

MAPS network

***A journey on the re-use of
the former military assets
/ Urban Guidebook***



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Urban Guidebook

This handbook summarizes the work carried out within the MAPS project, by the cities partners, offering an overview, to other cities interested in this theme, the reuse of the former military heritage, in respect to the roadmap (approach) developed during the period of the project (September 2015 / May 2018). Suggestions, good practices, concrete examples on the field are the basis of this urban guidebook.

“The presence of former military assets, standing as derelict spaces within the urban fabric, is a matter that many European cities have to deal with”

Our **URBACT network – MAPS**, which stands for **Military Assets as Public Spaces** – has been focusing on the mechanisms that can transform a potential problem in an inspiring source of innovation, driving change as an engine and incubator for new forms of urbanity.

Since September 2015, the nine partner cities involved in our project – **Piacenza, Serres, Varaždin, Szombathely, Telsiai, Koblenz, Longford, Espinho and Cartagena** – have been studying strategies for the re-use of their former military assets, working together to develop common knowledge, experiences and good practices to share in this field, in the realms of the URBACT III programme.





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More info on the MAPS project

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The URBACT Programme



For about 15 years, the URBACT programme has been the European Territorial Cooperation programme aiming to foster sustainable integrated urban development in cities across Europe. It is an instrument of the Cohesion Policy, co-financed by the European Regional Development Fund, the 28 Member States, Norway & Switzerland.

URBACT's mission is to enable cities to work together and develop integrated solutions to common urban challenges, by networking, learning from one another's experiences, drawing lessons and identifying good practices to improve urban policies.

Following the success of the URBACT I and II programmes, URBACT III (2014-2020) has been developed to continue to promote sustainable integrated urban development and contribute to the delivery of the Europe 2020 strategy.

The URBACT III programme is organised around four main objectives:

Capacity for Policy Delivery / To improve the capacity of cities to manage sustainable urban policies and practices in an integrated and participative way.

Policy Design / To improve the design of sustainable urban policies and practices in cities.

Policy Implementation / To improve the implementation of integrated and sustainable urban strategies and actions in cities.

Building and Sharing Knowledge / To ensure that practitioners and decision-makers at all levels have access to knowledge and share know-how on all aspects of sustainable urban development in order to improve urban development policies.

To reach these objectives, URBACT III develops 3 types of interventions:

1. Transnational exchanges;
2. Capacity-building;
3. Capitalisation & dissemination

MAPS

Action Planning Network

In the realm of the URBACT III programme for "Action Planning Networks", the MAPS European project aims to enhance former military heritage as key elements for sustainable urban strategies, combining both functional and social aspects.

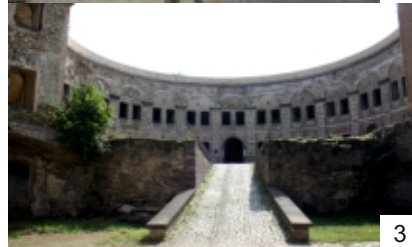
The involvement of fellow cities presenting a similar architectural heritage and comparable territorial characteristics is meant to favour a mutual exchange of experiences, leading to the definition of best practices and replicable schedules which can be subsequently adapted to the needs and expectations of local communities, as expressed by stakeholders and interest groups.

The dismissal of formerly productive settings often poses serious environmental and economic issues that Municipalities have to deal with as political and administrative problems. The main goal of MAPS is to reverse perspectives, highlighting the potentialities of this heritage, albeit discussing all matters related to the plans for their future destination.

Following the approach of social architecture, dismissed military areas can be deemed the new symbols of a more conscious and participated urban planning, oriented to the promotion of cohesion and inclusiveness.

