weak points along the natural defence line were strengthened with forts, bunkers and group shelters. In addition, the line included five fortified cities: Naarden, Weesp, Muiden, Gorinchem en Woudrichem. The use of inundations to protect cities and huge part of the land was something first used against the French in 1672. Between 1815 and 1885 significant improvements were made to the flooding system, giving rise to the name of the New Dutch Waterline.

Although the New Dutch Waterline never had the chance to prove its worth as a line of defence, it has been brought into a state of emergency three times. The first time was in 1870 when the Franco-Prussian War threatened to turn into a European war. The second time was during the First World War and finally in 1939 when the Second World War broke out.

Former military Heritage in play

Many places and buildings which belonged to the New Dutch Waterline still stand today. Some are obvious and noticeable, such as the forts, while other elements lie hidden such as dikes, bunkers, flood canals and sluices. Today, more and more defence works are receiving a new purpose as, for example, a congress centre or a wine cellar.

Many forts offer tours during summertime, May to September. During winter time, most forts are closed as they shelter many species of hibernating bats. Also the different recreational routes offer a lot of activities: cycling, hiking, and water sports. Other re-use activities are:
museums (Naarden, Vechten), the antiquities rooms (Vreewijk, Loevestein, Muiderslot) and the Utrecht University’s botanical garden on the grounds of the “Werk aan de Hoofddijk”.

This continuous water defence line which spread over 85 kilometres gathered 50 forts located in about 60 towns. Inscribed on World Heritage Tentative List it has close collaborations with entrepreneurs which manage many forts thanks to private-public partnerships. With this project the New Dutch Waterline aims to stimulate effective private-public partnerships between its tourism professionals.

Image 7. Examples of former military heritage present in the The New Dutch Waterline, in particular, from the left to right: the West Batterij and the Fort bij Spijkerboor.
The New Dutch Waterline Management Plan

In 1999 government leaders from the Dutch Ministries of Culture, Housing & Environment, Agriculture and Transport published the “Nota Belvedere”, a spatial policy document intended to involve cultural history during land use planning in the Netherlands. “Preservation through development” is the motto of the Belvedere document.

To show how the cultural history can be interwoven with spatial design, the government has launched the New Dutch Waterline as a national project. To make this project a success, several committees were installed. They are supported by the “New Dutch Waterline Project Office”.

Since 1999, the New Dutch Waterline Project Office has created a spatial plan for the Waterline and consulted with many parties: The Panorama Krayenhoff. In this plan, different development directions for the waterline are mentioned: some parts should develop in a more “green and rural” way and other parts should be influenced by the dynamics of the cities. This spatial plan is now adapted into the National Spatial superstructure Policy: it is mentioned as one of the 20 national landscapes.

In 10 years The New Dutch Waterline has been able to redevelop about two thirds of the old Dutch defense line –restoring cultural heritage sites and reinventing them by giving forts and bunkers new functions; fitting in modern society, with respect for the past. But the financial challenges in the final phase of the restoration and upkeep of the defense line present major challenges: in a time of recession, with receding funding for “bricks and mortar”, some of the largest and most challenging heritage sites are still to be tackled.

Against this backdrop the program office started with a review of the work that still needs to be done. This resulted in 37 project sheets, across 6 regions. Each project sheet containing information about the work to be done, funding required and stakeholders involved. The project sheets were prioritized according to projects that made the most and the least chance for funding – based on stakeholder engagement, strategic themes and importance to The New Dutch Waterline.

This new approach has formed the baseline study information for the funding strategy for the period 2015 / 2020. This new strategy focuses less on (diminishing) public funding from provinces for cultural heritage and more on community projects with strong and varied local stakeholder groups. The project sheets were developed during the period April - July 2014. The funding strategy was presented in July 2014.

What is important for the MAPS project!

This project highlights how to change the enhancement strategy is crucial to ensuring the future for this type of heritage. The first part of the strategy of the Management Plan was focused only in the restoration of the assets, but after 10 years of this approach was necessary include activities for the involvement of the local stakeholders (private sectors, inhabitant, cultural associations, etc.). The restoration of the heritage is crucial to ensure the preservation of the history and the memory, but the involvement of the urban actors is important for the development of new mechanisms (economical, functions) for the enhancement of this particular type of heritage.

9 For more information about the “Nota Belvedere” this is the web reference (https://www.rijksoverheid.nl/binaries/rijksoverheid/documenten/rapporten/2007/12/18/nota-belvedere-bijlagegebieden/notabelvederebijlagegebieden.pdf)
3.3 The fortification system of Komárom (Hungary)/ From Soviet ammunition depot to a Cultural and international Tourism Center

**Name of the heritage:** Fortification system of Komárom  
**Nation:** Hungary

**City:** Komárom

**Ownership:** Hungarian National Asset Management Inc. (MNV)  
**Entity management:** Fort Monostor Non-profit Ltd. (Monostori Erőd Nonprofit Kft.)  
**Web reference:**  
http://www.erod.hu/en

**General introduction**

At the beginning of the 19th century during the Napoleon wars Vienna came under fire and in 1809 the imperial court had to escape, the emperor Ferenc I (Francis I) and the king took refuge in - that time with feverish haste fortified - Komárom. In July of 1809 the Monarch decided to have Komárom built to the greatest fortress system of the area, as big that it is suitable to a secure hold of an army of 200,000 persons.

The system of historic forts is situated in and around the "twin towns" of Komárom (Hungary) and Komárno (Slovakia) on opposite banks of the Danube River. Even taken individually the forts on both sides are genuine historic and cultural treasures, representing the highest level of military architecture of their time and having survived unaltered since the beginning of the 20th century.

These forts, and their predecessors have been built and rebuilt over the centuries, but their current forms show the most skilled building techniques and styles from the second half of the 19th century (1852-1890). Their survival has kept the talent of their builders - architects, engineers, officers, and masons, as well as other craftsmen and workers - and of their former occupants - soldiers, refugees and deportees - alive. These men represented several nations and nationalities living in this region of Europe, and therefore in its appearance, location and substance the fort represents a unique cross-section of the continuous common history of Central Europe from Roman times up to the Cold War.

**Former military Heritage in play**

The system is composed by four fortress: Fort Monostor, built between 1850 and 1871; Fort Igmánd built in the 1871; Fort Csillag, built in the 1568 and the Old and the New Castles.

The forts have not been attacked in the recent wars of the 20th century, and therefore they make a suitable location for more "peaceful messages" and functions: museums, conference centres, sites for cultural events and art exhibitions, crafts training, non-profit workshops, art studios, memorials, and other services related to culture and tourism.
The main attraction is and always will be the historic character of the forts themselves, qualities that are unique, intrinsic and authentic despite their current neglected state. After the withdrawal of Soviet troops (1992), the military role of the fortress system of Komárom has came to an end.

The Management Plan

The preparation for the future utilization of the forts took place between 1992-1996 in the cooperation of the Treasury Property managing Directorate and the Ministry of Defence, parallel with the removal of the remained ammunition. The three responsible government bodies, i.e. the Ministry of National Cultural Heritage, the Ministry of Defence and the Treasury Property managing Directorate, together with the Local Governments of the City of Komárom and the County of Komárom-Esztergom, have established the Fort Monostori Centre of Military Culture Monument Real Estate Development and Utilization Public Company on the 1st of January, 2000.

The Hungarian National Asset Management Inc. (MNV) acts as majority owner of Fort Monostor Non-profit Ltd. (Monostori Erőd Nonprofit Kft.) with 93,6909% of its shares held by the Hungarian State. In accord with Act 106 of 2007 (Property Act) the ownership rights are exercised by the National Asset Management Council which, by controlling our management activities on a continuous basis, strives to maintain the integrity and improvement of their present assets without restricting the self-determination rights of our organization. The remaining shares in the property are held by the Municipality of the Town of Komárom as minority owner. From a technical point of view our activities are jointly supervised by the Ministry of Education and Culture as well as the Ministry of Defence.

The goal of the company it was finalized to turn the former military compound also World Heritage site, into a European-level cultural and tourist centre, through a continuous process of renewal.

After the establishment of the company the number of visitors has reached 100 thousand per annum in 2005, and after the completion of the restoration works (approximately it will take 6-
8 years) the tourist experts hypnotize one million of guests annually. The site is characterized by the presence of experience-site and place for the historical memory, that provide a cultural and tourist attractions at the same time. The architectural components of the fortress called, Culture Bastion, Adventure Bastion and Theatre Bastion and several blocks, barracks and casemates of the fort, are been invested with new functions, essentially connected to the spiritual and material heritage of military traditions.

According to this approach, the renewed fortress system, will receive the visitors with Festival, Cultural Exhibition and the Centre of Military Culture, completed with up-to-date facilities, hotels, restaurants, shops, and activities related to the field of the riding. The goal of all this projects, in the Development Plan is:

1. At the end of the renewal process has been created an EU (conform), self sustainable organization, for cultural and tourist services.
2. The schedule of the Development Plan has been separated in time and in thematic fields.
3. Fort Monostor, after 3-5 years of development has been able to act independently and self-sustainable Cultural Centre.
4. Beside public funds, the project is offering opportunities for private investors.

**What is important for the MAPS project!**

The case study of the defense system of Komárom (Fort Monostor, Fort Igmánd and Fort Csillag) is a combination between the best practices of The New Dutch Waterline and the Forte Marghera. From the first case, it is highlighted, the necessity to build a integrated strategy for a serial site (three fortifications).

From the second case the necessity to build a “incremental process” aimed to the identification a integrated Management Plan: identification to a management authority (made by different stakeholders); identification of a particular fields of interest; creation of opportunities for private investor\(^\text{10}\).

\(^{10}\) For more information about the programme of the revitalisation refer to this document, establish in the framework of the European project ATFORT: [http://www.atfort.eu/files/1416139715.pdf](http://www.atfort.eu/files/1416139715.pdf)
3.4 The Spīķeri Block (Latvia) / A former soviet military base turns into the city’s cultural scene

Name of the heritage: Spīķeri Block

Nation: Latvia

City: Riga

Ownership:

Entity management:

Web reference:

http://www.spikeri.lv/

General introduction

The Spīķeri Block – the area between the Maskavas, Krasta and Turgēņeva Streets – is a former Soviet Army base located in the heart of Riga. For more than a decade it has been derelict and a socio-economic burden for the city administration. At the same time it is part of the historical centre of old Riga and part of a UNESCO-listed World Heritage site. Most of the buildings are now privately owned, whereas the land and one of the buildings are owned by the City of Riga.

During the soviet era it served as a military base for the Soviet Army; it was however not actively used for this purpose and became rather derelict. After Latvia gained its independence in 1991, it became state property and part of it was and still is used by the City of Riga as a night market. At the same time most of the warehouse buildings were privatised and have now been renovated by their private owners.

The revitalisation of the area started back in 2005 with investments made by the private owners in the renovation of the buildings under their ownership. At that time also the first discussions between the private owners and Riga City Council began. Over the years this has developed into a successful public-private revitalisation partnership and has led to a project co-financed by the ERDF as part of the national Structural Funds programme’s “infrastructure and services” priority for “polycentric development”, implemented by Riga City Council.

The project aims to develop the public infrastructure of the Spīķeri Block to provide the basis for the sustainable and integrated urban development of the derelict area. It mainly comprises the reconstruction of the block with substantial adjustments of the urban environment – making the territory and the adjacent bank of the river accessible and safe, and developing a port which can be further used as part of the city’s public water-transport system.

The revitalisation of the Spīķeri Block provides a good example of successful public-private partnership and cooperation among a fairly large number of actors representing diverse fields of operation. The process integrates a number of projects funded from different sources that are implemented by various actors – enterprises, NGOs and the Municipality – all leading to the successful regeneration of the former derelict area. It also demonstrates how “soft”
activities and “hard” investments can run in parallel to increase the visibility and recognition of the Spīķeri Block among Riga’s inhabitants and visitors.

The project is based on the Development Strategy of the City of Riga up to 2025 in general and the Development Programme of the City of Riga 2010-2013 in particular, contributing to the overall aim of the latter: “Riga – City of Opportunities”. The planning documents of the City of Riga mention the project area as being one of the most derelict and at the same time one with the most development potential.


**Former military Heritage in play**

The discussions between the private and public partners, regarding the development of the Spīķeri Block it was started in the 2005. At that time the area was derelict but at the same time the historical art nouveau buildings, within the area, were listed in the UNESCO boundaries as part of the old Riga.

In 2006 “Rīgas Spiķeri” committee organised an international competition for to find out the best urban layout for the Spīķeri Block. The idea developed by the Norwegian company Snøhetta “Preserve Everything! Demolish Nothing!” was selected as the winning proposal. This initiative it was supported by a public opinion poll, that put in evidence that the 92% of the surveyed inhabitants of Riga it was in harmony with the vision to develop a more active social life, on the bank of the River Daugava, along the Spīķeri Block. Most of the inhabitants preferred cultural, creative and entertainment activities as opposed to a built a shopping area.

This project is focused on the renewal of the public spaces and infrastructure of the Spīķeri Block. The two specific objectives of the project are the development of the urban design for the area and the improvement of the block area (reconstruction and demolition of temporary buildings and the fences). This specific activities contributed to the upgrading of the urban area in terms of public use of the space, urban safety, and attractively. In addition, the project has improved also the reconstruction of the adjacent bank of the Daugava river, improving its accessibility (improvement of the footpaths and cycle paths to give easier and safer access to the area).

The original buildings have been restored and improved in performance (use of the internal space, structures, and internal facilities). The direct beneficiaries of the project are cultural
organizations, operating in the Spīķeri Block, including 60 creative and cultural enterprises with a total of 300 employees as well as NGOs.

**The Management Plan / An active public-private partnership**

The project was proposed and is implemented by Riga City Council, which is the main driving force behind the regeneration of the public part of the Spīķeri Block. This ensures smooth implementation, as well as the necessary financial contribution. The steering group involves different units of the council: the City Development Department which is responsible for implementation, the Executive Board of East Riga which is responsible for maintaining the project results after its completion, and the City Development Committee, which ensures the link with the city’s politicians.

At the same time the development also has involved the private partners, the owners and the tenants of the buildings, which include more than 20 private enterprises and non-governmental organisations working in the fields of culture, design, entertainment, food and services. While the City of Riga has invested in developing the public infrastructure, the owners has invested in the renovation of the buildings and the tenants have organized different cultural and entertainment activities which have breathe life into the area.

The active involvement of all these actors has resulted in the development of a public-private partnership between the Riga City Council and the local stakeholders (owners of the buildings and their tenants). In particular the tenants was involved in the project through their membership to the NGO Rīgas Spīķeri. In this framework, all the activities aimed to the development of the project, have been developed through the use of a participatory approach between the City Council, the owners of the buildings and the NGO.

**What is important for the MAPS project!**

This urban regeneration project is important because applying an integrated strategy (working with stakeholders, development of a co-design solutions, identification of a contemporary concurrent functions for the sustainability of the regeneration, etc.). Another important aspect of the project is related to the geographical position of the project, the city centre. For this reason the regeneration of this sector of the city produces effects for the entire urban sector of Riga.
4. Reference to EU projects

This section is dedicated to the identification of the past EU projects or initiatives related to the enhancements, reuse, regeneration of the former military assets. The idea is to present the network references of the project and the main final outputs. Inside to this set of projects we can find most of the pillars of the strategy of the project MAPS will have to develop for the future activities: innovative mechanism for the enhancement; model for governance and management; sustainable redevelopment; temporary reuse; engagement of the local communities.

List of the EU projects and short introduction:

**ATFORT / Atelier European Fortresses** / “Conservation through development”, this is the main sentence (motto) of this project aimed to the identification of innovative mechanism for the enhancement of the former military heritage.

**ASCEND / Achieving the Socio-Economic Re-use of Former Military Land and Heritage (Fortifications, Arsenals, Dockyards, etc.)** / Development of a Model Management Framework for the transfer of military sites and heritage from the defence sector into civilian ownership.

**ADRIFORT / Adriatic Fortresses and Military areas** / Development of a model for the Governance of the former military heritage, through the involvement of private investors, and a network of a local authorities.

**REPAIR / Realising the Potential of Abandoned Military Sites as an Integral part of Sustainable Urban Community Regeneration** / Project focused on the sustainable redevelopment of former military sites, exploring different approaches for the effective re-use of these heritage.

**TUTUR / Temporary Use as a Tool for Urban Regeneration** / Project aimed to the introduction of the method of the temporary use in the urban agenda of the city as a innovative tool for the urban regeneration.

**PlaceMaking for Cities** / Project aimed to the design of the solutions to the engagement of the local communities and citizens in the Policymaking process to have good public spaces.
## 4.1 ATFORT / Atelier European Fortresses

**Type of programme:** INTERREG IVC PROGRAMME  
**Web reference** (http://www.atfort.eu/)

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### Outputs of the project

Conservation through development. In order to maintain these cultural values and to make these fortified heritage sites real drivers of regional sustainable development, public bodies responsible for their operation, maintenance and exploitation must find solutions to the following problems and/or challenges:
1. In order to have the means and resources to preserve assets (in the midst of decreasing public budgets) the development of new economic functions (congress/event facilities, recreational activities, visitor centres, etc.) is indispensable. This offers the potential for socio-economic growth (new jobs, social employment, increase in regional revenues), opening a wide variety of possibilities for multifunctional use. The identification of best possible exploitation scenarios and creation of feasible development plans a thorough analysis of the already existing examples.

2. There are important enabling conditions that need to be fulfilled and taken into consideration when creating new functions for a protected heritage site. Ecology (i.e. vegetation and bats), the use of renewable energies, accessibility, architecture and restoration techniques, along with planning and landscaping are some of the most important factors that need to be considered. When dealing with these aspects, bodies responsible for the sites often face conflicting policy or legislation (e.g. heritage protection vs. nature conservation or modern acclimatisation). By investigating good practices regarding enabling conditions, joint recommendations should be created to solve these conflicts and make regional/national/EU legislation sympathetic to redevelopment.

3. The management of fortified heritage sites calls for enhanced governance models. Legal, organizational and branding aspects have to be rethought and innovation in financing models using good examples of PPP (which is a key for the management of these sites) is required.

4. Better governance requires smart vertical and horizontal cooperation schemes which have to be adapted to the very specific character of the sites, in line with the “Conservation through development” approach.

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**What is important for the MAPS project!**

The project **ATFORT** has put in evidence the necessity to build an integrated approach for the enhancement of the former military heritage. From this point of view it is necessary to identify a management strategy that puts in contact the degree of transformation of the buildings or open space, with the functions (activities) to insert inside. The motto “Conservation through development” represent the key word of the entire project.

We think that the approach proposed by the project **ATFORT** is an interesting point of view and as a reference for new strategies and tools for the enhancement of military heritage.
4.2 ASCEND / Achieving the Socio-Economic Re-use of Former Military Land and Heritage (Fortifications, Arsenals, Dockyards, etc.)

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**Outputs of the project**

ASCEND aims to produce, via a series of European discussion groups, a Model Management Framework for the transfer of military sites and heritage from the defence sector into civilian ownership. The project also aims to present EU Policy recommendations, and to analyse the contribution made to date by Objective 1 and 2 Operational Programmes.

The Model Management Framework is based on a minimum of 25 best practice case study examples from the partner Regions and is used by the partnership to develop delivery plans for their own Regions. It will also be disseminated broadly throughout Europe in order to fully ensure assistance for other affected Regions. The policy recommendations assist, in particular, the new Member States of the EU, whilst several pertinent partnerships are emerging organically from the project's activities to inform future development work in this field.

The project also involves and informs national Ministry of Defence equivalents in each partner country. Activities include the creation of a Database Map, detailing former military heritage throughout Europe and its reuses, which is to remain active after the project terminates; a feasibility analysis of the establishment of a pan-European agency specialising in the reuse of military heritage; and the hosting of twelve discussion seminars based on three identified themes (management mechanisms involved in converting sites to civilian use, transforming abandoned sites into proven tourism assets and establishing former sites as clusters of knowledge-based economic activity e.g. universities, research and development, small businesses).
What is important for the MAPS project!

The main output of the project has been the development of a Model Management Framework\(^1\) (MMF) for the valorisation of the former military assets. The MMF has been composed by 28 specific case studies and 19 general further instances of best practice. The network has also dedicated time in the development of an agreed Process Model, useful to outline the key stages, that are important (vital) for the success in any regeneration of former military area.

We want to underline the presence of the city of Cartagena in the project network of ASCEND. This is an important opportunity for the capitalization of the ASCEND experience in the MAPS project.

\(^1\) http://urbact.eu/sites/default/files/import/Projects/REPAIR/documents_media/Ascend_Repair.pdf
### 4.3 ADRIFORT / Adriatic Fortresses and Military areas

**Type of programme:**  
ADRIATIC IPA 2007 - 2013

**Web reference**: (https://www.adrifort-IPA.eu)

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**Outputs of the project**

The Project aims at creating a new model of Governance of cultural heritage, through the involvement of private investors, and a network of authorities able to manage the fortified heritage, by turning the activity into a tool of economic development of surrounding areas. The project is based on capacity building, and it focuses on the development of a common...
operative method able to support institutions in the management of the reuse of Adriatic fortress heritage, a strategic asset for the development of the whole area.

The project aims at suggesting effective ideas and applicable solutions that can be transferred to other contexts and cultural heritages existing in the whole Adriatic area. The Project also aims at creating synergies between European strategies, such as Gothenburg and Lisbon Strategies, Europa 2020, the European Agenda for culture and the European Spatial Development Planning (ESDP). ADRIFORT network includes a series of working tools open to everyone for a real European shared knowledge: a map of Adriatic Fortresses, a visual laboratory, a cross border documentation center, many territorial workshops, this web site and periodical newsletters.

What is important for the MAPS project!

The ADRIFORT project proposes an interesting strategy addressed to the involvement of private investors in the enhancement of military heritage. In the final report of the project ADRIFORT\textsuperscript{12} are highlighted what methodologies or approach use in order to build a good relationship between the public and private sectors.

The ADRIFIRT project represents an excellent opportunity to MAPS in order to capitalize this particular experience, dedicated to the development of a governance model between private and public sector.

\textsuperscript{12} https://www.adrifort-ipa.eu/sites/default/files/gestione_attivita_documento/allegati_documenti/Adrifort.Final%20publication.compressed.pdf
4.4 REPAIR / Realising the Potential of Abandoned Military Sites as an Integral part of Sustainable Urban Community Regeneration

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Outputs of the project

REPAIR it was focused on the sustainable redevelopment of former military sites, exploring different approaches for the effective re-use of these sites so as to maximise their contribution to broader sustainable development objectives.

The project brings together 10 partners from both old and new EU Member States. Between them the partners manage a wide variety of former military sites, ranging from disused bases
in Eastern Europe (some heavily contaminated) to protected cultural heritage buildings in historic city centres.

The challenge was addressed to the transformation of these sites into thriving sources of economic activity, employment and social cohesion, working in an integrated and sustainable manner so as to address priority issues such as energy efficiency, the use of renewable energy sources and sustainable transport. The REPAIR project activities have been organized around four policy themes or “pillars”:

Pillar I Energy & waste management
Pillar II Heritage conservation
Pillar III Transport & accessibility
Pillar IV Local jobs for local people.

The final outputs of the project have been oriented to the development of a number of IAP (Integrated Action Plan) and a set of recommendation for the EU level, in specific:

**Recommendation 1 / EU regulation.** The REPAIR partners recommend that proper attention be given, within the EU institutions, to the impact of EU regulations on the historic environment, especially to ensure that the implications of EU Directives (such as those on Habitats, air quality, water, waste, energy and noise) for the management of heritage buildings and landscapes are well understood (Pillars I & II).

**Recommendation 2 / EU funding programmes.** The REPAIR partners appreciate the substantial scope in existing EU funding programmes to secure funds for the conservation and regeneration of former military sites. However, the partners consider that some programmes focusing on innovative local solutions currently give insufficient attention to the special features of such sites, for example, further technical work on energy efficiency and renewable energy solutions in historic buildings, especially in urban centres, might be supported by EU programmes such as Intelligent Energy Europe and FP7 (Pillar I & II).

**Recommendation 3 / Joint Programming Initiatives for research.** The REPAIR partners welcome the establishment of a Joint Programming Initiative (JPI) for Cultural Heritage and Global Change: A new Challenge for Europe and call on the Competitiveness Council to ensure that the special issues surrounding regeneration of military heritage sites are recognised in the design of research programmes. (Pillar II). The partners note the proposal for a JPI on Urban Europe – Global Challenges, Local Solutions and recommend that this be adopted and launched by the Council without delay, ensuring scope for further research on the urban built heritage and climate change in the future programmes (all Pillars).

**Recommendation 4 / EU2020 Flagship for Resource Efficiency / policy for environment.** The REPAIR partners call on the European Commission to develop a EU strategy for landscape that covers both built and natural heritage sites in the

**Recommendation 5 / Energy measures.** The REPAIR partners welcome the Covenant of Mayors (COM) initiative and associated guidance published by the European Commission. They recommend the development of further guidance material on energy efficiency and renewable for COM signatory cities having extensive heritage sites, including those formerly in military use (Pillar I).

**Recommendation 6 / Policy for transport and accessibility.** The REPAIR partners welcome the European Commission’s Urban Mobility Action Plan. However, we recommend that, in follow-up activities, greater attention should be given to the special mobility/access issues associated with military heritage sites located within or close to urban areas, especially to encourage access to such sites by multi-modal methods such as walking, cycling and water transport (Pillars II and III).
Recommendation 7 / Policy for culture. The REPAIR partners note that EU funding is already allocated specifically for “protection and preservation of cultural heritage”. The REPAIR partners recommend to:

increased recognition in EU policy for culture that the built cultural heritage is part of the “cultural infrastructure” of Europe, contributing to economic attractiveness, job opportunities and quality of life (all Pillars, especially Pillar II)

establish a Joint Programme on the integration of historic environment (including listed buildings) and green infrastructure (All Pillars).

Recommendation 8 EU2020 Flagship / An agenda for new skills & jobs. The REPAIR partners welcome the flagship initiative an agenda for new skills & jobs. They call upon the European institutions to recognise the contribution that can be made to implementation of this agenda through integrated approaches to the regeneration of abandoned military sites.

Recommendation 9 / EU2020 Flagship – Innovation Union. In the REPAIR project the partners have observed the successful application of the “triple helix” model for the promotion of a cluster of enterprises located in refurbished heritage buildings involving the collaborative efforts of a city council, academic institutions and the private sector. The partners welcome the availability of EU funding to enable exchange of experience on promotion of the “triple helix” approach and the development of clusters (for example through INTERREG IVC and the FP7 Capacities programme Regions of Knowledge). They recommend that such opportunities are continued and expanded in the proposed Common Strategic Framework for EU Research and Innovation Funding.

Recommendation 10 / Integrated policy for sustainable urban development. In relation to the promotion of integrated approaches to sustainable urban development, the REPAIR partners welcome the current initiative to develop a Common Reference Framework for Sustainable Cities and anticipate the inclusion of appropriate measures relating to heritage regeneration in the final benchmarking tool. To consolidate broader work on urban sustainability at European level the REPAIR partners recommend:

The national ministers responsible for urban policy and spatial planning develop a Council Recommendation on Sustainable Urban Development (Pillar II).

Call on the European institutions to work toward development of a European Regulation for a Sustainability Management and Audit Scheme (modeled on EMAS) based on the Reference Framework for Sustainable Cities. Such an instrument would provide a means for local authorities to obtain “sustainability certification” (Pillar II).

Recommendation 11 / EU2020 Territorial Pacts. Recognizing the importance of multi-level governance for establishing and implementing successful strategies for sustainable urban development in cities, including with the use of Structural Funds resources, the REPAIR partners welcome the Committee of the Regions’ proposal for Territorial Pacts framed around the EU2020 strategy. They call on national governments to provide for Territorial Pacts and to include specific reference to the re-use of military heritage sites where appropriate.
What is important for the MAPS project!

For the MAPS project the past experiences, developed within the REPAIR project, are important references to develop an integrated approach aimed to the valorisation of the former military areas, in particular we want to highlight the following points that are extremely important for MAPS:

1. Regeneration of the military heritage, for the development of new job opportunities, aimed to improve the social inclusion;
2. Reuse of the military heritage (buildings, open spaces, etc.) for the development of cluster of enterprise (start-up) in the field of the cultural and creative industries;
3. Reuse of the former military area (buildings, opens spaces, etc.) for the development of social housing with the integration of systems to reduce energy consumption;
4. Reuse of the former military area to reduce the consumption of land and improve the quality of the environment in terms of mobility and energy.
4.5 TUTUR / Temporary Use as a Tool for Urban Regeneration

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**Outcomes of the project**

The objective of the TUTUR project was aimed to introduce the method of the temporary use in the urban agenda of the city. In a time when cities are not growing but transforming themselves, especially when in crises, the approach of the project was addressed to find new and agile ways to respond to local needs. The Temporary uses can be a source of life for neighborhoods in order to promote a sustainable urban regeneration promoted by public administration and citizens. Temporary uses can accommodate any function, but in these days it would be essential to respond to needs related to youth employment, with co-working and start-ups, and cultural activities. The Temporary use is a planning tool effectively bringing together various stakeholders: a number of municipal, development agencies (private or public), property owners, cultural organizations, as well inhabitants to identify potential uses of the existing infrastructure (buildings, open spaces, etc.).
What is important for the MAPS project!

The project TUTUR is an important reference for the identification of the right strategies for the temporary reuse. Starting from this experience MAPS wants to investigate how to use this approach to better identify functions, uses and activities to insert in the regenerated military heritage. The temporary reuse is an important component of the MAPS strategy and we want to capitalize the experience of TUTUR in the development of new suggestions addressed to the former military assets.
4.6 PlaceMaking for Cities

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Outputs of the project

The activities of the network has been oriented to test and develop the Placemaking method in different target areas and with different target group in four different countries (Ireland, Finland, Spain and Hungary) with very different cultural attitudes. The biggest challenge for the network has been related to the design of the solutions to the engagement of the local communities and citizens in the Policymaking process to have good public spaces.

What is important for the MAPS project!

The project PlaceMaking for Cities is an important reference in the field of the engagement of the stakeholders. For MAPS project the development of the audience is the first important stage in the process of the reuse of the former military assets. We want use the experiences of the project PlaceMaking for Cities to develop a good strategy, aimed to the construction of the interest, on the stakeholders that the project MAPS want to involve.
5. Partner profiles

In this section of the Baseline Study the information for the characterization of the partners of the network, in particular:

Description of the local context at the city level. Descrizione della vocazione e le vocazioni della città e la descrizione dei principali indicatori (economici, culturali, sociali, ecc) utili per la descrizione della città partner.

Description of the local context at the project areas level. Description of the reasons for the selection of the project area or areas: the project area is in real urban agenda of the city; the project area is a sensible area for the city; the project area is an important resource for the city.

General introduction to the project area. Description of the project area (main information and indicators) in terms of history, current situation of the ownership, possible vocation, etc.

Relation with the local urban planning tools / strategic tools. Introduction to the existing relation between the project area and the local urban tools dedicated to the urban planning or to the strategic approach (if existing).

State of repair (buildings, open spaces, etc.). Description the state of repair of the different components that characterize the project area.

Best Practice for the area. Introduction to the activities (public or private) ongoing on the project area or from the past (projects, initiatives, proposals, activities, etc.).

Strategic keywords for the area. Identification of the keywords for the project area in terms of "needs" and "opportunities" to use like a starting points for the future activities of regeneration.

Vision of the integrated Action Plan to be produced. Introduction to the first “temporary vision” or vocation for the project area. First description of the potentiality of the area to implement with the work of the ULG.

Stakeholders involved. Identification of the members of the ULG and the description of their characteristic. Description of the reasons for their presence in the ULG.

MAPS network

1. Piacenza (LP) / Italy
2. Varaždin (PP) / Croatia
3. Szombathely (PP) / Hungarian
4. Cartagena (PP) / Spain
5. Koblenz (PP) / Germany
6. Longford (PP) / Ireland
7. Espinho (PP) / Portugal
8. Châlons-en-Champagne (PP) / France
9. Serres (PP) / Greece
10. Telsiai (PP) / Lithuania
5.1 Piacenza / Italy (LP)

Description of the local context at the city level

Piacenza hub cities. Situated in the middle of the Po Valley, Piacenza is located on the right side of the river Po just 67 Km from Milan. Termination point of the Via Emilia, the city is placed in the more northern and western region of Emilia-Romagna. Related to its strategic position, Piacenza was recognized by the Ministry of Infrastructure and Transport as "City Territory joint". The city has about 102,000 inhabitants residents (2015 census) and expected to reach 120,000 inhabitants in 2030 (forecast of the Strategic Plan).

Piacenza military town. From its origins Piacenza has played a strategic military role that has marked the form and the urban image (military areas cover approximately 4.5% of the urban area). Today, a large part of this heritage, placed into the historic centre and in the first ring of suburbs, is inactive due to the changing needs of public administration, in particular the significant reorganization of the national defence. During the last 20 years this condition has created for the city the opportunity to start a process of change. And the biggest challenge is within the physical size of the settlement, and it is within the potential use to be set up in the same areas, in order to be discovered with the citizens and the stakeholders.

Piacenza entrepreneurial city. The general economic environment, the climate of growing mistrust and a lower propensity to consume are among the main causes of the constant reduction in the number of companies located in the territory. More than 50% of the Piacenza company is divided into three areas: trade, agriculture and construction. The largest groups of companies are in the manufacturing, in accommodation and catering services and even in other service activities, real estate activities and transport. The economic analysis tells of a manufacturing industry that has had positive results for sales, but production orders and a production craft are still struggling. Exports are growing thanks to local industry and the logistics activities. The employment rate is 72.9% for the male component and 56.9% for females (compared with an average of 73.7% and 59.2% respectively in the regional context).

Description of the local context at the project areas level

The Piacenza territory is populated by numerous military installations; this depends on strategic choices made at national level in recent decades. For this reason, as a result of the reform of the Ministry of Defense, Piacenza began to think of having to re-use of many spaces and buildings previously used by the Defense. The dialogue with the Ministry of Defense and the State Property Agency (manager of state assets) produced, prior to applying to Urbact III, exchanges and comparisons. The tools currently in use are tables of consultation, memoranda of understanding and specific arrangements. main assumption of the dialogue is that the defense wants to keep some active garrisons in Piacenza but the need to streamline the spaces, freeing complexes and urban portions integers. (4 areas). The remaining five areas will be divested over time.

The decision to nominate the three areas (Laboratorio Pontieri, Lusignani and Pertite) comes from the fact that these three need careful study to define the uses of the various spaces even by comparison with stakeholders and citizens. The parallel study of the three areas has the aim to converge on a unified planning project that the best individuals vocations for each place, without duplicating functions if not necessary, but with the aim of strengthening every single enhancement project. A site is already decommissioned (Laboratorio Pontieri) the other two (Lusignani and Pertite) are in phase of short-term release. So the choice fell on these three places also to give more concrete and direct applicability to the project results. Other areas excluded from this program are characterized by difficulties in the times of restitution to the city (rationalization of active military functions) and / or low strategic relevance to urban design.
Project area 1 / Pontieri workshop area (Nicolai and Bixio barracks)

**Fact sheet.** The Pontieri workshop is spread over an area of 89,300 square meters and is located in the north sector of Piacenza. The area is in the historical center and immediately behind Palazzo Farnese. The major part of buildings in this area have an historical value and they must be maintained in their current state. On the south it is bounded by the barracks of the Genio Pontieri; on the east from the sports facilities of the Daturi area; on the north from the Maculani street and from the historical walls; on the west from Nicolai and Bixio barracks. The former Pontieri Corps military lab was officially entrusted, since January 2016, to the Municipality: the mayor ideally received the keys to the area from the head of the National State Property Administration, who had recently acquired the complex following its final dismission by the Ministry of Defense.

General introduction to the project area

The particular situation (topographical) of the area sees the Pontieri workshop area in a connection between two important sector of the city: the historic city and the system of the historical walls. The Pontieri workshop area is composed by two different sub-areas: the Pontieri workshop area and the complex of the Nicolai Bixio barracks. These are two different areas from different point of views: architectural typologies of the buildings, type of material used for the realization of the buildings, type of open spaces, and at the end for the “nature” of the relationship with the urban context.

The main characteristic of the Pontieri workshop area is represented by the presence of a natural slope that divide the area in two sectors: the first, starting from the main entrance, where is possible discover buildings, dedicated in the past, to the administrative functions of the barracks; the second, at lower level compared to the first, where is possible discover the real “heart” of the area, the former workshops dedicated to the realization of the amphibious vehicles, boats, engines for boats, etc. The level of this sector is also characterized by the presence of the Daturi area (property of the Municipality), that contains sport facilities, used by the schools located around the area and by the inhabitant.
The Pontieri workshop site is also characterized by the presence (around the area) of outstanding historical buildings and areas, in particular: the San Sisto complex (church, convent, cloisters, etc.); the Palazzo Farnese; the ramparts of the city. The idea defined by the territorial government instrument provides that part of this area offers sports and cultural spaces services. The functional mix will also consider spaces for research and dedicated social housing, will define new open spaces to link the current structure through a cycle/pedestrian traffic system of squares and public spaces.

**Relation with the local urban planning tools**

*Municipal Structural Plan, (PSC), adopted in 2014 April.* After the definitive approval, the Structural Plan and its implementations plans will be of the main instruments, in the medium and long-term, leading the military assets reuse process. Given that the Structural plan has as its main objective the regeneration of obsolete areas of the city, the re-use of the military assets is a strategic element of the plan.

PSC Structural technical regulations: Art. 4.5 Transformation areas. The explanatory report of the Structural Plan refers to the Strategic Plan for Piacenza “Vision 2020” within which the northern quadrant of the city, where the Pontieri Lab is located, is identified as “The bay on the Po”. In addition to the reuse of the military assets, the project defines a continuous system of squares, a new organization of the road system and new social housing. The activities eligible for the military area are cultural, educational, exhibition and sports facilities integrated with commercial and handicraft functions.

In January 2014 City of Piacenza, Ministry of defense and State Property Office signed a *Memorandum of understanding* related to a Genio Pontieri area and a lot of other buildings.

**State of repair (buildings, open spaces, etc.)**

Most of the buildings are in bad conditions but about 10 years ago we have been redone all the roofs. Some of them have an historical value and their restoration will have to follow strict rules to maintain the external shape and typology. Also the open spaces need works of arrangement and reorganization.

Image 13. Buildings and open spaces within the Pontieri workshop area
Best Practice for the project area

The area has been the subject of numerous studies with a different level of detail: pilot projects, historical research, thesis, study courses.

Call of project ideas – Piacenza 74/Coop – Arda Valley 2007/2008: sixteen design groups responded to the call.

Flag design sheet for vision 2020. Establishment of the Purpose Temporary Association BAIA SAN SISTO (Chamber of Commerce, traders union, Piacenza and Vigevano Foundation, Universities, Public Administrations)

Master plan of the military areas in Piacenza (2010). The report, commissioned to the Politecnico di Milano, outlines a general study for future functional and physical transformations of military areas in Piacenza.
Project area 2 / Lusignani barracks

Fact sheet. The Lusignani barracks it spreads over an area of 83.700 square meters and it is located in the western sector of Piacenza. Directly accessible from the Emilia Pavese street, it is bounded on the west by Giuseppe Tebaldi street and on the south is close to the ring road of Piacenza (Luigi Einaudi street). It is currently in use by the 2° Reggimento Genio Pontieri. The property is still owned by the State.

Image 16. The urban layout of the project area. Image 17. The project area within the urban pattern of the city.

General introduction to the project area

The Lusignani barracks is located in front of a one of the main urban axes of Piacenza, Emila Pavese street. This urban axis is composed by several “objects”; commercial facilities (malls, big market areas, gas stations, etc.) in fact, for these reason, the Emilia Pavese street, in the “collective imagination” of the inhabitants of Piacenza is the “commercial street”. The peculiarity of this urban fabric, in which is located the Lusignani barracks, refer the presence of residential areas, recently built, with good quality in terms of open spaces, infrastructures and quality of the housing typologies.

In particular, on the West side, the Lusignani barracks is next to a large district, that consists of a detached and row houses, organized with a series of roads and open space (private and public) that outline an urban pattern similar to a one compound. To the East side the urban pattern is a mixed pattern: presence of housing, depots and industrial buildings.

In synthesis, the area of the Lusignani barracks is located in an urban sector of the city of Piacenza, characterized by the presence of a good public open space, good accessibility (close to the highway and to the main a access street to the city) mix of functions and mix of housing typologies. In addition to this characteristic the area is close to the country side of Piacenza. This aspect is important because highlight possible functions in relation to the “agricultural world”.

Lusignani barracks in the district is a neighborhood. The built around it has developed from the allocation of all necessary standards. The new functions of this portion of the city will be a reconstruction of the urban pattern joining his road infrastructures and recreating the social and economic conditions for development.
Relation with the local urban planning tools

Municipal Structural Plan, (PSC), was adopted in April 2014. After the definitive approval, the Structural Plan and its implementations plans, will be the main instruments, in the medium and long-term, leading to the military assets reuse process. The Structural plan has its main objective in the regeneration of obsolete areas of the city, the re-use of the military areas is a strategic element of the plan.

PSC Structural technical regulations: Art. 4.5 Transformation areas. For the Lusignani Barracks the addresses are to take account of the commercial nature of the road on which stands; to build conditions for a living space; to enhance the proximity with the rural environment. Also this property is in the list of the Memorandum of understanding signed in 2014.

State of repair (buildings, open spaces, etc.)

The area is currently occupied by a set of buildings mainly destined to operational activities of the “II Reggimento Pontieri”. The Municipal Structural Plan, PSC in the transformation areas Project sheet, evaluates the status and nature of buildings, allowing the complete demolition.

Best Practice for the area

“Master plan of the military areas in Piacenza” (2010). The report, commissioned to the Politecnico di Milano, Department of Architecture and Urban Studies – Laboratory “Projects and policies for the territory”, outlines a general study for future functional and physical transformations of military areas in Piacenza.

The study on the Lusignani Barracks aims to establish the continuity of the residential settlements linking the two urban areas now divided by the military borders. The reuse of military site will lead to a new continuity of the urban landscape.

In the most recent debate on the future of this area, a general hypotheses have been advanced for social housing and public socio-sanitary facilities.
Project area 3 / The Partite area (former bullets factory)

Fact sheet. In the first decade of the twentieth century in the area was realized the "High Explosives Laboratory" to merge the picric acid, the Partite, used to load grenades. In August 1940 there was an explosion. A plaque commemorates the victims in Piazza Cavalli. The area of the former bullets factory it spreads over an area of 276,000 square meters and it is located in the west sector of Piacenza very close to the historical center. The Partite area is located in front of the Emilia Pavese street, the same street of the Lusignani barracks. The area is characterized by the presence of an “urban forest” and now it is concerned by an activity of soil decontamination by Ministry of Defence. The property is still owned by the State.

General introduction to the project area

The Partite military area has an excellent access to the main road system: through the Emilia Pavese Street is connected to the A21 motorway Torino-Piacenza-Brescia (north direction) and to the Ring road (South direction). Emilia Pavese Street and Primo Maggio Street are the only two roads allowing direct access to the area (North and West direction).

The buildings along these two main roads hold mainly commercial activities of different nature (little shopping centres, supermarkets, car dealerships, gas stations, car wash stations, etc.). Along the Emilia Pavese Street, approximately at the entrance of the Partite, there is the presence of the Piazza d’Armi military area. The borders of this area on the east and south side confine to the Infrangibile district, a mostly housing neighborhood of the early twentieth century. An important school complex in the Infrangibile district shares with the military area a long stretch of the east side of the perimeter.