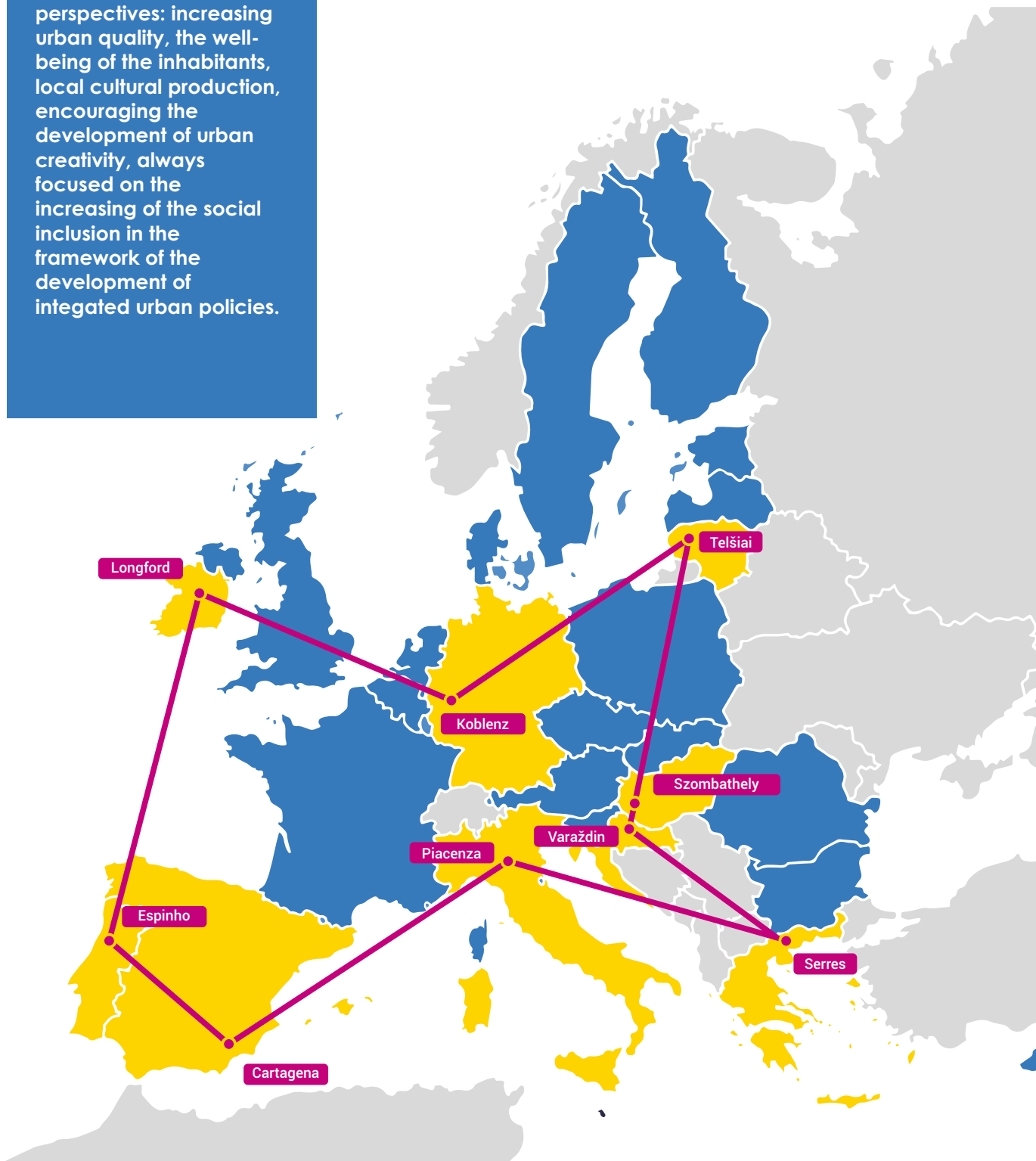
The former military heritage in play:

1. **Cartagena** / Los Moros fortress (Los Mateos district)
2. **Espinho** / Atlantic Park
3. **Koblenz** / Fort Asterstein
4. **Longford** / Connolly Barracks
5. **Piacenza** / Former Pontieri workshop
6. **Serres** / Papalouka and Emmanouil Papa former military camps
7. **Szombathely** / The Hussar Barracks
8. **Telsiai** / Former Soviet Army camp
9. **Varaždin** / Former Optujska military complex



The network challenge

The cities within the network, connected by the challenge of reuse of the former military heritage, have developed this theme from different perspectives: increasing urban quality, the well-being of the inhabitants, local cultural production, encouraging the development of urban creativity, always focused on the increasing of the social inclusion in the framework of the development of integrated urban policies.