The military area is also located in an interesting position compared to the urban open space system. It is an additional spacious element of existing parks, open spaces and sports facilities concentrating along the southern ring road. Besides this, the presence of the water channel “Della Fame”, that runs parallel to the Primo Maggio Street until the area of the Trebbia creek park, marks the boundary between the countryside and cities of this urban sector. The growth of the modern city has saved this area that is for the most part composed by a big green
resource a part from the presence of few buildings. This was also made possible by the brick wall that follows almost completely the perimeter of the area.

On the east side of the area there is still the ground of a decommissioned military track crossing the city and linking the Pertite area with the Piano Caricatore area.

The area of the Pertite will be delivered to the city as a green space in which to develop a series of services related to leisure and sport that constitute monitoring of that area. There will be also the implementation of functions related to green associations, urban gardens, ecological teaching with projects involving the citizen from juniors to seniors.

Relation with the local urban planning tools

*Municipal Structural Plan, PSC, adopted in 2014 April.*

*PSC Structural technical regulations: Art. 4.5 Transformation areas.*

The Pertite military area for the Municipal Administration is the first objective of the demilitarization for public purposes. In addition to public destinations, areas of transformation must have a suitable and sustainable combination of different and private uses.

The *Municipal Operations Plan – POC* is the planning tool that will specifies the functions eligible and the minimum and maximum portion of residential functions to foresee into the *Urban Implementation Plan – PUA*.

The redevelopment could take place by stages planned in several POC if the first one will contain the Master plan of the whole area.

*PSC – Design strategies and objectives* for the Pertite military area: if it will be available the whole or part of the area, it will be destined to public park, with related services. The proximity to other open spaces and the connection with other military areas (Arsenale and Piano Caricatore) through the rail track are good opportunities to redefine the belonging of this area to the city.

Taking advantage from the existing bike lanes, the unused railway could become the "green promenades" for cycle and pedestrian mobility.

Also this property is in the list of the *Memorandum of understanding signed in 2014. In a lot of meetings the Municipality has expressed the aim that the property remains a big green resource for the city like the modern settlements technically named “urban park”.*

State of repair (buildings, open spaces, etc.)

Existing volumes in the area are approximately 325,000 cu. m. meters. The majority of the buildings are disused and in conditions of degradation. The area is subjected to operations of land reclamation and emptying of decommissioned vehicles. The wide open spaces were occupied, over the years, by natural wooded and shrubby vegetation. A track for battle tanks testing is still operating.

Best Practice for the area

**Pertite Committee (Comitato Pertite).** In 2009 a group of citizens of Piacenza was organize in the Pertite Committee in order to convince the Public Administration of Piacenza to transform the former military area into an “urban forest”. Starting from this experience have been developed a series of actions aimed to this objective, in particular: in 2010 one petition (7.000 signature) that convince the Major of Piacenza to transform the entire area in public park; in 2010 the people of the district of Pertite area organized a public demonstration (2.500 person participate) to express the will of the citizens of Piacenza in the use the area for a public park and not for a residential area; in 2010 the Committee organized a public Referendum concerning the destination of the area; in 2011 (June) 30.237 citizens of Piacenza
(one every three) voted Yes to the referendum for the redevelopment of the Pertite area into a public park.

**Master plan of the military areas in Piacenza (2010).** The report, commissioned to the Politecnico di Milano, Department of Architecture and urban Studies – Laboratory “Projects and policies for the territory”, outlines a general study for future functional and physical transformations of military areas in Piacenza.

**Strategic keywords for the project areas (referred to the whole project)**

**Pontieri workshop area (Nicolai and Bixio barracks).** Culture, Heritage, Sport facilities, new ways of living.

**Lusignani barracks.** Social Housing, Public socio-sanitary facilities, sew the urban landscape.

**The Partite area.** Environmental values, green areas in a green system, equipped green, sports and leisure, attendance.

**Needs**

- The primary requirement for this site is to return the user to the city, taking decisions on re-use forms that are shared by the territorial government instrument (PSC).
- Must make known to the stakeholders the real substance and value of the various properties hosted in areas.
- We need to increase a range of services to the city, integrating them with new and private functions.
- It is necessary to link these functions with various other changes taking place in the historic city.
- It is important to identify a mix of functions that can be welcomed in the present social and economic urban context.
- The overall project will be integrated with the strategic plan of the green areas, increasing the quality of life function, fighting urban pollution.

**Opportunities**

- The location within the historic walls and the large size of the area are important opportunities to redefine the historic urban plan.
- It is an important testimonial opportunity to maintain some buildings that have historical value. The new features will be opportunities and an incentive for the local economy.
- Temporary uses that will be implemented will give the occasion to make contact with these realities today excluded from the daily life of the city.
- Return to the city green areas usable into a project that also offers services dedicated especially to leisure.

**Vision of the integrated action plan to be produced**

The vision should cover all three areas. The various objectives must be defined in a unified way to create synergy in the development program. The organizational and implementation issues will have a good unique support given by a coordinated master plan of the three areas. The financial aspects will guide the timing and realization will have to rely on the collaboration between public and private sectors.

The comparison results with stakeholders and public entities at different levels, which will bring the Urbact III project, will be elements of acceleration for the realization. Experience from this project will provide a guideline for the transformation of other military areas, currently still in operation, in the Piacenza area and even for the discussion and good practice also for other national situations.
### Stakeholders involved

Representatives of military institutions (2° Reggimento Genio Pontieri Casema Nicolai, Polo di Mantenimento Pesante Nord)
Representatives of the State Property Office
Merchants from adjacent areas represented by their associations
Local institutions working groups
Professional associations (Architects, agronomists and forestry)
Youth and cultural associations (FAI, Legambiente)
Schools and universities (Liceo Classico M. Gioia, Politecnico di Milano, Università Cattolica);
Citizens’ committees

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The list does not include public entities which, however, guide this process as Municipality. The Provincia is considering whether it can be an active part in the settlement and realization of buildings dedicated to teaching in Laboratorio Pontieri. The list represents the associations, the business world and free citizens who are currently joined to the first call about the project. It is believed that public entities can make their contribution to the debate on the specific cases and will be involved and invited in the important moments. The professional world has joined with interest to the first call, the contribution will be mainly technical, analytical and planning. Associations and free citizens can express the real needs of the territory.

**Draft Agenda for the ULG**

In the months that will precede the first international meeting there will be the activation of the exploratory meetings and the definition of the possibility to hold a single group or, in some cases and for some topics, to create subgroups for the respective areas. At the restart the project (second phase) will be established an agenda to meet the realization of the expected deliverables.
5.2 Varaždin / Croatia (PP)

Description of the local context at the city level

The City of Varaždin is situated in North-Western Croatia, about 80 km far from Zagreb and 30 minutes drive time from Slovenian and Hungarian border, in the lowland area at the altitude of about 166 m, covering a surface of 59.45 km² (11x12km). It is the capital of Varaždin County and it represents administrative, business, education, culture and health centre not only for County but for wider region. City of Varaždin is well connected due highway, railway and airport with the other cities and countries which makes Varaždin traffic junction of North-Western Croatia. The Varaždin County encompasses 5 other towns and 22 municipalities. Municipality of Varaždin is the smallest regarding surface and makes only 5% of it’s territory but the biggest regarding number of inhabitants which makes 26% of the whole population of Varaždin County. Municipality of Varaždin includes town Varaždin which areas has only smaller development differences and 9 little settlements which have more rural character.

On the north of the city is river Drava with authentic river landscape protected as regional park and it’s part of Natura 2000. The whole territory of the Municipality lies on water so the activities are restricted, more or less depending on the water well protection area. In the last 25 years the air quality is better for two main reasons. First one is that the fuel for heating is no longer coal or wood but much cleaner gas. The second reason is economic crisis last decades that shut down few biggest industries that were responsible for the air pollution. Today one of the biggest problem is waste management.

Demographic profile

- Municipality of Varaždin has 47.000 inhabitants (Census 2011) with tendency of decrease (4% less population than in 2001);
- due gender 47% is male and 53% female with average age of 42 years like national average,
- 63% is working-age population (15-65 years) but 28% of inhabitants gets the pension which is 3% higher than the national average;
- what concerns is that young population (0-15 years) makes only 14% (national average is 15%) regarding old population (65 and above) who makes 19%, that’s why the Municipality makes big efforts to support young families on many ways - it is founder of 8 kindergartens and financially supports 8 further, it has founder rights in 7 elementary schools for around 4.000 children which have since 2008 one school session a day (among the first in Croatia; special attention is given to students with development handicaps who are integrated in regular classes with the help of teaching assistant; there are also 12 high schools and 3 Universities;
- due religion 88% of population are Catholics;
- due nationality 98% of population are Croats;
- due education level 3,7% of population has no education, 15% has only primary education and 23,5% has high education (university and higher).

Economic profile

- GDP per capita is 6.300 € third ranked among Croatian cities;
- due net income per employee City of Varaždin is fourth ranked in Croatia;
- unemployment level is 6% which is lower than the national average of 17%;
- main sectors are industry, commerce, education, healthcare and administration;
- key industry sector is food and beverage production (one of the biggest in Croatia), while leather and metallurgy industry is in slight decline but textile and construction industry which were one of the most important for the region almost collapsed in the last decades;
• the IT sector is slowly increasing due the Faculty of informatics and organization and Technology park;
• in the City of Varaždin are 1.634 entrepreneurs active who employs more than 14.000 workers, which is 53,9% entrepreneurs of County of Varaždin and fifth ranked in Croatia;
• commerce services makes 40% and employs 20% workers;
• expert, science and technical services make 30% and employs 8% workers;
• processing industry makes 18% and employs 57% workers;
• construction industry and services make 12% and employs 14% workers;
• in City of Varaždin there is one technology park (ICT, design, creative industries, multimedia), Free zone Varaždin and two entrepreneurship zones

Varaždin is well-known continental tourism destination with historical center, it’s renaissance streets and squares and baroque palaces, with widely known cemetery and the 16th century castle. With number of events and festivals such as Varaždin Baroque Evenings (international festival of classical baroque music), Špancirfest (international street festival with workshops and concerts) or Vafi (international festival of cartoons) it fosters urban and cultural tourism so Varaždin was in 2015 among other 10 Croatian cities candidate for the European Capital of Culture in 2020.

**Description of the local context at the project areas level**

The reasons for the selection of this former military heritage (Optujska barracks) is that it’s an unused part of the city, with the same size of the historical centre of the city, whose maintenance is a big financial burden for the city. In this moment there is a certain interest, expressed by different stakeholders like NGOs, University, SMEs, but due to the unsolved problem of the property today we have only few temporary users. First step to solving the property issue was the change of the function of the area in the Master plan, in late 2014, which considered the change of military use into public and social, with possibility of business uses. The area has a huge potential which was also detected and proposed as part of the application for European capital of culture during 2014 and 2015. The real challenge is first to make realistic strategy for the whole area as a complex, with sustainable use of the space, with active participation of the local community.
Project area 1 / OPTUJSKA barracks

**Fact sheet.** The Optujska complex is spreads over an area of 89,300 square meters and is located in the north-western part of the city centre of Varaždin.

Image 20. The urban layout of the project area.  
Image 21. The project area within the urban pattern of the city.

**General introduction to the project area**

The former military complex “Optujska” is situated in north-western part of Varaždin, along Optujska Street, one of the main city roads that lead to the center of Varaždin. The history of the complex began in 1893, when it was built as a military facility - the officer school and riding arena. Building continues in the fifties of the 20th century for the needs of the Yugoslav Army. During the last war (1990), it was in the service of the Croatian Army. Today, the military complex is abandoned, surrounded by family houses on the south and east, bordered by agricultural land on the north, and with business and production facilities on the west and north-east (metal industry).


The southern part of the complex is a built-up area with single standing buildings, mainly single-storey and two-storey buildings, none of them in use. There are administrative buildings, storage hangars, dormitory, canteen, etc., the maximum height of the buildings is...
ground floor plus three stories above. All the buildings in the area are connected with a network of path (pedestrian and for car). The north site of the complex is characterized by large unmaintained green area, in past used as military training ground.

Image 23. Hypothesis for the reuse of the area.

The Optujska complex, as well as individual buildings, is not protected by “conservation rules”, but there are some valuable aspects that are recommended to preserve, in particular: the riding hall. Buildings dedicated to the winter training of the horses; the historical buildings along the southern border of the complex. Building for the commander and for the officers; the inner courtyards / squares. The existing buildings form two open blocks with internal squares.

Image 24. On the left the building of the Central Command and the little church. On the right the building of the canteen
Image 25. The riding hall

Image 26. The inner courtyard and view on the horse stable from 1890 and 1940

Relation with the local urban planning tools

As of 2014 the city of Varaždin has a new urban Master Plan. The Master Plan is composed by different tools for the management of the city, related to different scales of intervention. For the “consolidated urban patterns” of the city (central area) the Master Plan is composed by the identification of homogeneous zones (zoning) with related urban rules. This approach is also valid for example for the expansion areas of the city or for the development of new facilities (new airport and others).

For the Optujska complex the situation is different. The area was insert in the Master Plan like “Special project area”, and it was developed also an urban general layout, for the future implementation. This layout is the result of the activity made by the “Association of Architect
Varaždin” regarding the development of the hypothesis for the urban renewal of the area. In fact, this is the first step, for the Municipality of Varaždin, to implement an integrated urban development, in order to demonstrate to the “formal owner” of the area (State agency, aimed to the management of the public property) that is possible regenerate the area through the identification of the: stakeholders to involve, contemporary function to install in the area, private and public investments, appropriate urban design.

Image 27. On the schema to the left, the Master Plan of the city of Varaždin. The Optujska complex is in the centre of the image, identify by le letter D. On the schema to the right the urban layout proposed by the Municipality of Varaždin.

In the urban layout, proposed for the area, there are a clear rules for the urban development: for the south sector of the area it was identified a new “urban fabric”, made up of new streets and public spaces, some buildings are preserved (those identified with the red color) in specify the buildings close to the street, and for the rest of the buildings the idea is to demolish and rebuild but with a new shape. For the north sector of the area the idea is related to the creation of a “green area” probably a public park, with a kind of circuit, dedicated to the pedestrians and cyclists mobility, a kind of “slow connection”, between the south and north sectors.

Starting from this information we can understand that the regeneration of the Optujska complex is part of a real challenge for the city of Varaždin.

State of repair (buildings, open spaces, etc.)

The buildings present in the area are from different historical periods, the history of the complex began in 1893 and from this period are the buildings of the Central Command, the little church, the barracks of the officers, the riding hall, and others warehouses. In general for this heritage the state of repair is good: in the roofs of the buildings there is not structural problems (from outside); the windows do not seem to broken (frames and glass); in the bearing walls (from outside) there are no signs of important crack patterns.

For the others buildings the situation is different. most of the buildings are contemporaries (between the 60s and 80s) and their state of repair is connected to the materials used for the construction: prefabricated components, roofs made with metal sheet, metal frame on the windows, etc. For these reasons, due to the low quality of the materials used for the construction, the state of repair for these heritage is very low.
Regarding the system of the open spaces of the area (internal roads, squares, etc.) their state of repair is good and they are ready to be used for public activities or of other kind, to be carried out in the outdoors.

Image 28. The survey of the buildings and open space within in the former military area. This study is a part of the project ”Urban renewal of former military complex Optujska” carried out by the ”Association of Architect Varaždin”. In the study all the buildings have been identified, and surveyed.

Best Practice for the area

**Association of Architects Varaždin.** In 2010 the ”Association of Architects Varaždin” promote the project for the redevelopment of the Optujska complex. In 2014 the project denominated ”Urban renewal of former military complex Optujska” has been the ”starting point” for the project elaborated by the City Council of Varaždin. The project analysis the quality of the former military camp in terms of: state of repair of the buildings and open space; cultural values of the historical buildings within the area; degrees of modification of the buildings; possible functions for the area; urban layout for the development of the area. The project ”Urban renewal of former military complex Optujska” it was developed in two stages:

1. Volunteer activities: development of workshops to build interest in the recovery of the area;
2. Urban design: development of an urban planning proposal to insert in the PPUGV strategic plan of Varaždin;

**Temporary users**

**Association of volunteers and veterans of Croatian War of Independence – branch Varaždin.** Revitalized on volunteer basis former hospital for contagious diseases and sports ground in the south-west corner of the complex. Through their project the Memorial–sports
centre they organise different social and humanitarian activities like educational workshops, contests, care for the disabled and elderly war veterans and members of their families, and other with the aims of improvement of life quality, health condition, easing the effects of war, prevention of reIAPse and raising independence of the veterans but also to preserve basic values of the Croatian War of Independence.

Regiment of Varaždin Husar Border guard association is temporary user of the riding hall. They and more than ten other associations initiated a project of revitalization of the riding hall and it re-startup. Preparation of the ground is finished so they plan the opening during march 2016 and implementation of the program which consists of training through the whole year, education and riding school, therapeutic riding, competitions, events, festivals. They promote sports and City and County of Varaždin on international events.

Sports-dance club Valcer – promote dance for all age, as a way of communication between different gender, culture and nations but also as part of cultural heritage.

Strategic keywords for the project area

Needs

- Lack of body on municipality level that would be in charge / deal with the area (analysis, regeneration, development, maintenance, temporary users,....)
- Consultation with property advice experts
- Lack of overall vision of the area on municipality level
- Lack of communication with the owner because solved ownership issue is key factor for applying on EU funds and attract private investors
- Protection of buildings with historic value
- Maintenance of existing buildings
- Effective public transport - connection with the center
- Removal of the fence - the fence is a barrier also in a psychiological point of view
- To keep the area as an integrated unit
- Access to finances

Opportunities

- Presence of “flexible buildings”, easy to reuse
- Presence of comunal infrastructure (water, sewage, electricity, gas)
- Presence of a non-built green area
- Presence of best practices in the area to integrate in the IAP
- Area arranged to the “Temporary activities”
- Area arranged to the festivals and cultural events
- New, modern center as counterpoint to the historical center of the city
- Raise cultural level of the city
- Provide connection of the city to the river Drava and protected nature
- Sports and leisure part of the city
- Urban gardening
- Energy production for the site and neibourhood needs
- Partipation of citizens in designing public policies
- Strenghtening awareness of the area heritage value
- New jobs and business growth
- Tourist growth potential
Vision of the integrated action plan to be produced

The first vision for the Integrated Action Plan (IAP) is related to the establishment a good communication strategy, for the whole communities, can share knowledge and experience with each other and increase the awareness on the field of the urban integrated approach, from the project of the regeneration of the site.

In this framework the 20th February 2016 the Municipality of Varaždin, in collaboration with few stakeholders, has organized one "Open Day" of the project site, and the response of the visitors has been big. Half of them were in the project area for the first time. The other half was here before and has different experience – they served military here, there grandfathers were riding teachers or were buying horses for artillery in the First World war or some of them came here to visit and learn about the Yugoslav army. The conclusion of this first experience is that the people want to come and participate in the regeneration of the area.

The second vision of the IAP is related to the vocation of the project area. The first idea is addressed to the development of a new “urban hub” that must work in integrated mode with the others sectors of the city (historical centre, consolidate city, new expansions) in order to create an system, with different vocations, but integrated.

The main aspects, that we can image for the project area, they will be linked to the culture, new types of economy (creative industries, urban gardening, entrepreneurship incubator, spaces for the start-up), education, sports and tourism. This will lead to the creation of new jobs, an inclusive community, create a good balanced with the other sectors of the city, and become a "real demo" aimed to the urban sustainability.

Stakeholders involved

The Municipality of Varaždin has identified the following group of urban actors, as a reference team for the development of activities of the ULG.

<table>
<thead>
<tr>
<th>Name</th>
<th>Theme</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maja Kireta (ULG leader)</td>
<td>Architecture, sustainability</td>
<td>Association of architects Varaždin</td>
</tr>
<tr>
<td>Alenka Piberčnik</td>
<td>Urbanism</td>
<td>Municipality of Varaždin</td>
</tr>
<tr>
<td>Marijana Cindrić</td>
<td>Urban mobility and safety</td>
<td>Municipality of Varaždin</td>
</tr>
<tr>
<td>Tomislav Bogović</td>
<td>Users of the project area</td>
<td>Municipality of Varaždin</td>
</tr>
<tr>
<td>Mirna Kezele</td>
<td>Associations in Varaždin</td>
<td>Municipality of Varaždin</td>
</tr>
<tr>
<td>Name</td>
<td>Role</td>
<td>Organisation</td>
</tr>
<tr>
<td>-------------------</td>
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<td>-------------------------------------------------</td>
</tr>
<tr>
<td>Andreja Bobek</td>
<td>Social aspect</td>
<td>Municipality of Varaždin</td>
</tr>
<tr>
<td>Draženka Dević</td>
<td>Cultural association</td>
<td>Municipality of Varaždin</td>
</tr>
<tr>
<td>Mateja Jagačić</td>
<td>EU funds</td>
<td>Municipality of Varaždin</td>
</tr>
<tr>
<td>Miroslav Marković</td>
<td>Neighbourhood activities</td>
<td>President of local council</td>
</tr>
<tr>
<td>Marin Sipek</td>
<td>EU funds</td>
<td>Development agency - DAN</td>
</tr>
<tr>
<td>Ivan Simić</td>
<td>Energy efficiency, urban mobility, smart city</td>
<td>Regional energy agency North</td>
</tr>
<tr>
<td>Emiliija Vlahek</td>
<td>Architecture, sustainability</td>
<td>Association of architects Varaždin</td>
</tr>
<tr>
<td>Željko Kos</td>
<td>Science, students</td>
<td>University North</td>
</tr>
<tr>
<td>Vladimir Kovšca</td>
<td>Science, management</td>
<td>Faculty of organisation and informatics</td>
</tr>
<tr>
<td>Damir Levak</td>
<td>Tourism</td>
<td>Tourist board Varaždin</td>
</tr>
<tr>
<td>Boris Kos</td>
<td>Economy</td>
<td>Association of Croatian craftsmen Varaždin</td>
</tr>
<tr>
<td>Ksenija Krčar</td>
<td>Urban culture, theatre</td>
<td>Cultural council of Varaždin</td>
</tr>
<tr>
<td>Miran Bojanič Morandini</td>
<td>Museum, culture, tourism</td>
<td>Varaždin city museum</td>
</tr>
<tr>
<td>Spomenka Težak</td>
<td>Museum, culture, tourism</td>
<td>Varaždin city museum</td>
</tr>
</tbody>
</table>
5.3 Szombathely / Hungarian (PP)

Description of the local context at the city level

Szombathely has a central role in terms of economy, administrative and major services for Vas county area and even beyond. The city of Szombathely is the center of Vas County in West-Hungary with 79,000 inhabitants. The adjacent area of south Burgenland in the neighbouring Austria lacks cities of similar size that offers a high potential for the city to regain its central role in a much wider geographical territory, as it has had for a long time in its history.

Main economic activities in the city are commerce, automotive services, industry (multinational manufacturing companies in IT, electronics and automotive sectors are located here), while real estate sector, tourism, wood industry and food processing have also a significant share in employment and economic output, too. The city is located at the North-south road and railway corridors connecting Central Europe and the Mediterranean area, logistic services linked to freight transport are therefore substantial part of the local economy. The following indicators should be considered with regard to urban challenges in the city:

- The proportion of people aged 25-34 years is higher than the national average.
- The gross added value per capita is below the national average, but is still one of the highest in Hungarian cities of similar size.
- The city has very low unemployment rates in the past years; companies located here are often challenged by the shortage of labour in certain industrial branches and professions. The unemployment rate is 3.6%.
- Szombathely’s society has a rather homogenous ethnic structure: around 98% of the population is Hungarian according to 2011 census. 2% are Germans, Croatians, Gipsies and Slovenes. Parallelly, 5.5% of the total population declared to have double mother tongues: German, Croatian, Gipsy and Slovene.
- The city has no coherent areas struck by social deprivation or characterized by segregation of disadvantaged groups.
- 48% % of the city’s population had attained up to a 2nd level qualification while 23.6% had attained a 3rd level qualification or higher.
- A stable and substantial inward migration is experienced in the city.

Szombathely describes itself as the “City of culture“, referring to the 2000 years of continuous history of the city, including Roman times. Szombathely is also often called “The city of Saint Martin“, the most famous Central-European saint that was born 1700 years ago in Szombathely, and his cult is continuous ever since.

A former image of the city it was “The Queen of the West“, referring to the central location and function of the city in West-Hungary before 1920. Unfortunately the loss of Burgenland (previously a part of Hungary) caused that the city severely lost its importance. The enhancement of this historical period, also through the enhancement of the project area proposed (Hussar barracks) will hopefully helpful to give to the city a chance to increase its value to the “City of culture”.

Description of the local context at the project areas level

The Hussar barracks has a large site (20 ha), mostly unused, deteriorated and under a cultural heritage protection, close to the heart of the city. This former military area is located near the inner city, and it looks like a “white spot” within the urban fabric of the city, it causes large detours in the city traffic, but at the same time is an opportunity in terms of green areas for a number of families (approximately 1.000) that live in the surrounding area.

The project area is very large and the state of conservation of the buildings, in some cases it is very bad, in order to ensure the realization of a unitary project (one step project) for the
renewal of the area. In addition to this the heritage protection also prevents the approach to possible investors for the renewal of the buildings and the open spaces.

There is a 26 years of history, respect to the challenge of the renewal of this former military area, with limited success. The most important conclusion of these years of history is that to regenerate this area, we do not need to have a single economic source (large investor) but perhaps we need to a small investments (private and public) to support an area with many functions and users.

**Project area 1 / The Huszár barracks**

**Fact sheet.** The Hussar complex spreads over an area of 20 hectares and is located right outside the center of Szombathely. It is bounded by the North-South 87 main road (11-es Huszár street), a side-rack (from Lipp V. street to Pinkafői street), the Lovas and Söptei street and the Losonci street. The area is divided into two sectors (marked as “A” and “B”). The part “A” (near to 11-es Huszár street) with its own almost 10 hectares is more well-maintained, the part “B” with the almost the same area is in total decline.

![Image 30. The urban layout of the project area.](image)

![Image 31. The project area within the urban pattern of the city.](image)

**General introduction to the project area**

The buildings of Hussar complex were built in the era of dualism (the age of Kaiser and König in Austro-Hungary). These are scheduled cultural monuments as outstanding monuments of the military architecture in Hungary. The military complex was a base for the Hussar regiment and it consisted of a building for the commander, three buildings for the officers, six buildings for the troops, and more that 20 further buildings: stables for horses, and all the equipment necessary for the proper functioning of the barracks (hospital for horses, warehouses, etc.).

After the end of the World War II the Hussar complex become a military base for the Soviet troops. In 1990 the Soviet troops left the military base and in September 1991 the area became the property of the Apáczai Csere János Foundation. The original aim of the Foundation was to create an educational hub in the tradition of the Hungarian traditional educational system.

The main idea it was oriented to was the development of an educational complex where it was possible to find different degrees of education, from primary school to the university.
Unfortunately, between 1991 and 1997 the Foundation was unable to meet any of the goals it had set itself, and from the 1996 to 2006 there was a constant debate between the Foundation and the Municipality of Szombathely about the reuse of the area (buildings and open spaces). However, during this time the Foundation managed to have the Commander’s building renovated.

Image 32. The general layout of the Hussar complex. As mentioned above the area is divided into two sectors: with green colour the built-in area (with 10 barracks); with yellow colour the formerly also built-in area; by now most of the buildings were demolished, or strongly deteriorated, partly occupied by an urban forest. The renovated Commander’s building is coloured blue.

In 2007 the Municipality of Szombathely took back the ownership of the area from the Foundation, but at the same time the Foundation got the right of the use of the main building of the area (the Commander’s building) for 100 years without paying any rent, but having the responsibility for the maintenance. Since 2009 the main building hosts a Waldorf School, some civil organisations and NGOs, renting them spaces and offices. Specification of the existing and renewable buildings:

<table>
<thead>
<tr>
<th>Used</th>
<th>Buildings name</th>
<th>Basement</th>
<th>Ground floor</th>
<th>First floor</th>
<th>Total area</th>
</tr>
</thead>
<tbody>
<tr>
<td>In use</td>
<td>1. Command building</td>
<td>151</td>
<td>729</td>
<td>729</td>
<td>1609</td>
</tr>
<tr>
<td>Unused</td>
<td>2. Building for senior officers</td>
<td>0</td>
<td>895</td>
<td>895</td>
<td>1790</td>
</tr>
<tr>
<td>Unused</td>
<td>3. Building for officers</td>
<td>106</td>
<td>928</td>
<td>860</td>
<td>1894</td>
</tr>
<tr>
<td>Unused</td>
<td>4. Building for junior officers</td>
<td>164</td>
<td>418</td>
<td>418</td>
<td>1000</td>
</tr>
<tr>
<td>Unused</td>
<td>5. Building for soldiers</td>
<td>20</td>
<td>884</td>
<td>884</td>
<td>1788</td>
</tr>
<tr>
<td>Unused</td>
<td>6. Building for soldiers</td>
<td>20</td>
<td>892</td>
<td>892</td>
<td>1804</td>
</tr>
<tr>
<td>Unused</td>
<td>7. Building for soldiers</td>
<td>20</td>
<td>893</td>
<td>893</td>
<td>1806</td>
</tr>
</tbody>
</table>
The rest of the buildings were mostly demolished; some on area “B” are still standing, but in a very bad and dangerous condition.

<table>
<thead>
<tr>
<th>Unused</th>
<th>8. Building for soldiers</th>
<th>20</th>
<th>895</th>
<th>895</th>
<th>1810</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unused</td>
<td>9. Building for soldiers</td>
<td>20</td>
<td>792</td>
<td>792</td>
<td>1604</td>
</tr>
<tr>
<td>Unused</td>
<td>10. Building for soldiers</td>
<td>20</td>
<td>897</td>
<td>897</td>
<td>1814</td>
</tr>
<tr>
<td>Unused</td>
<td>11. Stable</td>
<td>0</td>
<td>899</td>
<td>0</td>
<td>899</td>
</tr>
</tbody>
</table>

Image 33. Example of typologies of buildings present in to the area. From the left to the right: Commander’s building; building for the officers; dormitory for the troops.

**Relation with the local urban planning tools**

**Integrated Urban Strategy and Programme.** Has been elaborated in 2014, for the 2014-20 funding period, based on a preliminary budget pre-defined by the Government and on guidelines issued by the Managing Authority of the OP for Territorial and settlement development. However, the development of the military barracks sites could not fit into the city programme’s centrally pre-defined budget. After substantial project development, the renewal of the area could become part of the Integrated Urban Strategy and Programme of Szombathely.

**Spatial Development Plan.** Being the local legal regulatory framework of city development, this document is a key tool for tackling urban challenges. This document outlines statutory land use zoned, determines permissible uses of the military sites and adjacent areas.
revision of the spatial plan is planned to start in 2nd half of 2016, and the city intends to carry it out considering the outcomes of the URBACT action planning process.

**State of repair (buildings, open spaces, etc.)**

As mentioned before, the area “A” is in better shape – both the 10 buildings and the area. Among the buildings the Commander’s building is renovated and continuously used. The other nine buildings have been out of use for 27 years, but still in a condition that allows them to be renovated and reused, no serious deterioration happened.

<table>
<thead>
<tr>
<th>Specification of the area “A”</th>
<th>Area: 9.95 ha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total area built up: 8,763 square metres</td>
<td></td>
</tr>
<tr>
<td>Built-up ratio (with the existing buildings): 11%</td>
<td></td>
</tr>
<tr>
<td>Classification in the zoning plan: settlement centre mixed)</td>
<td></td>
</tr>
<tr>
<td>Freestanding buildings (built up ratio: 40%, max. height of buildings: 12 metres)</td>
<td></td>
</tr>
</tbody>
</table>

The green area on area “A” is moderately well-kept. The Soviet troops planted trees and bushed randomly, the area does not present a view of a well-cared garden. However, the grass is cut, bushes and trees basically cared for.

Area “B” is in decline. There are 3 buildings on the area, none of them in a saveable condition. Their surrounding is messy, a little urban forest growing on most of the soil.

<table>
<thead>
<tr>
<th>Specification of the area “B”</th>
<th>Area: 10 ha</th>
</tr>
</thead>
<tbody>
<tr>
<td>In uncared, neglected condition</td>
<td></td>
</tr>
<tr>
<td>There are military objects, facilities and drill grounds on the plot</td>
<td></td>
</tr>
<tr>
<td>Presumably contaminated soil</td>
<td></td>
</tr>
<tr>
<td>Classification in the zoning plan: small town (suburban) residential area. Lovas street up to Mikszáth street, and the south side of the planned internal road: freestanding buildings (max. height of buildings: 12,5 metres, build up ratio: 40%, 4,000 square metres possible building plots). North side of the street opening (starting) from Mikszáth street: garden suburb residential area, freestanding buildings (max. height of buildings: 5 metres, built up ratio: 30%, min. building plots: 900 square metres).</td>
<td></td>
</tr>
</tbody>
</table>

The soil is in questionable condition: some signs show that parts of the area are contaminated. A thorough examination is needed before further planning is carried out. However, the area is not completely abandoned: the public company responsible for maintenance of the city properties takes basic care of the area: regularly collects the dumped garbage and does some woodwork and clearing.

**Best Practice for the area**

Albeit the struggles of the Apáczai Foundation cannot be described as complete success, in some ways it can still be considered a best practice, as it shows a pattern that seems to be suitable to follow. The “Patchwork pattern” of having more functions in one building, and further extrapolating: different functions among the buildings and the green areas is now considered to be a path to follow.
Strategic keywords for the project area

Needs

- Large area with a high number of large - partly deteriorated - military barracks buildings.
- Area and architectural structures are protected, they have substantial significance in city history – making it both a priority and a difficult task to conserve and renovate them.
- After decades of closed functioning (Soviet army times) and repetitive failures of regeneration efforts, the site is a white spot in the minds of inhabitants, local NGOs and politicians. Believable movement and commitment to the renewal effort is a must from all sides.
- Since most buildings are dangerous to enter, the whole area of 20 hectares is closed and there is a lack of physical integration with the rest of the settlement. A significant group of inhabitants are thereby forced to make detours to reach the inner city.
- Lack of an overall strategy on the usage of this area, even partial plans
- Lack of parks and public spaces for leisure time activities in the surrounding part of the city inhabited by around 1000 families
- Find single users or users that could potentially work well together given the scale of the site.
- Access to finance and attracting private sector investment.

Opportunities

Area/Concept

- Large site within the inner city
- Potentially attractive heritage and conservation area close both to the inner city, the outside rim and the train station (good accessibility)
- Provide lacking internal city traffic (pedestrian, bicycle) connections, open up to city centre
- Providing ideas and stories to motivate community involvement - people will start to consider area as an asset and not a liability – potentially strong symbol for the synergy of past and future in the city.
- Successful community mobilisation may result in a sustainable community movement providing insight for urban issues and generally narrow the democracy gap.

Park

- Large green surfaces can be created suitable for leisure time activities
- Building on existing city events and making parts of the area a location for cultural and other community programmes
- Initiate civic activities and ownership of the area
- Nearby primary and secondary education institutions are motivated and can be involved for community utilisation of the green areas (e.g. art, gardening)

Heritage buildings

- Opportunity to develop the area for a mixed use: public functions, NGOs, cultural activities, private use
- Spaces for commercial activities, co-working/incubation of startup firms could be created - business growth potential
- Spaces for education and training activities can be created
New constructions

- Unlocking the area will stimulate the local real estate market and draw the interest of investors on parts of the area
- Development of site B can ease congestion and improve quality of life in the area
- Possibility for the introduction of green/sustainable construction at a larger scale.

Vision of the integrated action plan to be produced

What we expect from the Integrated Action Plan is to build a useful tool to share with the highest number of stakeholders the following topics:

1. The area becomes an “organic” part of the city, and its components (buildings, open spaces) contribute to the sustainable growth of the whole city;
2. The inhabitants become an important element of this integrated strategy;
3. The area becomes an important hub for the city (new services, housing, cultural activities, new activities etc.) and for the surrounding areas (two level of actions).

Stakeholders involved

The City of Szombathely does not have experiences with the urban planning, based on the engagement of the stakeholders in the design of the solutions. The participation to the MAPS project intends fill this gap. We planned to create an ULG groups with two level of interactions: an inner core or coordination group, (CG) made by 6/8 person, with deep knowledge of the military area: a wider group, supporting network (SN) made by the local stakeholders.

The narrower group (CG) is responsible for the coordination of the development of the process, gathers and organises the outer support groups, channels their ideas, plans into the planning process and gives the feedback about the advancements. The following list represents the members of the CG:

<table>
<thead>
<tr>
<th>Name</th>
<th>Theme</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. Károly Illés</td>
<td>Deputy mayor of Szombathely</td>
<td></td>
</tr>
<tr>
<td>Mr. Tibor Kuslits</td>
<td>Urban planning</td>
<td>Chief Architect of the municipality of Szombathely</td>
</tr>
<tr>
<td>Mr. Szabolcs Szakály</td>
<td>Development</td>
<td>Head of the City Development Department</td>
</tr>
<tr>
<td>Mr. Tamás Litkei</td>
<td>Architecture, urban planning</td>
<td></td>
</tr>
<tr>
<td>Mr. István Breznovits</td>
<td>Development expert</td>
<td></td>
</tr>
<tr>
<td>Mr. Tibor Polgár</td>
<td>Development expert</td>
<td></td>
</tr>
<tr>
<td>Mr. Péter Balázsy</td>
<td>Development expert</td>
<td></td>
</tr>
<tr>
<td>Mr. Ferenc Heckmann</td>
<td>Architect</td>
<td>Trustee of Apáczai Foundation, local inhabitant</td>
</tr>
</tbody>
</table>

The supporting network (SN) involve all those volunteers, private persons as well as different kinds of organisations (private and public, professional and civil), who support the development process with their expertise, ideas, opinions, and follow the work of the CG. The following list represents the network of local realities can involve in the project:
| Association close to the project area | Apáczai Csere János Foundation  
|                                        | Apáczai Waldorf School  
|                                        | further tenants  
|                                        | Neumann János Primary School  
|                                        | Losonc Street Kindergarten  
|                                        | Regional Day Care Centre for the Disabled  
|                                        | Guardians’ House  
| NGO or civil associations | Szombathelyi Szépítő Egyesület / Association for the Development of Szombathely  
|                            | Vas Megyéért Egyesület / Association for Vas County  
|                            | 11-es hussarok / 11th Hussars  
|                            | Vitézi rend, honvéd hagyományőrzők / Order of valiants, traditional soldiers  
|                            | Vasi Civil Centrum / Civil Centre of Vas County  
| Professional organisations | Vas Megyei Mérnöki Kamara / Chamber of Engineers  
|                                     | Vas Megyei Kereskedelmi és Iparkamara Chamber of Commerce and Industry  
|                                     | Vas Megyei Építész Kamara / Chamber of Architects  
|                                     | RFÜ / Regional Development Agency  
|                                     | Savaria City Development Nonprofit Ltd.  
|                                     | Savaria Tourism Nonprofit Ltd.  
|                                     | SZOVA ZRt. / Szombathely Assets Management Company  
|                                     | Agora Savaria – the Municipality’s Cultural Centre  
| Authorities | Environment Protection  
|             | Water Management Authority  
|             | local authority of Architecture and Heritage Protection  
|             | National Authority responsible for the national heritage protection  
| Representatives of the local economy | Entrepreneurs, supplier, service providers, constructors, etc.  

The inhabitants of the close neighbourhoods of the former military area, and of the whole city, were and will be invited to the open events of the project (like the Open day made on the 20 of February 2016). On these occasions they also will have the opportunity to have a look into the activities of the ULG and for the advanced of the Integrated Action Plan (IAP).
5.4 Cartagena / Spain (PP)

Description of the local context at the city level

The city of Cartagena was founded as a military town, but over time has managed to transform the original vocation. At this time Cartagena is not just a city with military activities but it has managed to turn into a city for Universities, for cultural activities and for the tourism.

Description of the local context at the project areas level

The town of Cartagena has decided to work on the site of Los Moro castle because it represents an opportunity in terms of the enhancement of the social cohesion. The castle is one of the most important landmark of the city in terms of cultural heritage but is situated in one of the most problematic district of the city. For this reason the Municipality has decide to invest in this project for the enhancement of the heritage and for the urban quality of the Los Mateos district.

Project area 1 / Los Moros Castel (Castillo Los Moros)

Fact sheet. The castle of Los Moros is located on top of the hill with the same name "Cerro de Los Moros" and is surrounded by neighbourhoods of Los Mateos and Santa Lucia. The hill is located near the train station, and bus and metro station.

General introduction to the project area

The hill of the “De los Moros” is located east of the historic center of Cartagena, with a maximum height of 56 meters above sea level. Its original name comes from the Roman foundation of the city of Cartagena, the Romans called the place “Ars Mercurii” (Hill of Mercury) because there was a temple dedicated to the god Mercury. The hill was occupied by a Roman legion and in 214 B.C. began the conquest of Cartagena who started the foundation of the “Carthago Nova”.

During the War of Succession (1706) Cartagena, as we know, was occupied by British troops. The troops commanded by the Duke of Berwick were placed on top of the hill and by the
artillery bombed the city of Cartagena. After this Cartagena back under the control of the Bourbons, and castle “De los Moros” was built between 1773 and 1778 as a part of the defense system for the Cartagena bay and harbor. The castle was designed with a defense system called “crown”, a central building (on the top of the hill) that controls two side buildings. The buildings are connected by an embankment and defended by a trench. The embankment was used to place the artillery to defend the city.

The fort was used in several wars and battles for the defense of the city: Independence war (1808 – 1814); Guerra Cantonal (1873 - 1874). In 1901 the fort was demilitarized and in 1929 become the property of the Municipality of Cartagena. The city of Cartagena does not care about the maintenance of the fort, until 1979, when he decided to demolish the illegal buildings that were built around the external wall of the monument.

At this time the fort don’t have any kind of function, and the situation of the main structures (retaining walls, embankment, trench and small buildings) is in bad state of conservation.

The surrounding area of the Fort / Los Mateos and Santa Lucia district

The “De los Moros” castle is surrounded by two districts: Los Mateos and Santa Lucia. In particular, the district of Los Mateos is in close relation to the castle and to the hill. In this section of the report we talk about this neighborhood (Los Mateos ) because there is a close relationship between the enhancement of the castle and the redevelopment of the district.

The neighborhood “Los Mateos” is composed mainly of four social groups: a Castilian local community, a community of gypsy people, a community of people from the North Africa and a community of people from the Central Africa. The urban quality of the district is very low due to of the following factors: presence of many buildings (houses) built illegally; in some parts of the district lack of the infrastructure (electricity, water, sewage, etc.); in some parts of the neighborhood the streets are not paved; low presence of public space for the community or low use.

For this series of factors, and for the presence of a problematic social composition of the neighborhood, we think that the “Los Mateos” district is a perfect place for one of the challenge of the MAPS project: enhancement of the former military heritage (De los Moros castle) in relation with the improvement of the Los Mateos district.

Image 36. Images related to the urban quality of the Los Mateos district. In this case the situation related to the buildings stock. On the left, examples of buildings built illegally; on the right, example of heritage buildings in the district.
Image 37. Images related to the urban quality of the Los Mateos district. In this case the situation related to the streets

Image 38. Map concerning to the urban fabric of the Los Mateos district. The former military heritage (Los Moros castle) is surrounding by the district. The main access to the castle is through the streets of the Los Mateos

**Relation with the local urban planning tools**

The municipality of Cartagena has submitted an urban integrated strategy for the city of Cartagena (by 13th January 2016). This tools is linked to the regional strategic plan (iris 2020) confirming its coherence with the European strategies related to urban policies and priorities.