Overview

Luca Lanzoni

Lead Expert MAPS network

Nine European cities and one challenge: identify a good strategy, for the re-appropriation and re-use, of this neglected, and in some case, large part of the urban fabric within the cities.

During the 2 years and half of work, the network cities partners have been exchanging, learning and experimenting new tools, approach and actions to make this dream come true, the re-use of the former military assets. The knowledge generated during the project has been collected in different outcomes: one short movie (documentary film); one moveable exhibition; nine IAP (Integrated Action Plan), more activities on the field (Open day, site visit, sport activities, etc.) and finally in this handbook.

Nowadays, and in our common vision, the reuse and reactivation of these particular type of heritage, represent an opportunity for the city to boost their urban agenda local challenges and try to turn the problems (lack of use ,maintenance of this heritage, black hole in the urban fabric, removal from the memory of the inhabitants) into opportunities for the development of an integrated urban approach.

In particular, in the following pages you'll will discover the social, cultural, economic, environmental opportunities, related to the reuse of these urban resources and the activities, made by the cities partners, to support the objectives within in the IAPs. Such a wide network of cities represented, in fact, a significant constellation of different perspectives, approaches and types of heritage: former large military camps, historical buildings (former fortress); environmental areas. These heritage, for instance, are extremely different also for ownership: still belongs the State or belongs the Municipality.

These last point, has been for the cities partners, an important turning point for two reasons: for the city, owner of the area, the motivation for the development of a real tool to use for the re-design of the heritage; for the city not owner of the area, the opportunity to develop a tool to demonstrate that they have the competence and the ideas to become owner of the heritage.

At the end of this adventure, as a Lead Expert of the network, my warm thanks to the URBACT Programme, and in particular to the Secretariat staff, based in Paris, for the constant support provided, to the Lead Partner of the MAPS network, the city of Piacenza, for the constant presence in project, and to all the partners cities for the constant energy spent for the project.

Finally, my gratitude to all the people of the MAPS family: Maria Jesús Peñalver, Jesús Giménez, Fran Sáez, Manuel García, Pedro Martínez, Santiago del Alamo, Vicente Pinto, Sandra Almeida, Maria João Rodrigues, Fernanda Pinto, Thomas Hammann, Oliver Hoffmann, Uwe Diederichs-Seidel, Tim Buchroth, Mario Neuneier, Günther Neffgen, Reinhard Kallenbach, Terry Rooney, Patricia Shaughnessy, Lorraine O'Connor, Sonia Flynn, Taziano Giannessi, Gloria Cerliani, Gabriele Santacroce, Raffaella Montanari, Elisabetta Morni, ULG Serres and Departments of Municipality of Serres, especially the EU Programmes and Development Department, Szabolcs Szakály, Agnes Györfy, Enikő Havasi, Tibor Polgár, Ferenc Heckmann, ULG Szombathely, Saulius Urbonas, Gintarė Baltrūnė, Gintautas Lukauskas, Loreta Jakštienė, Laima Simanauskienė, Emanuela Grđan, Petar Čavlović, Goranka Grgić, Maja Kireta, Emilija Vlahek, Irma Dracic, Laura Colini, Tako Popma, Marcelline Bonneau.

MAPS network a journey on the re-use of the former military assets



Elisabetta Morni

Municipality of Piacenza / URBACT MAPS Communication Officer

The aim of our URBACT MAPS network lies in its name: Military Assets as Public Spaces. A target in common for the nine cities involved – Piacenza, Varazdin, Szombathely, Cartagena, Serres, Espinho, Longford, Koblenz and Telsiai – albeit presenting specific needs, different urban settings and incomparable levels of experience in managing the local debate about the future of their dismissed Defence sites.

How do you coordinate regeneration strategies for cultural and historical heritage such as the Spanish Los Moros Castle or the Teutonic Fort Asterstein, with the ideas for the future destination of former industrial areas as the Pontieri Lab in the heart of an Italian town or vast open-air camps like the Papalouka base in Greece? The answer, for all partners, lay in the URBACT programme, which enabled us to share information, know-how and best practices, but also to confront ourselves with doubts and problems that felt lighter when carried together. Working on the same tasks and keeping constantly in touch during the various phases of the project – through transnational meetings, skype calls and innumerable emails! – meant we never lost the focus on the result we wanted to achieve for our Municipalities.