**State of repair (buildings, open spaces, etc.)**

The castle of Los Moros is in a state of neglect. His condition is very close to being an archaeological remains. According to this situation the regeneration activities should be integrated with the activities of consolidation of the main structures of the fortification (walls, trenches, buildings, etc.).
Image 39. The state of the conservation of the Los Moros castle

**Best Practice for the area**

*RASCASA association.* Is a non-profit association whose purpose is to promote the comprehensive development of districts/areas considered at high social risk, boosting the involvement and effort of the society and the public administration to improve their quality of life. Its scope is the neighbourhoods of “Los Mateos”, Lo Campano and Santa Lucia (Cartagena). Participation is a cornerstone of the partnership. They promote the involvement of partners and employees through different participatory bodies (assemblies and advisory committees).
Colectivo Dignidad y Respeto ("Fénix Group"). This organization is composed by the following bodies, that work in the area of intervention: Neighbours Association, Rascasa Association (NGO), "Anibal" Public school, Parents of Anibal students association, San Isidoro parish, Gipsy workshop, cornets and drums band “La Buena” association, women association “Armonia” and Sacred family nuns. They represent the civil society and the “Los Mateos” inhabitants.

Strategic keywords for the project area

Needs
- Development of social inclusion
- Renewal and enhancement of the cultural heritage

Opportunities
- Development of new jobs
- Design of new public open space with the collaboration of the inhabitants of the area
- Increase the quality of the neighbourhood
- Increase of the multiculturalism

Vision of the integrated action plan to be produced

Involve the local inhabitants of the Los Mateos neighbourhoods into the renewal of the fortress, promote the area as temporary site for concerts, artistic performances, cultural and sports events, street thematic markets.

Stakeholders involved

The Municipality of Cartagena has already identified the group of the local stakeholders that will be part of the ULG. The first meeting (general introduction about URBACT, MAPS and ULG) it was held on the 15th of November 2015.

<table>
<thead>
<tr>
<th>Name</th>
<th>Theme</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pedro José Martínez Hortelano</td>
<td>Coordination of the team for the Los Mateos district for the improvement of the urban quality</td>
<td>Dignidad y respeto</td>
</tr>
<tr>
<td>Antonio González Velázquez</td>
<td>Cultural association for the valorisation of the fortresses and castles of the area</td>
<td>AFORCA</td>
</tr>
<tr>
<td>Gabriel Peche García</td>
<td>Private tourist board</td>
<td>AFORCA</td>
</tr>
<tr>
<td>Eva Gargallo Aguilar</td>
<td></td>
<td>COEC y Agrupación de Hoteles de Cartagena</td>
</tr>
<tr>
<td>Francisco Javier Sáez Albaladejo</td>
<td>Public body for the enhancement of the historical centre of Cartagena</td>
<td>Casco Antiguo de Cartagena S.A.</td>
</tr>
<tr>
<td>Miguel Martínez Bernal</td>
<td></td>
<td>Chamber of commerce</td>
</tr>
<tr>
<td>María Jesús Peñalver Martínez</td>
<td>University of Cartagena</td>
<td>UPCT</td>
</tr>
<tr>
<td>Jesús Jiménez Gallo</td>
<td></td>
<td>Ayuntamiento de Cartagena</td>
</tr>
<tr>
<td>María García Berná</td>
<td>Development company</td>
<td>EuroVértice</td>
</tr>
<tr>
<td>Raquel Galarza Ruiz</td>
<td></td>
<td>EuroVértice</td>
</tr>
<tr>
<td>Encarna Aguirre Campos</td>
<td>Cultural association aimed in the social activities in the Los Mateos district</td>
<td>Asociación Rascasa</td>
</tr>
</tbody>
</table>
We want to highlight that in the composition of the ULG there are two best local practices that we want to highlight: the Asociación Rascasa and Dignidad y respeto. The activities of the Asociación Rascasa is dedicated to the development of social programs for the support of families that live in the neighborhood (job training for young people, social inclusion, etc.). Dignidad y respeto it is a cluster of associations aimed to the improvement of the urban quality of the Los Mateos district and for the Los Moros castle. This cluster of associations has developed an agreement (Fenix declaration) with the Municipality of Cartagena for this specific activity.

1.- **AFORCA.** Antonio González Velázquez y Gabriel Peche García. This association was founded on 1995 and currently has about 400 members. Its main objective is the study and dissemination of knowledge of the Cartagena fortifications, to promote their conservation and restoration. By extension, it is interested in all fortifications anywhere, belonging to the Modern and Comtemporary ages (bastioned and romantic, respectively).

2.- **CASCO ANTIGUO DE CARTAGENA, S.A.** Antonio García Sánchez y Francisco Javier Sáez Albaladejo. It is a municipal company whose objective is to promote the urban and social regeneration of the historic city of Cartagena. The tools that it uses are the writing and the management of the urban planning, the implementation of the development projects, the soil restoration, the execution of urban infrastructures or the provision of services. It is fully owned by the Municipality of Cartagena.

3.- **UPCT.** Mª Jesús Peñalver Martinez. The Polytechnic university of Cartagena (UPCT) was established in 1998. Even though the science of engineering and economics have such a long tradition in Cartagena, the UPCT is the youngest University throughout Spain. The first school was the Mining (now School of Civil Engineering, Channels, Ports and Mines) and it followed the Engineering Industry, the Business Faculty.

4.- **Colectivo Dignidad y Respeto ("Fénix Group").** This organization is composed by the following bodies, that work in the area of intervention: Neighboughs Association, Rascasa Association (NGO), "Anibal" Public school, Parents of Anibal students association, San Isidoro parish, Gipsy workship, cornets and drums band “La Buena” association, women association “Armonia” and Sacred family nuns. They represent the civil society and the "Los Mateos" inhabitants.

5.- **COEC.- (District Confederation of Business Organizations).** It represents the aspirations and concerns of Cartagena entrepreneurs and manage them to promote and foster economic and social growth of Cartagena and its area. The Confederation compromises all the number of business associations, constituted in turn by the companies grouped by different economic sectors. COEC is a large association of associations that aims to bring together all the business of the District of Cartagena.

6.- **Chamber of Commerce.**
It is a public law corporation created for the representation, promotion and defense of the general interests of commerce, industry and navigation and the provision of services to businesses. It is configured as an advisory body and it acts as an intermediary institution backbone of the relationship between public authorities and businesses. Managed by the companies themselves, it manages public resources and performs public administrative functions with business criteria, all subjected to public expenditure control.

The participating members are:

- **Departments at the Municipality** that have relationship with the issues treated by the project: Social services, Cultural services, Urban planning department, Local Development Agency and Tourism department.
• “Cartagena Puerto de Culturas” (Cartagena Port of Cultures) it manages the tourist services of museums, interpretation centers and sites located in cartagena, making an integrated management of heritage tourism and cultural level including: guided tours, touristic transport, group visits management, store management, product marketing and maintenance. Besides that, it continues working on the recovery and enhancement of cultural tourism resources of the city. For the implementation of these actions, the Regional Government and the Municipality of Cartagena promoted the creation of this consortium between Chamber of Commerce, COEC, Port Authority and Polytechnic University, begining its career in 2001.

• RASCASA association a non-profit association whose purpose is to promote the comprehensive development of districts/areas considered at high social risk, boosting the involvement and effort of the society and the public administration to improve their quality of life. Its scop is the neighbourhoods of “Los Mateos”, Lo Campano and Santa Lucia (Cartagena). Participation is a cornerstone of the partnership. They promote the involvement of partners and employees through different participatory bodies (assemblies and advisory committees).

• CREECT It presents itself as a group that continues the work of the ancient association of the same name. It focuses in the forest recovery, the development of initiatives of environmental education and promoting social awareness of the environment. Within this philosophy, the use of science, technology, engineering and educational work intends to eliminate the short-term vision focused exclusively on human benefit at any cost that has led to the exhaustion of the vegetation of our planet.
**5.5 Koblenz / Germany (PP)**

**Description of the local context at the city level**

Koblenz, throughout its long history, has always been a fortified town with a strong military presence. From the Roman founding onwards was fortified during different eras. After WW II was one of the biggest garrison towns in Germany. In this context Koblenz was hit hard by the changes after the fall of the Iron Curtain. Since then more and more military locations were given up.

In the 19th century the city of Koblenz was fortified by the Prussians. This defensive system, of high historical and monumental value, in this moment generates some difficulties for the enhancement and for the maintenance. The Ehrenbreitstein Fortress, the largest of the system, is owned by the state. This is in good condition because of a number of investments last year. It’s a touristic highlight, with museums, gastronomy and education activities. The other fortresses are owned by the cities. But due to financial priorities for other projects, the buildings are in bad state of repair. For some of these buildings are born some initiatives, from local cultural organizations, aimed at the maintenance and enhancement.

The Prussian building are the reason, why Koblenz became part of the UNESCO world heritage list "Upper Middle-Rhine-Valley" in 2002.

The special challenge of the city of Koblenz comes from its traditional role as a garrison town to image. In the past the city was populated by 20,000 soldiers and civil military servants in Koblenz, and that represented the 15% of the population. Today it’s about 5,000 person. According to this fact most of the former military compounds are large but empty. Starting from this past role the idea of the project is addressed to transformation of this former military heritage in a new urban hub for the whole city.

**Description of the local context at the project areas level**

We have selected three project areas with different characteristics; an area to be redesigned completely (Fritsch-Kaserne) and two historic sites to enhance (Fort Feste Kaiser Franz and Fort Asterstein). The reason for this is that we believe it is important to build an integrated urban strategy, that takes into account different types of heritage (cultural values, size, geographical position, etc.) and trying to harmonize the urban regeneration strategies under a large vision that involve different sectors of the city and different stakeholders.

The Fritsch barracks are well located and with a lot of space. For this reason different kinds of usage are possible. The Prussian fortresses (Fort Feste Kaiser Franz and Fort Asterstein) are located close to the historical centre, with visual relations to the city and to the others fortress. They are used or possibly usable for cultural events and leisure.
Project area 1 / Fritsch-Kaserne / Fritsch barracks

Fact sheet. The Fritsch-Kaserne is located very close to the fortification of Ehrenbreitstein (Prussian fortification) part of the UNESCO site of the Upper Middle-Rhine-Valley. Its location is about 15 minutes drive from the centre of Koblenz and recently there is also a connection via ropeway, that in 5 minutes connects the city centre with the hill of the fortress of Ehrenbreitstein.

General introduction to the project area

It is a 25ha large former military barrack. 17ha of it need to be developed. The give-up by degrees was finished in 1998. Since then it was only partly used temporarily. The condition of the buildings are so bad, that they can’t be used anymore. A complete demolishing is necessary. The Fritsch barrack is located on a hill’s back 3km away from the city centre. Main Problems for development lie in the ownership and the difference between sale price and costs for development. Favorite uses there are Housing and calm business.
Relation with the local urban planning tools

There is no kind of “special relationship” (Urban design project) with the urban planning tools that exist for the management of the city of Koblenz, only to point out that the city has proposed to the Central State a management plan (urban design project) to convince the formal owner, of the former military heritage, that the regeneration is possible from the point of view of the costs and quality of the spaces.

State of repair (buildings, open spaces, etc.)

Most of the buildings are in bad state of conservation with evident problems to the structure (bearing walls and roof) and to the internal and external finishing (windows, plaster, etc.). The open spaces are not taken care of, and in general the state of conservation of the whole area is very low. The same is for the underground infrastructures (water system, central heating system, drainage system, etc.).
Best Practice for the area

At this time there are no “best practices” regarding the reuse of the former military area. If we can speak of this as a “best practices”, at this time a small part of the barracks used to host a group of refugees from the Middle East.

Strategic keywords for the project area

Needs

- Find a mechanism that supports the change of ownership, from the Central State to the Local State (Land)
- Find a financeable solutions for the sustainable development of the project
- Integration of the needs, related to the urban design project, and the needs of the ULG

Opportunities

- Location and surrounding area
- Possibility to include the inhabitants of Koblen in some aspects of the design of urban layout of the area
- Possibility to create a new urban fabric that will respond to necessity of the inhabitants

Vision of the integrated action plan to be produced

The Integrated Action Plan (IAP) should be addressed to support a project aimed to the development of an urban integrated environment with different functions: living and working (short distance), cross-generational living and to be able to interact with the natural environment.

Stakeholders involved

At this time (January 2016) has not yet been established the local team for the ULG. To set up this working group, the local partner, must follow a public procedure that is identified by a specific German law. In the coming months, the local partner, will activate this procedure for the involvement of the local stakeholders. With respect to the selection of the stakeholders will be our task (LP and LE) support the partner of Koblenz in this phase. In the following list the areas where identify the members of the ULG:

- Ministry of Finances (Owner)
- Regional government
- City council
- Local advisory council
- Urban planning department
- Department for economic development
- Department for environment
- Department for Social affairs, youth and family
- Department for School and Culture
- Department for Sports
- Department for engineering
- Public housing association
- Neighbourhood
- Agenda 21 Team
- Youth Committee
- Seniors committee
- Neighbouring municipality
- Providers for energy, electricity, water, telecommunication
Project area 2 / Fort Feste Kaiser Franz

Fact sheet. The Fort Feste Kaiser Franz, named after Franz I. from Austria, was a Prussian fortress in Koblenz on the left bank of the river Mosel. It was built in the years from 1816 and 1826 as part of a system of fortresses around Koblenz and Ehrenbreitstein.

Original size of the fort 40,000 square meters; size of the remains 3,000 square meters; Current use: no specific use; Owner, City of Koblenz

Image 44. The urban layout of the project area. Image 45. The project area within the urban pattern of the city.

General introduction to the project area

The fort is a part of a defensive system Feste Franz, consisted of the fort and several smaller fortifications built around a small hill called Petersberg in the town Lützelkoblenz, that later became a suburb of Koblenz. In 1890, the whole system was given up. Some fortifications like the Neuendorfer- or the Moselflesche were destroyed and overbuild though not removed completely, others were maintained and used as storage but were not supported any longer.

After the Great War, the whole system had to be destroyed according to the Treaty of Versailles. This happened during between the years 1920 and 1922, leaving large fields of debris with some untouched buildings like the Redoubt and the Kehlurm, a large tower at the foot of the hill.

Following the destruction of the fort was a time of stable political circumstances during the 1920s. The city of Koblenz was very interested in taking over all “defortified” sites in order to build sports grounds and parks. Unfortunately, most of the land was still required by French garrison. Only at the beginning of the 1930s the city was able to take over the ground as desired. Meanwhile political and financial situation had become worse, the city was nearly bankrupt and therefore was only able to install a new Volkspark on the remaining of the Bubenheimer Flesche, which still exists today (however it was completely rebuilt after Second World War). The remaining of the Fort Franz remained untouched.

During the time of the Nazi regime, Fort Franz was used as a camp mainly for foreign workers. Hints exist that from here Jewish people were sent via railroad to France for working, if they were also sent to concentration camps in the east is not clear. The buildings of the fort were
inhabited by a Gypsy community (Sinti and Roma), first voluntarily, later they were detained here and deported to Auschwitz.

After the Second World War Fort Franz became one of many slum quarters around Koblenz with unworthy living circumstances. At the beginning of 1959 the inhabitants were relocated to a nearby newly constructed building and the Redoubt was destroyed by blowing it up. The remains were left where they had fallen down and still are there. The whole slum quarter surrounding the fortification building was dissolved. A long period of non-interest in the fort followed.

Only in the middle of the 1980s there was a nameable effort to save the remaining of the fort, but the initiative soon came to nothing. It took over ten years before another initiative was started by a bunch of interested people that founded the association “Feste Kaiser Franz e.V.” in June 1997.

Image 46. In this historical map the geographical (spatial) relation between the historical city of Koblenz and the defensive system: Fort Feste Kaiser Franz, Fort Festung Ehrenbreitstein, Fort Asterstein and Feste Kaiser Alexander.
Image 47. In this image the main remains of the Fort Feste Kaiser Franz. These are the most visible, but most of the remains are hidden by the dense vegetation present on the top of the hill.

Image 48. In this map the contemporary situation of the former area of the Fort Feste Kaiser Franz. From the upper part of the map: the Volkspark (public park); residential areas; the remains of the Fort Feste Kaiser Franz.

**Relation with the local urban planning tools**

At the moment existing concepts, just handled with the lower level, that is a given up barrack directly at the railway. A combined planning for the Prussian buildings and the former military asset is not compulsory necessary.

**State of repair (buildings, open spaces, etc.)**

<table>
<thead>
<tr>
<th>Lower level</th>
<th>Teardown of some buildings necessary or recommended</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Usability of other buildings and to be proofed</td>
</tr>
<tr>
<td></td>
<td>Worthy of protection because of architectural value to be proofed</td>
</tr>
<tr>
<td></td>
<td>Green value to be proofed</td>
</tr>
</tbody>
</table>
Higher level

<table>
<thead>
<tr>
<th>Value of green to be proofed</th>
<th>Usability for different usages to be proofed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Historical building need to be protected and maintained</td>
<td>Usability of historical buildings for cultural affairs to be proofed</td>
</tr>
<tr>
<td>Worthy of protection because of architectural value to be proofed</td>
<td></td>
</tr>
</tbody>
</table>

**Best Practice for the area**

Association “Feste Kaiser Franz e.V.” cares for the historical buildings. Best practise could be the twin Association “Fort Konstantin e.V.”. The association Feste Kaiser Franz e.V. was founded in June 1997. Since then, this small group of enthusiastic people tried to save the buildings left like the Kehlturm and the main entrance of the fortress. The association works on site, for the safeguarding of the remains of the fortress and for the organisation of a cultural events. Since 2006 the association offers every month from April to October a free guided tour in German to the remaining of the fortification.

**Strategic keywords for the area**

**Needs**

- Valorization and protection of the landscape of the higher level
- Resettlement of illegal housing in the area
- Development of integrated urban approach that combines the higher and lower level of the area
- Development of integrated urban approach that involve the inhabitants of the area

**Opportunities**

- Area for the development of leisure and culture activities
- Location and surrounding area (the view, proximity to the centre of the city)

**Vision of the integrated action plan to be produced**

The Integrated Action Plan (IAP) will have to work on the enhancement of the landscape, for the higher level of the area, starting from the needs of the neighborhoods in the surrounding area. In this framework we can imagine leisure uses (temporary) and permanent cultural uses in the fortress. In the lower level possibly, but not necessarily complementary uses.

**Stakeholders involved**

At this time (January 2016) has not yet been established the local team for the ULG. To set up this working group, the local partner, must follow a public procedure that is identified by a specific German law. In the coming months, the local partner, will activate this procedure for the involvement of the local stakeholders. With respect to the selection of the stakeholders will be our task (LP and LE) support the partner of Koblenz in this phase. In the following list the areas where identify the members of the ULG:

- States’ general direction for cultural heritage
- Regional government
- City council
- Local advisory council
- Urban planning department
- Department for monument conservation
• Department for economic development
• Department for environment
• Department for School and Culture
• Department for Sports
• Department for engineering
• Department for greenfields
• Django Reinhardt Culture and Advisory Association
• Ass. "Kaiser Feste Franz" and "Fort Konstantin"
• Sports Club „Anadolu”
• Agenda 21 Team
• Youth Committee
• Monument protection committee
• Providers for energy, electricity, water, telecommunication
Project area 3 / Fort Asterstein

**Fact sheet.** The Fort Asterstein was part of the defenses of Pfaffendorf, made by the Prussians between the years 1820 and 1920, it is located on the right bank of the Rhine River. Its location is about 15 minutes drive from the centre of Koblenz.

Fort Asterstein built between the 1818 and 1868
Original size of the fort 100,000 square meters, size of the remains 10,000 square meters;
Current use: temporary use as social youth camp, events;
Owner, City of Koblenz

Image 49. The urban layout of the project area. Image 50. The project area within the urban pattern of the city.

**General introduction to the project area**

Fort Asterstein was built between 1818 and 1828 as part of the Prussian Ehrenbreitstein fortress on the right of the Rhine on the Pfaffendorfer-Höhe. The main task of the fort was to protect the town of Koblenz and the Ehrenbreitstein fortress.

The Prussian General, Ernst Ludwig von Aster, was mainly responsible for the planning and construction of the fort, and for this reason in the 1847 Friedrich Wilhelm IV named the fort "Asterstein" for the appreciation of the work done by the General. In the following decades the name "Asterstein" also extended to the surrounding residential areas. In 1981 the town council of Koblenz officially recognized the name of the area as a town district name.

Today only a parts of the original Fort Asterstein have been preserved, the main entrance and the Redoubt. The outer constructions (defensive walls) has almost completely disappeared. The fort was basically built with a system of walls and a dry moat. Its military use ended in 1929. After the second world war The building was inhabited by a Koblenz families up until the end of the 1960s. After this the building was abandoned and left to deteriorate for years.

In 1996, the citizens of Koblenz took the initiative to help the neglected building, and started to free the Redoubt from damaging weeds and removed huge amounts of dirt and refuse from the demolition of the buildings of the city. On the January 1998 was founded a cultural organization, called "Initiative Fort Asterstein e.V." which looks after the buildings and keeps it accessible to the public.
Image 51. In this image the reconstruction of the defence system of the Fort Asterstein. In the centre the Redoubt and around this the embankment and moat for the defence from the artillery strikes.

Image 52. In this image the situation today. After the end of World War I the outer defences were demolished and remains only main building, the Redoubt.

Image 53. Image related to the current situation of the Fort Asterstein.

Image 54. Image related to the current situation of the Fort Asterstein.

Relation with the local urban planning tools

At the moment a completion for landscaping is prepared. The surrounding green will be arranged to recover former appearance and the visual relationships between the fortresses.
State of repair (buildings, open spaces, etc.)

Overgrown surrounding area
Fortress in Bad condition but manageable.

Best Practice for the project area

Cultural organization, called “Initiative Fort Asterstein e.V.” (abolished)
Ass. “Kaiser Feste Franz” and “Fort Konstantin”

Strategic keywords for the project area

Needs

- Valorization and protection of the landscape
- Development of integrated urban approach that involve the inhabitants of the area

Opportunities

- Area for the development of leisure and culture activities (summer camp, concerts, Theatre, marriage) and culture (Christmas market, exhibition, historical performance)
- Location and surrounding area (the view, proximity to the centre of the city)

Vision of the integrated action plan to be produced

The Integrated Action Plan (IAP) will have to work on the enhancement of the remains of the fortress and of the landscape to create the opportunities to become a space useful to host different type of activities (private and public). We think that the Integrated Action Plan is an opportunity to develop a new mechanism for the heritage promotion in which the private and public activities are integrated to making sustainable the management of the fortress.

Stakeholders involved

At this time (January 2016) has not yet been established the local team for the ULG. To set up this working group, the local partner, must follow a public procedure that is identified by a specific German law. In the coming months, the local partner, will activate this procedure for the involvement of the local stakeholders. With respect to the selection of the stakeholders will be our task (LP and LE) support the partner of Koblenz in this phase. In the following list the areas where identify the members of the ULG:

- States’ general direction for cultural heritage
- Regional government
- City council
- Local advisory council
- Department for monument conservation
- Department for economic development
- Department for environment
- Department for School and Culture
- Department for greenfields
- Department for public order
- Arbeiterwohlfahrt
- Department for Tourism
- Ass. Karnevalsgesellschaft General von Aster”
- Django Reinhardt Culture and Advisory Association
- Ass. ”Kaiser Feste Franz“ and ”Fort Konstantin“
- Sports Club “Reinhardts Elf”
- Agenda 21 Team
5.6 Longford / Ireland (PP)

Description of the local context at the city level

Longford acts as an important administrative and major services centre for the county area and beyond. The 2011 census recorded a population of 39,000 but it is expected that this has well surpassed the 40,000 mark currently. Longford is the fourth smallest county area in the state and its location in the centre of Ireland marks the frontier between the economic powerhouse of the eastern greater Dublin Region and the ‘rugged and traditional’ Ireland of the west.

Historically the city of Longford would have served a much wider geographical area as it was a vibrant Barracks city which brought substantial economic benefits and stimulated growth. This changed substantially over the years as the role of the Barracks lessened, with the result that the wider city economy suffered. This was further exacerbated by the recession and particularly the collapse of the construction sector that was particularly buoyant in the city, following numerous government tax relief schemes for new builds in the city area.

Longford’s main industries include food production, saw milling, tourism and a number of Industrial Development Agency (IDA) supported multinationals, encompassing sectors such as Engineering, BioPharma & Medical Devices, and Internet & Computer Technology industries. The settlement is also an important retail centre with a good retail offer suitable to its size. State and semi-state organisations also contribute substantially to the employment profile of the city and include decentralised government departments. Within the environs of the settlement, agriculture is a significant economic contributor with the value of agricultural output amounting to €88.5 million and 700 jobs supported in the County’s food and drink processing sector as a result of the agricultural economy. Recent years has seen a number of startup companies emerge that also support the economic profile of the area.

With regard to the characterization of the city, the following indicators with respect to the urban core are worth noting:

- A higher than average young population, with 20.6% aged 12 and under.
- The proportion of people aged 25-34 years is higher than the national average.
- 29.2% of households in the area are single person households.
- 26.3% are non-Irish nationals, with Polish people accounting for 9.8%.
- 6.4% of the settlement cannot speak English well or at all.
- Longford has the highest Irish Traveller populations per capita in the Country- almost three times the national average.
- The largest community of Travellers is in Longford urban core where they account for 5% of the population.
- Deprivation in the city varies depending on proximity to the city centre, with the centre classified as very disadvantaged, the surrounding areas disadvantaged, the outskirts marginally below average and the surrounding rural area marginally above average.
- 45% of the city’s population had attained up to a 2nd level qualification while 45% had attained a 3rd level qualification or higher.
- 3 small areas which were classified as very disadvantaged had a high proportion of people with primary education only.
- Between 2006 and 2011, the level of unemployment in the city increased significantly from 18% to 35%.

Description of the local context at the project areas level

The Connolly Barracks Military Site is a prime parcel of real estate located in the urban core of Longford at the end of the Main thoroughfare. Following the closure of the Barracks in 2009
and its subsequent acquisition by Longford County Council, it is considered that the Barracks provides a perfect opportunity to stimulate growth in Longford.

The Council recognise that the Barracks complex is an important resource from an economic, social, environmental and cultural viewpoint and that it is fundamental to protect, develop and rethink this asset in order to benefit the community in a sustainable way in the long term. It presented itself as not only an opportunity for the creation of new jobs, particularly given the current economic circumstances, but provides an important chance to transform this feature into a place that fosters cultural and social exchange and inclusion, which is particularly apt for the Longford scenario.

In particular, the reasons for the selection of the project area include that the Longford destination is weak in its ability to retain and attract markets, services and infrastructure for strong operations and the brand and marketing perception is weak and somewhat tarnished. Longford needs to make a steep change in its offer, experience and reputation – its place brand. Powerful ideas are needed to drive a fresh exciting vision, that is based on reality BUT it must raise the bar and help people see Longford differently and for the city to secure a clear market position to support economic growth. It was considered that the rehabilitation of Connolly Military Barracks could help deliver this.

Connolly Barracks provides opportunity to transform the fortunes of the city and deliver a fresh offer, experience and reputation.

This could be a new place brand strategy; an important tool of economic development and cultural growth and social inclusion.
Project area 1 / Connolly Military Barracks

**Fact sheet.** The study area is characterized by its historical context (buildings from 18th and 19th century through to late 20th century), with the built form steeped in local and national history. The total site area is approximately 5 hectares (5.36 hectares) with approximately half the eastern portion of the complex being green field in type with no development except for a helipad.

![Image 55. The urban layout of the project area.](image55)
![Image 56. The project area within the urban pattern of the city.](image56)

**General introduction to the project area**

Located north of the River Camlin Connolly Barracks was founded in the late 18th century. Formerly known as the cavalry Barracks, the barracks was renamed The Sean Connolly Barracks in 1922. The barracks encompasses the original town marketplace and market house together with the former Longford Castle. Other significant buildings within the barracks complex are the Butter Market Building, the HQ Building (former Military Barrack and original Officers’ Mess), the Officers’ Mess (former Military Infirmary) and the Signal Stores (former Military Prison). The barracks was home to the 4th Cavalry Squadron of the Irish Army until its transfer to Custume Barracks, Athlone in 2009.

Given the strategic location of Connolly Barracks, within Longford, there is significant multifunctional redevelopment potential for the site. The site is within walking distance of the city centre, the new shopping centre and other city retail facilities, residential areas and other mixed use facilities. The owner of the area is the City Council of Longford. We can divide the area in three sectors:

1. The green field area
2. The core area (main building, buildings for officers and troops, parade ground)
3. The “compound” for training activities
Image 57. The general layout of the project area. On the left side the green field; in the centre the core area; on the right side the sector dedicated to the training activities.

Image 58. Connolly Military Barracks Site Assets.
The central area (core area) it is used by the City Council of Longford to organize temporary activities (festival, concert, Santa Claus village, Halloween festival, etc.). The main building (former Command and office building) is used to host some activities connected to this temporary activities. The buildings that are located between the Greenfield and the main building are used by local cultural associations.
Image 62. Example of social activities present within the area. The car vintage Club’s clubhouse

Image 63. Example of social activities present within the area. The car vintage Club’s warehouse

Image 64. The main building (Commander and office building)

Image 65. Others historical buildings within the Connolly Barracks area.

Image 66. The main entrance to the Connolly Barracks area and to the training sector.

Image 67. The training sector of the Connolly Barracks area. In this moment there is a fence that divides the area.
Relation with the local urban planning tools / strategic tools

Regeneration Plan / Longford County Council is currently preparing a Regeneration Plan (to be finalised in fourth quarter of 2016). As part of this a number of flagship or transformational projects have been identified with Connolly Military Barracks indicated as the priority transformational project where focus should be directed.

This Plan has complete support at both management and political levels. The Department of Environment also has indicated their support for the Plan, including the revitalisation of Connolly Barracks. The Plan will be used as a mechanism to attract funding for the programme of works identified.

Longford County Development Plan 2015-2021 / The Longford County Development Plan (CDP) is the legal overarching planning framework for the entire County of Longford. As part of this, Connolly Military Barracks and the immediate adjoining area have been identified as a “Cultural Regeneration Quarter”.

Longford Local Area Plan 2016-2022 / The Longford Local Area Plan is currently in preparation and is the legal planning framework for the urban area that includes Connolly Military Barracks. This document will outline the statutory land use zoning, determining permissible uses on the site and the adjoining area. It is envisaged that the URBACT initiative will influence this.

Longford Local Economic and Community Plan / The Longford Local Economic and Community Plan (LECP) is currently in preparation and will be finalised and adopted by Summer 2016. As part of this a specific action has been identified to focus on the Connolly Barracks Site as a priority flagship/transformational project and where possible take all necessary actions to ensure the revitalisation of this site and surrounding area.

All the project mentioned above are made in the framework of the Ireland’s Planning Policy Hierarchy 2016.

Image 68. The following conceptual illustration is included as part of the CDP (with illustration of Connolly Military Barracks depicted).

Image 69. Ireland’s Planning Policy Hierarchy. Connolly Military Barracks as a regeneration area is documented by all planning policy documents determined by Longford County e.g. County Development Plan, Local Economic and Community Plans, Local Area Plans etc.
State of repair (buildings, open spaces, etc.)

Generally the state of repair for the buildings within the area is medium. It is the intention of the County Council to carry out a full itinerary of repair works required to ensure protection of the assets and identify enabling works required to facilitate its reuse. This was agreed following a facilitated public consultation session with regard to the future of Longford. Until this report is completed it is difficult to state with certainty the exact state of repair.

A summary report with regard to the roof carried out in late 2015 identified problems with regards water infiltration and humidity of the roof on the Main Barracks Building. Money has been obtained to restore a section of the roof that was worst affected by this and to put in a heating system to deal with damp and condensation. This initial report also showed the presence of asbestos throughout the roof structure.

Best Practice for the project area

To date several activities, strategies and actions have taken place that provides examples of best practice. These include:

- Currently preparing a development options and investment prospects report for the site in consultation with property advice experts, Colliers International (global top 4 property advisors). This report will provide an options appraisal of market opportunities that are appropriate for Longford and will also highlight what mix of uses would give the best return to Longford from a financial and social perspective. In the coming months, this will then facilitate the Local Authority to look for ‘Expressions of Interest’ from private investors that may be interested in helping the Local Authority to realise this.
- Facilitated public consultation sessions by heritage professionals have been provided in order to help present an informed road map as to the future of the site.
- Funding opportunities have been pursued and obtained to the tune of €150,000 from the Department of Environment, which was used towards stabilising the main Military Barracks building.
- Facilitated the temporary reuse of some of the buildings to ensure a presence on the site. Buildings on the site have been let to the Vintage Car and Truck Club, the Bridge Club (over 600 members playing four nights a week) and the Longford Irish Countrywomen’s Association (ICA).
- Facilitated numerous festivals on the site such as summer and Christmas festivals that open up the site to the public, and other events such as a sleep out in aid of the homeless that included the former President of Ireland, by default raising the profile of the area.
- Collaborated with educational training courses in the field of historic building skills to successfully refurbish some buildings on the site in an economically sustainable way and through community collaboration.

All of these actions have helped to stimulate local and national interest in the site, enhance economic potential and promote social and cultural inclusion.

Strategic keywords for the project area

Needs

- Large Site with an extremely large central military barracks building.
- It has been difficult to ensure the avoidance of a piecemeal approach given the extent of the site.
- Managing to find single users or users that could potentially work well together given the scale of the site.
- Lack of Agreed Strategy- Defining an overall and holistic approach to the reactivation of the site that is politically, publically and economically acceptable.
Protected Structure with huge historic significance - Landmark Building so will need to be sensitively dealt with.
Access to finance and attracting private sector investment.
Lack of perceived connectivity to the area - Lack of physical integration with the site and the rest of the settlement.
Deterioration of buildings and assets within Connolly Military Barracks and indeed the area - Urban decay and vacant units in adjoining urban area.
Lack of safety in adjoining area due to urban blight and run down nature of the urban streetscapes.
Negative connotations associated with the site such as substantial job losses following closure of the Barracks, defensive and aggressive architectural treatment of the boundary and its location within a rundown area of Longford centre. This also causes negative social consequences.

Opportunities

- Attractive heritage buildings
- Large site within urban core
- Heritage and conservation area close to ‘premium Longford’
- Build on successful events and enhance social inclusion and cultural growth
- Riverfront and greenspace access
- Good all island accessibility
- Strong interested Longford diaspora
- Provide connections and open up to city centre
- People will begin to see the area as an asset and not a liability
- Opportunities to provide ideas and stories to motivate markets and encourage community ownership and buy in
- Opportunity to set out long term vision and support wider place brand development
- Unlocking the asset could stimulate market and interest for adjoining area
- Opportunity to provide mixed use development to cater for market demand and cultural needs
- Events and activity led potential
- Heritage attractions potential
- Business growth potential
- Education and training opportunity

Vision of the integrated action plan to be produced

The policy focus of the IAP will be to achieve an overall planning framework for the entire site with evidence based implementation framework and accompanying financial model. The plan will be the single most important document for the development of the area representing an agreed economic, social, cultural and environmental blueprint for the future development of the site and indeed the surrounding area.

The Integrated Action Plan (IAP) will articulate a roadmap for the comprehensive and sustainable regeneration of the military barracks complex, outlining specific actions, tasks and responsibilities, working towards the beneficial reuse and conservation of buildings and structures, as appropriate, within the complex. These uses will be tailored to ensure maximum social and economic benefit to the urban core and promote enhanced footfall between the military barracks and the central area. The plan will also prioritise access to and use of the courtyard as part of the civic and public space network within the urban core. The rejuvenation of this important landmark military barracks can therefore not only be itself recognised as a beacon of social, cultural and economic exchange but also act as a “kick start” or nucleus for the same to happen in the adjoining urban area.
## Stakeholders involved

The Municipality of Longford has identified the following group of urban actors, as a reference team for the development of activities of the ULG.

<table>
<thead>
<tr>
<th>Name</th>
<th>Theme</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mayor Gerry Warnock</td>
<td>Local Authority Elected Members</td>
<td>Longford County Council</td>
</tr>
<tr>
<td>Cllr. Seamus Butler, Chair of Connolly Military Barracks Committee</td>
<td>Local Authority Elected Members</td>
<td>Longford County Council</td>
</tr>
<tr>
<td>Clare Bannon</td>
<td>Regeneration Officer</td>
<td>Local Authority Officials</td>
</tr>
<tr>
<td>Terry Rooney</td>
<td>Senior Executive Officer</td>
<td>Local Authority Officials</td>
</tr>
<tr>
<td>Donall Mac An Bheatha</td>
<td>Senior Planner</td>
<td>Local Authority Officials</td>
</tr>
<tr>
<td>Michael Nevin</td>
<td>Head of Local Enterprise Office</td>
<td>Local Authority Officials</td>
</tr>
<tr>
<td>Aoife Moore</td>
<td>Planner</td>
<td>Local Authority Officials</td>
</tr>
<tr>
<td>Patricia Shaughnessy</td>
<td>Administrative Officer</td>
<td>Local Authority Officials</td>
</tr>
<tr>
<td>Mairead NíChonghaile</td>
<td>Heritage Officer</td>
<td>Local Authority Officials</td>
</tr>
<tr>
<td>Martin Morris</td>
<td>County Archivist/Historian</td>
<td>Local Authority Officials</td>
</tr>
<tr>
<td>David McNiff</td>
<td>Caretaker Connolly Barracks</td>
<td>Local Authority Officials</td>
</tr>
<tr>
<td>Identification phase</td>
<td>Community Development</td>
<td>Other civic society or local community interests</td>
</tr>
<tr>
<td>Seadna Ryan</td>
<td>County Longford Tourism</td>
<td>Other civic society or local community interests</td>
</tr>
<tr>
<td>Joe Flaherty</td>
<td>Longford Business Forum</td>
<td>Other civic society or local community interests</td>
</tr>
<tr>
<td>Identification phase</td>
<td>Social Inclusion</td>
<td>Other civic society or local community interests</td>
</tr>
<tr>
<td>Hugh Farrell</td>
<td>Organisation of National Ex-Servicemen</td>
<td>Other civic society or local community interests</td>
</tr>
<tr>
<td>Pat McGann</td>
<td>Organisation of National Ex-Servicemen</td>
<td>Other civic society or local community interests</td>
</tr>
</tbody>
</table>

The reasons for the presence of the above members on the ULG are as follows;

<table>
<thead>
<tr>
<th>Role</th>
<th>Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mayor</td>
<td>Most Senior Elected Representative who has ultimate deciding power for local government decisions including use of assets. The current Mayor is also a native of the area and has extreme personal enthusiasm for the rejuvenation of the site.</td>
</tr>
<tr>
<td>Cllr. Seamus Butler</td>
<td>Elected Representative and chair of existing Connolly Barracks sub-committee group. He also acts as chair of the Educational Training Board (who occupy a portion of the site) and is Chair of Longford Chamber of Commerce.</td>
</tr>
<tr>
<td>Regeneration Local Authority Officials (CB, TR and PS)</td>
<td>Key personnel from the Regeneration Section of the Local Authority who are ultimately responsible for driving the reuse and rehabilitation of Connolly Barracks site. Clare Bannon (CB) will also act as coordinator of the ULG.</td>
</tr>
<tr>
<td>Planning Local Authority Officials (DMAB, AM)</td>
<td>To ensure that the development framework presented and future IAP are informed by and indeed inform statutory planning documents that control the development potential of the site.</td>
</tr>
</tbody>
</table>
Local Enterprise Office (MN) | Direct links to on the ground economic developments within the county. Access to potential investors that approach the Council and also to economic opportunities presenting themselves on a local, regional and national basis.

Heritage and Historical Local Authority Officials (MNC, MM) | Provide expert advice on the built heritage of the site and assist with conservation proposals. Provide historical data and assist with historic exhibitions and integrating the important historical elements with future uses.

Caretaker (DMN) | Brings knowledge of the day to day workings of the complex and helps to facilitate buy in and communicate with regular users of the site.

County Longford Tourism (SR) | Provides expertise and insight to the tourism industry in Longford and how Connolly Barracks can feed into this and capitalise from it.

Longford Business Forum (JF) | Provides representation and access to a strong network of existing business within the city and promotes how future developments can benefit this. Also can provide opportunity for new business ventures on the site.

Social Inclusion and Community Development | Provides key linkages to knowledge of existing social and community groups and how these can be best accessed and exploited for the benefit of this project.

Association of National Ex-Service | Provides representation to the former soldiers that occupied the Barracks and draws on their wealth of knowledge about the asset.

**Draft Agenda for the ULG**

<table>
<thead>
<tr>
<th>March 2016</th>
<th>Following the group meeting in Piacenza, arrange a meeting of the ULG in March. This ULG should be readily available as there is already an existing Connolly Barracks sub-committee.</th>
</tr>
</thead>
<tbody>
<tr>
<td>March/April 2016</td>
<td>Public consultation campaign asking the general public for their opinions etc on the future development of Connolly Military Barracks. Arrange public open days of the site that includes guided tours and informative exhibitions with regard to the historical aspects and potential future uses.</td>
</tr>
<tr>
<td>April 2016</td>
<td>Devise additional ULG agenda in tandem with the group following the above events and URBACT MAPS agenda.</td>
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5.7 Espinho / Portugal (PP)

Description of the local context at the city level

The city of Espinho (in Portuguese, Câmara Municipal de Espinho) is located on the Atlantic coast on the North of Portugal. Its main activities are fishery, manufacturing industries and tourism. The municipality has a reputed beach resort well known by its withe-sand beaches. For many centuries fishing was the main economic activity in the region and only in the twentieth century started to lose its importance to manufacturing and tourism. The municipality has launched several projects to promote the economic valorisation of the sea coast and its related activities. The city council promotes several cultural and sports events, which aim to boost the economy of the region, through the development of the tourism “cluster” and also to promote the economic growth and creation of local employment. It has as its mission the valorisation of the endogenous resources of the territory, namely at the natural resources level, taking advantage of the sea and extensive coastline, as well as its cultural heritage.

Description of the local context at the project areas level

The main challenge of the city is the revitalization of the southern area of the city centre. In this area there is a military facility identified as Engineering Regiment No. 3 (RE3) of the Portuguese Army, dating back to 1976. In the past three years the army has reduced its operation in the premises and currently only 20% of them are in use. Consequently there have been talks between the city authorities and the Ministry of Defence in past two years about transferring the premises to the civil authority. At this time the city is looking into finding options for re-using of the premises.

In this general framework the idea of the Municipality is addressed to the regeneration of one of the abandoned RE3 site, an old military camp with no specific purpose at the moment. The Municipality of Espinho has planned to build a new headquarters for the fire department, currently located in the city centre. This idea would include in the rehabilitation and valorisation of this area the fire brigade of Espinho that are composed by volunteers (Associations) of the city.

The second project area is the area of the old airfield of the military base of the Engineering Regiment. At this moment the area is divided in two sectors; the first one used by the local aviation club; the second unused.
Project area 1 / Fire brigade site

Fact sheet. The area is located in the south sector of the city of Espinho, close to the railway line and to the golf course of the Oporto Golf Club.

Image 70. The urban layout of the project area.  Image 71. The project area within the urban pattern of the city.

General introduction to the project area

The project area appears as a closed neighbourhood and for enter in the area is present only a one main entrance. In the area are present different typologies of buildings: administrative buildings, warehouses, buildings for the troops. The urban layout of the area is the traditional one for the barracks. The architectural quality of the buildings is very good. In most of the buildings are present good materials (local stone, traditional tiles, etc.) and good exterior finishing. Also for the interior of the buildings is possible find good architecture elements (materials, type of solution for the spaces, etc.).