What we soon understood, was that our engagement went beyond the urge for renovation and reuse policies concerning large portions of urban land: the formation of the URBACT Local Groups, above all, played a key role in highlighting the importance of involving stakeholders, associations and communities in this reappropriation process for secluded areas that had to be brought back to life. This led to an insightful and fruitful cooperation in many of our partner cities: one of the most relevant examples lies in the Longford NUA app, combining the hi-tech innovation of a social enterprise specialized in interactive mapping and the knowledge, traditions and roots of the local population. The result? Every building or place in town, including the dismissed Connolly Barracks, now has a story to tell.

Think about the reforestation plans for Los Moros hill in Cartagena, where dozens of citizens, inhabitants of the surrounding Los Mateos District, University students and professors, District school pupils and teachers gathered together to plant trees around the ancient fortress. Imagine refugees being involved in the difficult task of cleaning the Pontieri Lab in Piacenza to welcome hundreds of visitors on a Spring Open Day. For these reasons and many more, the URBACT MAPS network relates not only to architectural plans or technical issues, but it concerns social inclusion and cohesion policies as well.

Why is it so important to let people look beyond those once no-go zones, entering them and sharing their own vision for the civil use of these “sleeping giants”, as our friends from the URBACT 2nd Chance network rightly called the abandoned buildings that their project addressed? Not only to inspire the best possible ideas for the Integrated Action Plans that you will find summarized in the following pages, but also to confront these ideas with their environmental and economical sustainability. Following the steps of the URBACT path made sure that we never went astray from reality, whilst giving us the energy and enthusiasm to look ahead and broaden our horizons. With the invaluable aid of our Lead Expert Luca Lanzoni and the URBACT specialists we were assigned, we pursued the dream of making our cities more welcoming, open and green. No matter where we started from, we will have got there together.

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Summary



Luca Lanzoni

Lead Expert MAPS network

During the last decades, the challenges in the field of the enhancement of the heritage are changed, and the idea about the "type of the heritage" to enhance are evolute, from the outstanding (historical buildings, monuments, etc.) to the idea of the heritage as a commons, composed also by a "contemporary architectures", in many case without explicit values like the monuments (historical testimony, architectural typology, cultural expression of a community, etc.) but whit explicit values for the local communitites.

In fact a consistent part of this public contemporary heritage (buildings, open spaces, others) within the urban areas is now featureless and unused. Among this patrimony, the former military heritage is certainly one of the most important at European level, including a wide variety of different structures and buildings, namely: barracks, arsenals, factories, laboratories, fortifications, hospitals, storages, ports, air bases, shooting ranges, green areas with valuable relevance from different points of view: social, cultural, economic, environmental.

Thanks to this four pillars (values) the former military heritage represent a valuable opportunity for the city to foster the integrated urban regeneration, with a wider involvement of the civil society (stakeholders or urban actors). Nevertheless, very often the "owners" of this heritage do not take advantage from this opportunity, because is difficult identify the values expressed by this heritage, and these sites become source of different types of problem for the cities: low integration within the urban fabric; lack of funds for their ordinary maintenance; exclusion from the collective memory of the inhabitants of the cities; increased of the urban decay in the surrounding areas.

For all this structural reasons, for these heritage now is the time to return to being integrated part of the life of our cities, to become a booster, for the development of concrete solutions to help the development of the strategic vision of the cities, and become a places to experiment a new type of **social cohesions**. This approach is in line with the European policies respect to the role of the cities as perfect places for the:

- economic, social, cultural and environmental development, in order to ensure a higher level of quality of life and promote innovation and creativity;
- reach the goal for the development of a social cohesion (between social classes, different ages, ethnic groups, etc.);
- promote the regeneration of the urban spaces, as one of the most important act for the reduction of the soil consumption.

But to achieve these goals must undertake a new way of doing town planning. The key of the success lies in the fact of adopting a participatory and co-design approach, that must involves directly the civil society (stakeholders or urban actors) in the identification of strategic and governance mechanisms, useful for the regeneration of this heritage.