Relation with the local urban planning tools

The project area is inserted in the new Master Plan of the city as a space for new equipments (fire department). For this reason the area is a good location for the MAPS project because is a part of the urban agenda of the city. As mentioned above the main idea for the area is related to development of a new site for the fire department. In the Master Plan is identified the function but not the actions for the development of the project. These will be the output of the activities of ULG.
Image 72. The new Master Plan of the city. In this layout the zoning.

Image 73. The identification of the project area (fire brigade site).

**State of repair (buildings, open spaces, etc.)**

Most all the buildings in the area are in good state of conservation. In some case there is some problems in respect to the presence of some damage on the structure of the roofs or for some modifications to the typologies of the buildings (modification of the windows and doors). In general, the buildings would be used after light restoration activities. The biggest problems for the area, from the point of view of the state of the repair, may be from the quality of open spaces. At this time the open spaces are used as “storage” for various types of materials (construction materials, cars not used, recycled materials, others).

Image 74. State of repair of the buildings and open spaces.
Best Practice for the project area

At this time there are no “best practices” regarding the reuse of this former military area.

Strategic keywords for the project area

Needs

- Renewal of the buildings for the new function (fire brigade department)
- Renewal of the open space
- Construction of a new buildings and facilities

Opportunities

- Attractive heritage buildings
- Education and training opportunity in the field of the activities of the fire brigade
- Development of the layout of the area with the involvement of the fire brigade volunteers

Vision of the integrated action plan to be produced

The development of an integrated space to accommodate the activities of fire brigade and the cultural or social actions that involving the inhabitants of Espinho.

Stakeholders involved
The Municipality of Espinho has identified the following group of urban actors, as a reference team for the development of activities of the ULG.

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<th>Name</th>
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<td>Engineering Regiment of Espinho</td>
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<td>Humanitarian Association of Fire Fighters Espinho Volunteers</td>
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<td>SkyDive Europe</td>
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<td>ADCE – Development Association of Espinho</td>
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<td>Presidente da Junta de Freguesia de Paramos</td>
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<td>ADRITEM - Integrated Rural Development Association</td>
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<td>Vicente Pinot</td>
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<td>Municipality of Espinho</td>
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<tr>
<td>Fernanda Amorim</td>
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<td>Municipality of Espinho</td>
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Project area 2 / Airfield – Airstrip

Fact sheet. The area is located in the southern sector of the city of Espinho, near to the golf course of Oporto Golf Club, to the base of the Engineering Regiment No. 3 (RE3), to the village of Praia de Paramos and to the natural area of the Paramos lagoon.

General introduction to the project area

The situation in the area is very peculiar. At this moment the site of the airstrip is divided in two sectors by the presence of the access street to the village of the Praia de Paramos (close to the beach). This situation reduces the usage of the airstrip, in fact at this time can land only small touristic aircraft. This activity is organized and managed by the local aviation club (Aero Clube da Costa Verde). The remaining of the airstrip is not used and its state of repair is very low.

The village of the Praia de Paramos is situated in front of the beach (close to the airstrip) and its situation is “particular”. From the point of view of the local Master Plan this village is illegal, because is in the center of an ecological area, but because of its historical presence in the area is considered as a tourist equipments.

Near the village there is a pedestrian path, built on wood on the sand dunes, which connects the urban center of Espinho with the lagoon area close to the village. It is a project of recent construction that allows the direct connection between the city and this natural area.

Relation with the local urban planning tools

In the Master Plan the area of the airstrip has been identified like an equipment. For the village of the Praia de Paramos the situation is more complicated because has been identified like a touristic equipment, but at the same time is within to a ecological and protection area. For all this reasons we think that this project area is important for the MAPS project because will allow as in the identification of an appropriate strategy for the management of this particular situation.
State of repair (buildings, open spaces, etc.)

As regards the airstrip the state of repair is very low. As regarding the village of the Praia de Paramos the state of conservation of the buildings is different; buildings in good state of repair, buildings in bad state on conservation, buildings unused, etc.

Image 77. The current situation of the area. The airstrip cutted by the street; the village of the Praia de Paramos and the pedestrian path on the sand dunes.
Best Practice for the project area

The only "best practice" present in the area is that of the aero club (Aero Clube da Costa Verde).

Strategic keywords for the project area

Needs

- environmental protection
- identification of new opportunities for the airstrip

Opportunities

- involvement of the local community
- integration of the existing facilities

Vision of the integrated action plan to be produced

Integrate the local community of the Praia de Paramos and the Aero Clube da Costa Verde in the identification of innovative solution for the enhancement of the values of the site (natural area).

Stakeholders involved

The Municipality of Espinho has identified the following group of urban actors, as a reference team for the development of activities of the ULG.

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**5.8 Châlons-en-Champagne / France (PP)**

**Description of the local context at the city level**

Châlons-en-Champagne is a town located in the East of Paris which has a strong military tradition. Even if in the mid-1970s, the town had more than 3000 soldiers, successive reorganizations of the Defence Forces have led to a reduction in the number of soldiers. Thus in 2014, the town had less than 1 300 people employed by the Army.

In the autumn 2014 the announcement of the dissolution of the last units still stationed in Châlons-en-Champagne is a turning point in the history of the town. This dissolution was effective in the summer 2015 and represents a loss of 1 003 direct jobs namely 1 455 people with family for the area of Châlons-en-Champagne. Moreover, the impact on the indirect and induced jobs is 314 unities.

Beyond the economy and social aspect, the disappearance of military units generates many urban wastelands: 3 barracks representing about 57 hectares in the heart of the town, the release of several dwellings in the military areas (one area of more than 100 empty dwellings, and a second one with high vacancy rate).

This observation finds resonance in a city of 46 000 inhabitants where public employment represents over 50% of employment. On January 1st 2016, a second modification came for Châlons-en-Champagne with the loss of its status of regional Prefecture in favour of Strasburg as part of the creation of the new regions (Merging of the regions Alsace, Lorraine and Champagne-Ardenne).

This led elected officials and economic actors of the territory to commit by the end of 2014, a reflection on the economic future of the territory. The mobilization of human and financial resources in the development of growth sectors was wanted by all; a contract was signed with the State, local authorities and consular chambers to mobilize more than € 68 million over the next four years to implement the chosen actions.

The first challenge is the creation of jobs and the economic development of the territory with the development of the energy sector (training, production, maintenance, recycling), the Silver Economy (training, demonstrator, connected housing, senior homes), connected agriculture, logistic, the renovated city of tomorrow (waste recycling, training, etc.).

The second challenge is the re-urbanization of the spaces vacated after the departure of the army. Those barracks in the town centre are opportunities to support the new growth, rethinking the city and its neighbourhoods. However, at the urban development scale, those military assets represent a very substantial potential. Their re-urbanization must be rethought across 20 years.

**Description of the local context at the project areas level**

The location of “Quartier Forgeot” is strategic for the city of Châlons-en-Champagne: close to the city centre, close to a large community and to several facilities such as the Olympic swimming pool, the sports centre, and associations houses. From September 2015 is on progress a renewal project aimed to the revitalization of the city-center. Of course, the question of Chanzy Forgeot’s future has to be connected with the project that will be settled into a few months (June 2016).
Project area / Chanzy-Forgeot military base

Fact sheet. The project area is located at the old “Northern Entrance to the town” (Entrée Nord de la Ville), is close to the historical centre of the town, as well as the public infrastructure and commercial area.

![Image 78. The urban layout of the project area.](image1)

![Image 79. The project area within the urban pattern of the city.](image2)

General introduction to the project area

The barracks Chanzy Forgeot was built in 1872, starting from an existing barracks (Sainte Jaques barracks). During the First World War, the barracks were used as a dormitory for the troops destined for the front and as a military hospital. During World War II the barracks was occupied by German troops, and for this reason in 1944 it was bombed by the allied troops.

During the 50s the barracks has grown and has added new buildings and new functions (infirmary, canteen, truck depots, etc.). The activities of the barracks go on until the year 2000 when it is decided to sell a part of the area (north sector) and turn it into a commercial and residential district. The project has been implemented in 2014.

The loss of many regiments during the period 1990-2000 allowed the Town to recover two military quarters. The “Quartier Chanzy-Forgeot” is one of those quarters. The size of the area is approximately of 176.250 square meters, with barracks, and a large courtyard. A part of the area has been transformed in the 2000’s, representing 80.000 square meters; this reconversion, as mentioned was focused on the creation of a shopping centre, housing and tertiary activities. The Municipality was the project manager and this regeneration has been related to a social housing district and to the city centre by the opening of new roads.

Since that, a second urban renewal project has been studied for the whole area aimed on the development of housing projects. Unfortunately the demographic evolution and recent changes led the Municipality to stop and rethink the project and the vocation of this area. For this reason, the Municipality has decided to identify this area as a possible project area for MAPS project. In this moment (February 2016) we have four level of implementation of the area:

Sector 01. The area has been regenerated, and some of the buildings are reused for apartments, for the offices of the local Job Centre, commercial district;
Sector 02. In this sector is currently being the depollution of the soil;
Sector 03. Sector used by the Louvre Museum for the storage of artworks; Sector 04. Sector still in use, but it will soon be fully released from the military activities.

Image 80. The general situation in Châlons-en-Champagne for the military area.

Image 81. The layout of the Chanzy Forgeot barracks. With the blue color the area under renewal or in use with non military functions (sectors 01/02/03). With the red color the area proposed for the MAPS project.

For the MAPS project the suggestion is related to the use of the sector 04, to implement activities with the involvement of the stakeholders and inhabitants. This sector is the core area (67.207 square meters) that is possible identify with the red color in the map above.

Image 82. The buildings and open spaces within the project area.
Relation with the local urban planning tools

Local urban planning tools are currently in revision. The aim is to reduce the constraints on the area.

State of repair (buildings, open spaces, etc.)

The risk of the deterioration of the state of repair of the buildings, after the departure of the army, is very real. The external areas are mainly covered with asphalt, but without an ordinary maintenance there is a risk of degradation is very high.

Best Practice for the area

ReInventer le centre ville (http://reinventerchalons.com). In the framework of the regeneration strategies of the city centre, the Municipality of Châlons-en-Champagne on February 2016 has organized a Hackathon with the involvement of 60 students (architects, designers, landscapers, sociologists, town-planners, graphic designers, economists, etc.), from all over France. This “innovators” has divided into 12 teams and they have worked on specific fields of the urban regeneration. This experience was the first organized in France in the field of the urban project. It was very prolific and rewarding. Many of the project ideas will be part of the 2016 plan for the historic center of Châlons-en-Champagne. Taking into account this result, the Municipality is thinking to apply a similar approach (in 2017) to rethink Chanzy ForGeot area.
Strategic keywords for the project area

The idea is to build a “bottom up” project to reveal and highlight local identity, wealthy and skills, based on endemic opportunities (agriculture, technology, circus arts, university development, research, etc.). Involving inhabitants and other stakeholders to define the project is crucial. Several ideas are in reflection for the temporary vocation of the area (2.0 museum, collective / shared gardens, etc.).

Needs

- Environmental evaluation of the area
- Evaluation of the situation of the buildings (state of repair)
Opportunities

• Strategic area close to the city-centre
• Relation with the project of city-center revitalization.

Vision of the integrated action plan to be produced

Partnerships / think tanks have been already made as part of committed projects or work processes whose essence / thematic keys over IAP with the ones of the restructuring / recovering of brownfields (urban restructuration, revitalization, redo the city on the city, the fight against urban sprawl), including military wastelands.

This is particularly the case for the bodies of the MSRC but also those implemented within the renovation and revitalization of the town-center that associate different partners and on which the constitution of the ULG can rely.

The aim is to build an integrated plan during next 2 years. Several projects are in reflection and the question is also how to go on with the projects while the global reflection is in progress. The question of temporary vocations could also be helpful to set an evolutionary project.

Stakeholders involved

Partnerships / think tanks have been already made as part of committed projects or work processes whose essence / thematic keys over IAP with the ones of the restructuring / recovering of brownfields (urban restructuration, revitalization, redo the city on the city, the fight against urban sprawl), including military wastelands. This is particularly the case for the bodies of the MSRC but also those implemented within the renovation and revitalization of the town-centre that associate different partners and on which the constitution of the ULG can rely:

• Town of Chalons-en-Champagne: several concerned departments and directorates (Urban Department, Green spaces department);
• Conurbation Community of Chalons-en-Champagne: several concerned departments and directorates (i.e.: Directorate for urban development and environment);
• SEMCHA (Semi-public company);
• The Urban Planning Agency;
• Caisse des Dépôts et Consignations (Deposit and Consignments Fund – financial organisation);
• The main local landlords;
• The services of the State,
• The departments of the Region Council (ERDF economic development);
• The Architect des Bâtiments de France.

Other stakeholders will be involved in the project. The project coordinator is already in contact with other partner that are interested in taking part in the project, such as researchers and architects from Nancy. The goal is to go further and involve other partners such as community associations, the inhabitants, to set a sustainable and shared project.
5.9 Serres / Greece (PP)

Description of the local context at the city level

Serres is a city in Central Macedonia, Greece, capital of the same named Municipality, capital of Serres regional unit and second largest city in the region of Central Macedonia, after Thessaloniki. Serres is one of the administrative and economic centers of Northern Greece. The city is situated in a fertile plain at an elevation of about 70 metres (230 feet), some 24 kilometres (15 miles) northeast of the Strymon river and 69 km (43 mi) north-east of Thessaloniki, respectively. Serres’ official municipal population was 76,817 in 2011 with the total number of people living in the city and its immediate surroundings estimated at around 100,000.

Due to the situation of the city (on the vertical axe of Egnatia national road and close to Bulgarian borders), it could function as development pole of the wider area and as a cross border co-operation point. Significant infrastructure facilities with regional and even wider range are the new hospital, the Serres race circuit, the large athletic facilities and the local university. The city is home to the Technological Educational Institute of Central Macedonia (Greek: ΤΕΙ Κεντρικής Μακεδονίας), composed of the School of Technological Applications, the School of Management and Finance and the School of Graphic Arts and Design, with at least 10,000 Greek and international students. Furthermore, the city is a cultural centre with long tradition and historical heritage, where many cultural clubs function and important cultural events happen.

Description of the local context at the project areas level

In the territory of the city of Serres, there are four military camps which cover over 600,000 sq meters. The presence of so many camps is because of the short distance of the city with the borders (Bulgarian). The three of them are placed on the three different axes – entrances of the city and the fourth one is placed inside the urban tissue, especially after the extension of the residential limits. Only one is active and the other three are inactive during the last 15 years. Namely the military camps are:

1. Kolokotroni military camp: inactive, area 260.775 m², situated at the west entrance of the city, dates back to 1925. It belongs to Ministry of Finance.

2. Kleisari military camp: active, area 62.522 m², situated at the west entrance of the city. It belongs to Ministry of National Defence.

3. Emmanouil Papa camp: inactive, area 153.702 m², situated at the north entrance of the city, dates back to 1927. It belongs to Ministry of National Defence.

4. Papalouka military camp: inactive, area 124.759 m², situated inside the city, dates back in the period of Ottoman Occupation of the area. It belongs to Ministry of National Defense. Recently, thirteen buildings are declared as monuments by the Ministry of Culture and Tourism.

There is also an ammunition depot, inactive, area 27.966 m², situated at Lefkona village. It belongs to Ministry of National Defence.

In 1999, Municipality of Serres started the negotiations with the Ministry of Defence in order to gain as much public area as possible and succeeded to the following agreement:

261,000 square meters will come to municipal ownership (including Lefkona depot, Papalouka military camp and the biggest part of Emmanouil Papa camp) and 45.5 square meters will
remain at ministry property and will be turned into dwellings. That means that 85% of the former army property will become significant municipal asset.

The Papalouka military camp and the part of Emmanouil Papa camp were selected as project areas as they are in the urban tissue and can provide space for a variety of necessary social, economic and ecological as well as cultural functions for the benefit of the community. They present also a possible opportunity for the creation of new jobs, given the current financial crisis in Greece.
Project area 1 / Papalouka former military camp

Fact sheet. This former military area is situated in the centre of the city and it is no longer used by the army. The military camp dating back to the Ottoman occupation of the region. The size of the area is approximately of 124.759 square meters. The owner of the area is the Ministry of National Defence. Recently, thirteen buildings has been declared as monuments by the Ministry of Culture and Tourism.

General introduction to the project area

Papalouka former military camp is the only one that it found itself “trapped” inside the urban tissue. It borders with three urban settlements (west, south and north side) and one gypsy settlement with permanent dwellings (east side). All the urban settlements are characterized as purely sites for residence and there are not many shopping areas. The buildings are usually with one to two floors and character of neighborhood is quite obvious. The camp touches the Prousis street which is part of the ring road of the city. It is connected with the city center with one of the main roads of the city (Ippikou Sintagmatos and Anatolikis Thrakis streets). It is within walking distance of the city centre, the administrative and shopping center and other retail facilities and mixed use facilities. The houses along Ippikou Sintagmatos street have architectural interest and there is also the Tzitzirli Mosque, a listed monument.

Furthermore, the camp is very close to Agioi Anargiroi Stream, which is part of the Agioi Anargiroi valley. The latter is the most famous leisure and green area in the city where many people visit for walking, jogging, biking or just enjoying coffe or drinks during hot summer. There are also many athletic facilities in the valley such as Swimming pool, Sports Hall and open space fields. It is also a tourist destination for many visitors.

Relation with the local urban planning tools

For the area of Papalouka former military camp the Municipality of Serres has developed an “urban scheme” or layout to activate the regeneration of the area. It is a generic project idea that identifies the building to recover (restore) and which possible functions identify for them. In relation to this, some years ago, the Municipality of Serres has demolished some parts of the boundary (wall) of the former military base, making possible the entrance of the inhabitants to use the site like a public park. This was the first act of the re-appropriation of the site by the inhabitants and the project proposed by the Municipality is aimed to the
reinforcement of this act. In addition to this urban project there is a proposal for the development of a Museum in the area starting from the reuse of one of the listed building.

Image 87. The general layout proposed by the Municipality of Serres for the regeneration of the area. With the blue line, the sector of the listed buildings; with red colour the footprint of a new museum; with the green colour the area of the public park.

**State of repair (buildings, open spaces, etc.)**

The area consists of two sector: one big green open space and one sector where there are the buildings of the former military base. For the first sector, the quality of the space is good because the maintenance is organized by the Municipality of Serres. For the second sector, the state of repair of the buildings, is very low. All the buildings are listed and for this reason is difficult in this moment think to a maintenance project for all the sector.
Best Practice for the area

**Eco Festival.** During the last 6 years, in the area of the former military base it has been organized the Eco Festival for the celebration of the Environment Global Day (5th of June). This festival is composed of presentations, workshops, eco-friendly games, experiments from pupils of different schools and musical sessions. The aim of this festival was and still is to raise environmental awareness and build up new co-operations and relations. Among the workshops that are introduced, are good practices for recycling and energy saving, renewable energy forms, protection of animals, familiarization with stars and planets. There are also mobile library, horse riding, traditional games, theatrical performances and other events. The
organizers are the Primary Education Administration, the Environmental Education Center and the Chamber of Commerce. Many local stakeholders offer their volunteering help such as NGOs and Associations from around Serres and nearby towns.

**Strategic keywords for the project area**

The basic principle in municipal plans for the sustainable re-use of ex military camp is to maintain and showcase their basic characteristics with respect to its history. The objectives that were set by the Urban plan are:

1. Contribution in order to raise the open green spaces of the city
2. Contribution in order to network the open green spaces
3. Harmonization of the uses of these areas with the cultural and social activities of the city
4. Facilitation of the urban mobility and easing the parking ability of the city
5. Re-use of the existing buildings in order to host cultural and recreational activities
6. Designation of cultural heritage

The needs are:

- Long lasting and bureaucratic procedure in order to gain ownership from Ministry of Defense;
- Lack of an overall and holistic approach in terms of economic and environmental sustainability, participation procedures and social inclusion;
- Reduced municipal funds to dedicated to their development;
- Lack of know-how in order to attract private sector investment;
- Protected buildings with many restrictions on behalf of Ministry of Culture;
- Danger of further deterioration of the buildings that makes them without any use

The Opportunities are:

- Strong local political commitment;
- Area inside urban tissue;
- Flexible and attractive buildings;
- The open spaces are already familiar to neighbor inhabitants but to the other citizens too, especially children due to ECO FESTIVAL;
- Closeness to city center and other recreational areas;
- Cultural and recreational potential;
- Set up of long term vision and, why not, a brand development

**Vision of the integrated action plan to be produced**

As a first vision, according to Master Urban Plan of 1998, it is the transform of this brown area to a Green and Cultural Park, together with the creation of a new archaeological museum. This idea was specialized by a working group of Local Technical Chamber which studied all the area and the buildings and proposed possible land and building uses. This effort was strengthened by relevant senior thesis of students of local university and by a local cultural club who proposed the creation of Modern Museum “Konstantinos Xenakis”. The idea of a Green and Cultural Park was unanimously adopted by the Municipal Council. The basic characteristics of the Park would be:

1. Presence of significant spaces where the historical and cultural heritage of the city will be presented;
2. Operation of modern art venues;
3. Operation of open spaces for creative and alternative recreational activities

All the above will be connected to the historical route of the city across ages.
Through the operation of the Urbact Local Group, a comprehensive and sustainable regeneration plan will be developed, which will outline the specific actions, the tasks, the responsibilities and the funding means in order this dream to become reality. The Integrated Action Plan will take into consideration the recent economic situation and public authorities will work together with civil society and find the appropriate financial model.

**Stakeholders involved**

The stakeholders that Municipality has identified to involve in the ULG are:

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Project area 2 / Emmanouil Papa former military camp

Fact sheet. This former military camp is situated at the north entrance of the city. The presence of the camp in this area dates back to the 1927. The owner of the area is the Ministry of National Defence. The size of the area is approximately of 153,702 square meters.