The results (IAP / Integrated Action Plans), present in this handbook, arise from the adoption of this approach and from the checking of the solutions on the field (project areas).



MAPS IAP an overview on the Integrated Action Plans



Luca Lanzoni

Lead Expert MAPS network

The development of an Integrated Action Plan (IAP) it is not a standard procedure, there is no pre-established recipe, there is no pre-established model, to be followed as a manual (first step, second step, etc.) to reach the final result: "this is the solution for you" is not the right approach to use for the development of the IAP. In fact, as a network of cities, which for the first time faced the challenge of the regeneration of the former military heritage, we have decided to develop our **transnational meetings**, and the **homework to make at home** (within the ULG activities), as a "**Living Lab for the IAP development**"¹ to use as a reference as a "**place for the innovation**", useful for the development of the structure of the final version of the IAPs.

Through this approach, every transnational meeting has been useful, for the development of specific topics, in particular the:

- Development of the interest.** How to involve urban actors in urban regeneration practices
- Temporary use of the heritage.** How to use the (urban) commons to find and check solutions in the field
- Development of the governance.** How to build an inclusive governance mechanism
- Evaluation of the actions impacts (identification of the indicators).** How to measure urban changes in relation to the IAP objectives
- Development of a monitoring system.** How to build a dynamic evaluation system to ensure the achievement of the IAP objectives

At the end of this roadmap, each partner was able to develop their own IAP, focused in respect to the: identification of the current city challenges, own needs of reuse of the former military heritage, local strategic and urban planning framework, stakeholders (urban actors) ecosystem, use of the funds (EU, national, regional, local), monitoring system. Obviously, the heart of each IAP has been the **Actions Table**, supported by their development over the time (**time-line**), and the responsibilities (**governance system and monitoring**) for their implementation.

As MAPS network we have supposed the IAPs as "light" strategic documents, a really pragmatic interface, able to dialogue with the complex system (constellation) of tools (urban master plan, strategic plan, specific project, etc.), that will design and manage the shape of the cities of tomorrow, whit the expectations of the urban actors (stakeholders) that will animate the city life. In other terms, we suggest to other cities, who want to undertake the same roadmap (urban regeneration of a former military heritage), to use the IAP as a mechanism to reduce the gap between the "**city of stone**" (plans and projects) and the "**city of meat**" (the sense of the place, made by the uses and needs of the inhabitants). As Richard Sennett² suggest, we must try to create an "open city," where citizens actively hash out their differences, and planners experiment contemporary urban forms, that make it easier for residents development urban innovation, in other terms social cohesion.

¹ A living lab is a research and development concept, based on the integration between a public-private-people partnership. The concept is based on a systematic user co-creation approach integrating research and innovation processes. These are integrated through the co-creation, exploration, experimentation and evaluation of innovative ideas, scenarios, concepts and related technological artefacts in real life use cases.

² Richard Sennet, *Building and Dwelling: Ethics for the City*, Penguin Books, 2018.

MAPSolution

A journey on the re-use of the former military heritage



Szombathely Varaždin Serres Piacenza
Espinho Telšiai Koblenz Cartagena Longford

1

MAPS network

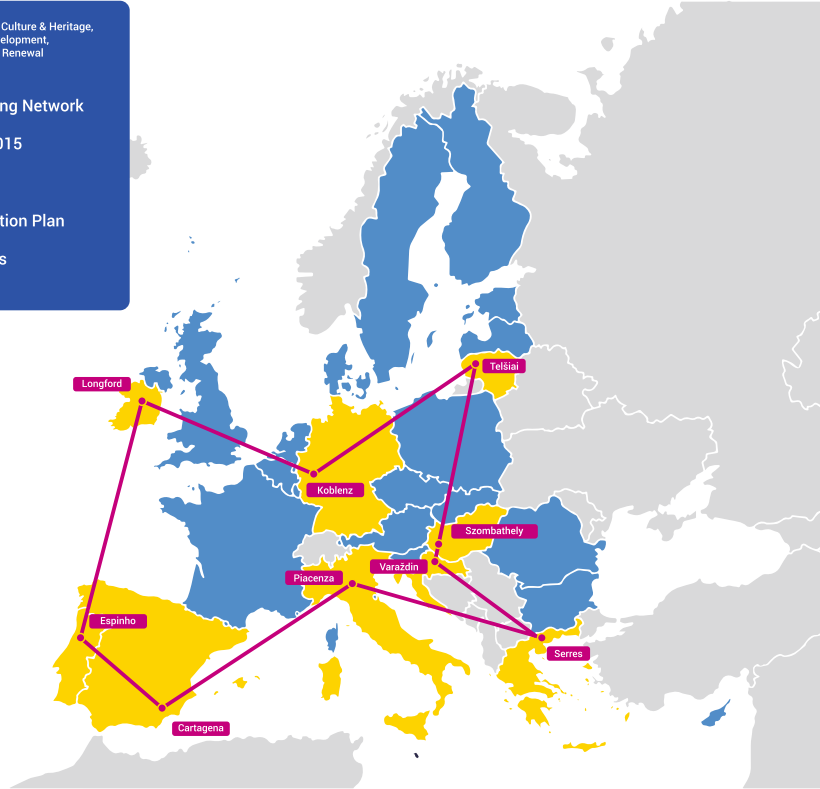
MAPS / Military Assets as Public Spaces / Redefining the function, social role and accessibility of former military heritage, to promote development, sustainability and inclusiveness

In the realm of the URBACT III programme for "Action Planning Networks", the MAPS European project aims to enhance former military heritage as key elements for sustainable urban strategies, combining both functional and social aspects. The involvement of fellow cities presenting a similar architectural heritage and comparable territorial characteristics is meant to favour a mutual exchange of experiences, leading to the definition of best practices and replicable schedules which can be subsequently adapted to the needs and expectations of local communities, as expressed by stakeholders and interest groups.

The main goal of MAPS is to reverse perspectives, highlighting the potentialities of this heritage, albeit discussing all matters related to the plans for their future destination.

The dismissed military areas can be deemed the new symbols of a more conscious and participated urban planning, oriented to the promotion of cohesion and inclusiveness.

- Abandoned Spaces, Culture & Heritage, Local Economic Development, Participation, Urban Renewal
- APN Action Planning Network
- September 2015
May 2018
- Development Integrated Action Plan
- 9 city partners



The heritage in play



MAPSolution

A journey on the re-use of the former military heritage



Szombathely Varaždin Serres Piacenza
Espinho Telsiai Koblenz Cartagena Longford

2 MAPS network / Approach

ULG / URBACT Local Group

URBACT Local Groups (ULG) are a fundamental building block of the URBACT programme. Each URBACT partner is required to set up a local ULG gathering the key stakeholders, in order to co-design the Integrated Action Plan (IAP)



The integrated approach to sustainable urban development, promoted by URBACT builds on, the participation of key local stakeholders in policy-making and delivery.

Developing partnerships involving local authorities (including different departments within the local administration) urban actors, NGOs, public agencies, the private sector and the civil society (citizens and inhabitants) has proven to be a key component in the design and implementation of efficient urban policies.

An Integrated Action Plan (IAP) is a policy instrument that can be used to respond in a concrete way to a policy challenge. Each IAP is unique, in terms of local context, themes and challenges to solve.

Each partner of the MAPS project established its own ULG group, able to provide answers to their own problems, and developed its own IAP according to its local context.



The main objective of the ULG is to bring around the table the different interests at stakes and different perspectives to frame problems and agree policy priorities, and design concrete solutions to address the problems in the most efficient way.