General introduction to the project area

The Emmanouil Papa former military camp is situated 3 km east of the city center, at the suburbs of the city. It belongs to the rural area of a suburb of Agios Ioannis, where many citizens live and commute everyday to the city center for work. It also borders with the national road which connects Serres with Drama, the capital city of the neighbor prefecture.

The area between the camp and the city, according to Master Urban Plan, is characterized as “area to serve urban population” where land uses as retail services, offices, banks, shopping centers, administration services and recreational services are predicted. The area south of the camp, is proposed to be used for dwellings, small - scale rural activities and shops along the length of the road to Drama. In other words, it is an area for the future expansion of the city. At the east side, land uses for large scale cultivations such vegetables for local needs, are present. Just outside of the camp, there is an open central station of local buses, on a municipal site. There are plans this station to be connected with the city center with a park and ride system, in order to eliminate the number of visitor cars entering the city.

Relation with the local urban planning tools

As for the Papalouka former military camp also for the Emmanouil Papa former military camp the Municipality of Serres has developed a urban design project. In this case the idea is about the renewal of the buildings with public and cultural functions. In the project are identified the functions (activities) to insert in buildings and some changes to the layout of the streets and open spaces.
The general layout proposed by the Municipality of Serres for the regeneration of the area.

**State of repair (buildings, open spaces, etc.)**

The area consists of two sectors: one big green open space and one sector where there are the buildings of the former military base. Some of the buildings date back to the beginning of the previous century and others date back to the decade of 60s. Thirteen buildings have been studied by the Ministry of Culture/local Antiquity Department and have been proposed as listed ones. There is also a road network whose maintenance is quite necessary.

The central street is shaded by the branches of the tall trees, situated at its sides, resulting to a marvellous sight. Concerning the green open space, its quality is good because the maintenance is organized by the Municipality of Serres. For the second sector, the state of repair of the buildings, is very low.
Best Practice for the area

There is not any best practice taking place in this camp, except the regular maintenance of the open spaces by municipal services.

Strategic keywords for the project area

The basic principle in municipal plans for the sustainable re-use of ex military camp is to maintain and showcase their basic characteristics with respect to its history. The objectives that were set by the Urban plan are:

1. Contribution in order to raise the open green spaces of the city
2. Contribution in order to network the open green spaces
3. Harmonization of the uses of these areas with the social activities of the city
4. Facilitation of the urban mobility and easing the parking ability of the city
5. Re-use of the existing buildings in order to host social and recreational activities
6. Designation of cultural heritage

Needs:

- Long lasting and bureaucratic procedure in order to gain ownership from Ministry of Defense;
- Lack of an overall and holistic approach in terms of economic and environmental sustainability, participation procedures and social inclusion;
- Reduced municipal funds to dedicated to their development;
• Danger of further deterioration of the buildings that makes them without any use;
• Efforts to satisfy the needs for social services facilities for the new dwelling sites and growing suburbs;
• Challenge to use innovative methods not only for the re-use of buildings but for the open spaces too;
• Urban planning having in mind sustainable mobility issues

Opportunities

• Strong local political commitment
• Area serving a new dwelling site
• Flexible and attractive buildings
• Closeness to national road and suburbs who tend to grow
• Cultural and recreational potential
• Set up of long term vision

Vision of the integrated action plan to be produced

The first vision of this area is to use the building capacity in order to serve the new dwelling site and the growing suburbs in terms of social services (e.g. kindergarten, primary and secondary schools, elderly houses, administrative municipal services, recreational, athletic and open spaces). The proposed land uses should focus not only to the specific area but also to serve people from the wider area.

The existing buildings should maintain their listed characteristics and personality. The surroundings should be pointed out with eco-friendly and sustainable materials, the grove of trees should be maintained and some of the streets should be pedestrians. One of the most crucial things is to sustain a flexibility in order to attract private investors.

Through the operation of the Urbact Local Group, a comprehensive and sustainable regeneration plan will be developed, which will outline the specific actions, the tasks, the responsibilities and the funding means in order this dream to become reality. The Integrated Action Plan will take into consideration the recent economic situation and public authorities will work together with civil society and find the appropriate financial model.

Stakeholders involved

The stakeholders that Municipality has identified to involve in the ULG are:

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5.10 Telsiai / Lithuania (PP)

Description of the local context at the city level

Telsiai is a town in the North-west of Lithuania with about 24,000 inhabitants. It is the capital of Telsiai County and Samogitia region, and it is located on the shores of Lake Mastis. Industry is rapidly developing in Telsiai District. There is a powerful dairy company AB „Žemaitijos pienas”, selling its production both in Telsiai town, throughout Lithuania and in the other states. This company manufactures highly qualified production. In the district there are 73 building companies, 4 of them are operating also abroad. Agriculture, commercial sector, transport and tourism, other services are gaining speed with every year in Telsiai district. In total there are 848 economic entities in Telsiai district, including 680 SMEs.

One can find education establishments of every level in Telsiai district. There are 3 gymnasiums, 11 secondary schools, 14 basic schools, 1 primary school, 1 youth school, 2 schools - kindergartens, 1 adults secondary school, 4 high schools and 1 regional vocational training centre. There are also three supplementary education establishments: Telsiai Children Music School, Art School, Luokė Music and Art School. Telsiai district can be proud for its cultural centre, exhibition hall, theatre, public library, regional park, museums, mounds and other sites to visit. Lots of festivals and other events are arranged in the district annually, especially in summer: autocross contests, feast of songs, feast of the town, art and theatre festivals, blues night jazz festival, attracting musicians from all over the world, as well as many other events, liked and visited by the residents and guests.

Description of the local context at the project areas level

In the middle of Telsiai town there is a territory of 17 ha where old buildings from Soviet Army are left and territory is neglected. The territory is surrounded by concrete fence and now open areas are visible from the outside. The main buildings are used by the police department: administration building, gym and custody (being reconstructed), garages and warehouses. Some of the buildings are rented by military.

Other buildings belong to Telsiai district municipality and most of them are rented for commercial purposes. Most of the buildings, either belonging to police department or municipality, are unusable because of the time damage to the constructions. Telsiai district municipality administration has prepared the detailed plan and the investment plan for the purpose to change the “Military town”. Telsiai district municipality administration is going to receive EU financing for that territory restoration and adaptation to business development.
Project area 1 / Former soviet military army area

Fact sheet. The area is located in the north-west site of the city of Telsiai, close to the station of the train and to one of the main road access to the city. The size of the project area is approximately of 17 hectares. The city center of the Telsiai is just a few minutes (by foot) from the project area. The owner of the area is the Municipality of Telsiai.

General introduction to the project area

The project area proposed is located in the north-west side of Telšiai town and it is 2 kilometres from the main car entrance to city (road A11 Šiauliai-Palanga). The site is surrounded by the railroad Šiauliai-Klaipėda, from two important streets of the city (Sedos str. and Karaliaus Mindaugo str.) and from one area with dwelling houses.

The first military buildings were build in the period between the 1939 and the 1940, because in the town was deployed a 6th Infantry Regiment of Duke of Lithuania Margiris. The buildings were used for administration, dormitory and mess-room, ammunition warehouses, wooden warehouses. The west side of territory was use for military trainings. According to historical materials almost a half of the historical buildings were destroyed. After the end of the second World War the area was used as a military base by the troops of the Soviet Union until the early of ‘90s. The area was used for the accommodation of the troops and for the vehicles depot and warehouses. After the closure of the military base some buildings were recovered and used for the headquarters of the local police. At this time (February 2016) some buildings are used by the police, some are used as a warehouse or car parking and the rest are empty.

The area covers over 16 hectares (16.7737 square meters) of land with a rectangular shape and with a minimum of infrastructure (roads). The west side of the area now is not usable in relation to the presence of a former fuel service station, and for this reason is heavily polluted. The main entrance to the area is in the south side from Karaliaus Mindaugo street, two smaller entrances are located in the south-west side. The main buildings are located in the east side.
Relation with the local urban planning tools

For the reasons described above the town of Telsiai has prepared a “special area plan” for the regeneration of the former military base. The main idea of the plan is to provide the conversion of the former military area in a space for new light industrial areas. At this time (February 2016) has been approved an urban layout regarding the network of the connections (road) and the open spaces. The infrastructure of the area (roads and open spaces) will be realized by 2014-2020 European Union structural funds.

During the discussions with the local representatives is appeared the possibility of reusing a sector of the former military area for the activities of the MAPS project. The idea is not to put into question the general urban layout, developed for the project, but starting from this approach to introduce a co-design methodology for the regeneration of a group of existing buildings.

State of repair (buildings, open spaces, etc.)

Some sectors of the area cannot be used due to the presence of soil pollution problems. The main buildings of the area are used for the local Police Department (administration, gym, etc.) all these buildings have been renovated. The rest of the building within the area are used for garages and warehouses and for commercial purpose. For many of these buildings the state of repair is very low (in some case bad) due to a series of problems due to the lack of a ongoing maintenance.
Image 98. The buildings for the co-design activities. The buildings that have been identified are 4. In this case the state of conservation is good and have already been carried out some maintenance activities.

Image 99. Other example of buildings within the former military area.

**Best Practice for the area**

The main project ongoing in the area is the project for the renewal, funded by 2014-2020 European Union structural funds. The goals of the project are aimed to the creation of more attractive area for local and foreign commercial and industrial companies and to solve the problems of pollution. This project will help to attract more companies and create workplaces for the inhabitants of Telšiai. Small local companies and cultural associations are looking for land plots or buildings that could be used for their activities.

In addition to the Master Plan the city of Telsiai has adopted a strategic plan. This document was developed in accordance with a group of local stakeholders. The plan establishes the development strategy for the period 2016/2022. This document is in the final approval stage.

**Strategic keywords for the project area**

Telšiai district municipality administration has prepared the detailed plan and the investment plan for the purpose to change the “Military town”. Telšiai district municipality administration is going to receive EU financing for that territory restoration and adaptation to business development. Telšiai district municipality administration seeks to restore that territory and adapt it for business and commercial purposes.
Vision of the integrated action plan to be produced

The first vision, finalized to the development of the IAP (Integrated Action Plan), is related to the development of a strong interaction between the Master Plan, the Strategic Plan of the city of Telšiai and the regeneration of the former military area, to encourage the transformation of this former military area in a space able to attract external (foreign investors) and local interest (commerce, small light industries, cultural association, association on inhabitants, etc.). In this context is important the interaction with the local stakeholders for the creation of sustainable working places for the use of the area.

Stakeholders involved

The Municipality of Telšiai has already identified the group of the local stakeholders that will be part of the ULG. This group has participated in the development of the Strategic Plan for the city of Telšiai “Telšiai 2016/2022”. At this first group, possibly, will add also other local stakeholders.

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In 2015 there is established the Association of Telšiai Town Local Acting Group. This Association consists of 3 persons from Telšiai District Municipality Administration, 3 persons from Telšiai NGOs, 3 persons from Association of Telšiai Small Businessmen as a private sector. Stefa Naujokienė - Chairwoman of Association of Telšiai Town Local Acting Group. Association of Telšiai Town Local Acting Group has prepared the Strategy for the development of Telšiai town. This strategy is in the Ministry of Interior Affairs of the Republic of Lithuania under the evaluation process. ULG will organize meetings and discussion.
6. Synthesis

This section of the document is dedicated to the identification of the needs, in respect to the challenge of the project areas of the partners, and to the contributions of the single partner in the project network, in particular for each partner will be developed these aspects:

Contributions

Theme 1. Potential contribution in terms of experience (Ex). Starting from their own personal experience, this field of work, aims to highlight how the single partner can contribute to the success of the network challenges with its own specific contribution.

Theme 2. Potential contribution in terms of “good practice” (GP). In this field of work we want to highlight if the partner is to be considered a “good practice” in terms of enhancement of the former military heritage, or in the ULG team proposed by the partner, are present “good practices” to share with the network.

Needs

Theme 3. Learning needs (LN). In this field of work we want to highlight the needs of the partner in terms of learning for a new type of approach or skill for the enhancement of the former military heritage.

Theme 4. Needs in terms of capacity building (CB). In this field of work we want to highlight if in the team of the partner (Municipality, ULG) are present skills to be improved, to better respond to the challenges of the network.

In the table of the synthesis below the integration of the four themes (aspects) in respect to the needs and possible contributions of the project partners:

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<th>Theme 2 / GP</th>
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<td>1. Piacenza (LP)</td>
<td>1. Ability in the management of the process for the transfer of ownership between Ministry of Defense and Municipality</td>
<td>1. The experiences of real estate transfer from the State to the territories, mainly of historic properties.</td>
<td>1. Techniques of participatory approach for the involvement of the stakeholders</td>
<td>1. Participatory activities</td>
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<td>3. Ability in the reuse and design of the public open space</td>
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<tr>
<td>3. Szombathely</td>
<td>-</td>
<td>1. Apáczai Foundation NGO. Experience in the reuse of former military heritage</td>
<td>1. Techniques of participatory approach for the involvement of the stakeholders. 2. Development of strategic tools and plans.</td>
<td>1. Participatory activities with the stakeholders. 2. Renewal and enhancement of the cultural heritage.</td>
</tr>
<tr>
<td>4. Cartagena</td>
<td>1. Ability in the restoration/reuse of the tangible cultural heritage 2. Ability in the reuse and design of the public open space 3. Ability in the work with different stakeholders and create a working team. 4. Communication with the inhabitants in terms of decision making approach.</td>
<td>1. Public participation in the decision making of the project and its priorities (the website: &quot;contigo” is a good example). 2. Identification of the stakeholders to include in the process on co-design.</td>
<td>1. Development of strategic tools and plans. 2. Finding solutions to the economic feasibility study; 3. Development of regeneration programs; 4. Assessment of the impacts.</td>
<td>1. Development of a strategy for the urban integration of the inhabitant in co-design solution (illegal house regeneration).</td>
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</table>
| **5. Koblenz** | 1. Ability in the development of tools for the participation and engagement of the stakeholders  
2. Ability in the reuse of the former military heritage in social housing  
3. Ability in the supporting of the reuse of the tangible cultural heritage from Cultural Association | 1. Ability in the reuse of the former military heritage in social housing. | - | - |
| **6. Longford** | 1. Ability in the development of strategic plans and tools  
2. Ability in the identification and development of temporary reuse of the spaces. | 1. Involvement of the local groups in the organisation of public activities.  
2. Supporting the cooperation between different local stakeholders in the field of enhancement of the heritage. | 1. Techniques of participatory approach for the involvement of the stakeholders  
2. Finding solutions to the economic feasibility, construction of regeneration programs, assessment of the impacts. | 1. Knowledge of other EU operational programmes in order to deliver the project and implement actions.  
2. Educate and encourage community leaders of all sectors of society to participate and learn about placemaking. |
| **7. Espinho** | 1. Ability in the supporting of the process for the creation of a new public body for the management of former military heritage | - | - | 1. Urban regeneration programme to support business and creation of touristic development. |
| **8. Châlons-en-Champagne** | 1. Ability in the reuse and design of the public open space  
2. Ability in the reuse of the former military heritage (Hospital, housing, commercial district, etc.)  
3. Ability in the organization of activities for the involvement of stakeholders. | 1. Experience in urban renewal project.  
2. ReInvent Châlons. Hackathon of urban design for the city centre. | 1. Techniques of participatory approach for the involvement of the stakeholders.  
2. Development of strategic tools and plans. | 1. Participatory activities  
2. Development of a strategy for the urban integration of the inhabitant in co-design of the solution. |
6.1 Synthesis contribution and needs / Network level

This section is dedicated to the presentation of an “integration view” of the contributions and needs at the level network. In the left column the possible contributions of the partners in the work of the network; in the right column the needs expressed by the partners. All this information it was elaborated during the workshop organized in the last meeting in Piacenza (10th and 11th of February 2016).

<table>
<thead>
<tr>
<th>Contributions</th>
<th>Needs</th>
</tr>
</thead>
<tbody>
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<td>Development of strategic plans and tools</td>
<td>Development of an innovative approach to improve the cooperation between the departments within the Municipality, for the enhancement of the former military heritage (Urban Regeneration / Integrated approach)</td>
</tr>
<tr>
<td>Urban regeneration and design of public space</td>
<td>Capacity of making holistic and sustainable projects, for the enhancement of the former military heritage (Urban Regeneration / Integrated approach)</td>
</tr>
<tr>
<td>Involvement and management of the stakeholders</td>
<td>Development of an integrated process for the engagement and the involvement of the stakeholders in the activities of urban regeneration</td>
</tr>
<tr>
<td>Reuse and restoration of the heritage</td>
<td>Capacity in the management of process for the development of social innovation as a “soft component” for the regeneration of the “hard component” (buildings, open space, etc.)</td>
</tr>
<tr>
<td>Ability to manage strategic process (inclusion of different stakeholders)</td>
<td>Capacity in the development of a strategic communication project aimed to the vertical involvement (public bodies) and horizontal (components of the civil society)</td>
</tr>
<tr>
<td>Social communication of the project</td>
<td>Capacity in the development of actions aimed to the recycling and reuse</td>
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</table>
6.2 MAPS Approach

After the identification of the needs and the possible contributions of the partner we have identified a possible approach to use for the enhancement of the former military heritage. This approach has been the base for the development of the transnational activities and local activities made by the ULGs. In synthesis the steps of the approach:

1. **Identification of the heritage.** Phase dedicated to the identification of the heritage (single standing building, barracks, remains of fortress, opens spaces, etc.) to be regenerated. All the partners of the network have identified the former military assets.

2. **Development of the interest.** Phase dedicated to engagement of the audience (new or old stakeholders) respect to the discovering of this new part of the city (former military heritage). This phase is important also for the development of the “Map of the Urban Actors” document useful for the identification of potential partner to insert in the governance of the regeneration.

3. **Temporary reuses (test).** Phase dedicated to development of a short actions (cultural activities, festival, creation of makerspaces, Fablab, contests, marketplace, etc.) to support the reuse of the heritage. This phase is addressed to the identification of the contemporary uses or appropriate uses (functions) for the new colonization of the former military assets.

4. **Development of the governance.** After the “Development of the interest” and the “Temporary reuses” this phase is dedicated to development of the governance for the regeneration of the heritage. The activities of this phase are focused of the creation a good balance, between the partners to involve, and the functions to develop in the former military assets.

5. **Development of the sustainability economic, cultural (environmental) social.** Phase dedicated to integration of the governance of the regeneration with the three main pillars of the sustainability. This phase is strictly linked to the previous one, and probably in this context will have to make some changes to governance. Inside to this phase is mandatory the identification of the indicator to use for the evaluation of the impact of the regeneration of the former military heritage.

6. **Start of the regeneration of the heritage.** Phase dedicated to the implementation on the field of the regeneration of the former military assets.

7. **Evaluation of the impact.** Phase dedicated to measurement of the impact of the regeneration at the local level, city level and regional level.
This approach has been developed with seven (7) actions, but two of this are out of our framework of action:

**Identification of the heritage:** because all the partners have already chosen the former military heritage to be regenerated in accordance to the local challenges.

**Start of the re-generation:** because this specific action is related to the local framework of rules or urban law and for this reason isn't possible to approach this challenge at the transnational level.

For these reason we have decided to focus our attention on the development of the approach through the development of five (5) international workshops:

1. Development of the interest
2. Temporary reuse of the heritage
3. Development of the governance for the enhancement of the heritage Former military assets
4. Development of the sustainability of the governance
5. Evaluation of the impact
### 6.3 From the approach to the transnational exchange activities

After the introduction to the approach, we try to compare the themes, identified for the transnational exchange activities, with the needs of the partners. In the left column the theme of the workshop; in the central column the needs of the partner in terms of learning, for a new type of approach or skill, for the enhancement of the former military heritage; in the right column the needs for the improvement of the skills that are present in the team of the partner (Municipality, ULGs). From this table is possible to see how we have tried to respond to the needs of partners through the development of an integrated method and not with single activities.

<table>
<thead>
<tr>
<th>Thematic / Workshop</th>
<th>Learning needs</th>
<th>Needs in terms of capacity building</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Development of the interest</td>
<td>1. Techniques of participatory approach for the involvement of the stakeholders.</td>
<td>1. Participatory activities with the stakeholders.</td>
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<td></td>
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<td>2. Communication strategies.</td>
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<td></td>
<td>3. Development of a strategy for the urban integration of the inhabitant in co-design solution (illegal house regeneration).</td>
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<tr>
<td></td>
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<td>4. Development of a strategy for the urban integration of the inhabitant in co-design of the solution.</td>
</tr>
<tr>
<td>2. Temporary reuse of the heritage</td>
<td>1. Techniques of participatory approach for the involvement of the stakeholders.</td>
<td>1. Renewal and enhancement of the cultural heritage.</td>
</tr>
<tr>
<td></td>
<td>2. Approach in the identification of temporary reuse.</td>
<td>2. Educate and encourage community leaders of all sectors of society to participate and learn about placemaking.</td>
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<tr>
<td></td>
<td></td>
<td>3. Development of a strategy for the urban integration of the inhabitant in co-design of the solution.</td>
</tr>
<tr>
<td>3. Development of the governance for the enhancement of the heritage Former military assets</td>
<td>1. Finding solutions to the economic feasibility study;</td>
<td>1. Strategic analysis and planning.</td>
</tr>
<tr>
<td></td>
<td>2. Development of regeneration programs;</td>
<td>2. Development of a strategy for the urban integration of the inhabitant in co-design solution (illegal house regeneration).</td>
</tr>
<tr>
<td></td>
<td>2. Development of strategic tools for the enhancement of the urban projects.</td>
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<tr>
<td></td>
<td>2. Assessment of the impacts.</td>
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</tbody>
</table>
6.4 Interaction between transnational and local activities

In the following schema the interaction between the transnational activities (workshop) and the local activities of the ULG. The suggestion is to create a strong interaction between the concepts elaborated during the workshops and the activities to be developed by the local groups. During each transnational activities will be verified the activities carried out at local level and these will be integrated with new concepts. This approach allows us to manage in an integrated and incrementally manner the process for the implementation of the Integrated Action Plans.