Transnational meeting

To achieve the project objectives the city of the MAPS network have organized a commons activities based on two levels of interaction: Transnational Meetings (TN), useful to share best practices and go deeper on the development of the IAP, and Local Activities, devoted to the work of the ULGs, to apply the knowledge acquired during the transnational meetings. These has been the topics faced during the transnational meetings:

1 Development of the interest. The aim of the workshop was to provide to the partners the useful concepts to develop a local strategy, dedicated to the engagement of the "audience" (stakeholders, urban actors, public bodies, private bodies, cultural association, etc.) in the process of regeneration and enhancement of the former military heritage

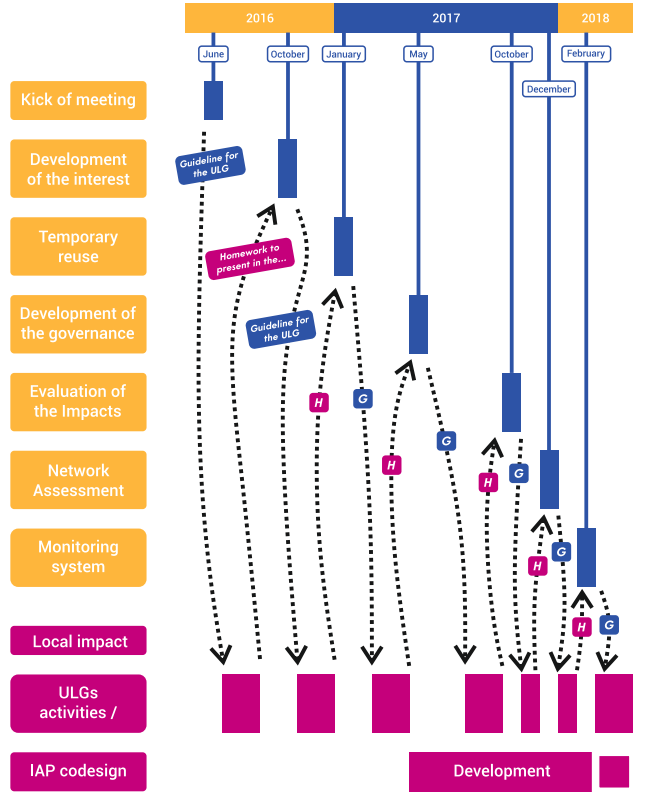
2 Temporary reuse of the heritage. The aim of the workshop was to provide to the partners the useful concepts to develop a local strategy, for the identification of the "temporary uses" to support the new colonisation of the former military heritage

3 Development of the governance. The aim of the workshop has been on the field: "how build one governance for the enhancement of the former military heritage"

4 Evaluation of the Impacts. Provide to the partners the useful concepts to develop an appropriate mechanism dedicated to the evaluation of the relations that exist between the Actions / Expected results / Indicators, for the measurement of the success of the IAPs

5 Assessment. This meeting was devoted to go deeper in some issues, that were not addressed in the previous meetings, or have been identified during the development of IAPs

5 Monitoring system. Provide to the partners the useful concepts for the development of the mechanisms of control of the quality and results of the IAPs



3 MAPS network / IAP constellation



MAPS
E=3

MILITARY ASSETS AS PUBLIC SPACES



LOS MATEOS
CARTAGENA

29/03/17 GRAFFITI VIOLET VOX
LOS MATEOS



**María Jesús Peñalver
Martínez**

Cartagena IAP's Technical
Coordinator

Cartagena

The day before our Urbact Network Maps Experience

The City Council of Cartagena (Murcia, Spain) decided in 2015 that its participation in the MAPS project "Military Assets as a Public Spaces", under Urbact III Program could become a great opportunity for the city for a double reason: in on one hand, could allow to decrease the historical gap between some sectors of the city, in terms of social exclusion, and in other hand the dismissed military heritage could be used to achieve this goal, to become the landmark for social, economic, environmental and urban regeneration of these areas.

The neighborhood selected to share as a case study with the partners of the network has been Los Mateos district, one of the city's most vulnerable and marginal neighborhoods, and Los Moros fortress, a rejected former military heritage located in the middle of this district.

Our URBACT MAPS experience

If we want to achieve that our cities can become inclusive, safe, resilient and sustainable¹, the first thing we should work on is to decrease the gap between rich neighborhoods and poor neighborhoods, because it is impossible to get closer to this city model in an inequality context and social polarization.

Regarding the above, the Urbact Network Maps experience has allowed the Municipality of Cartagena to learn from similar situations of other European Countries, have a new perspective to face the challenge and get the necessary knowledge to be able to elaborate an Integrated Action Plan that allows to move away from the situation of social exclusion and marginality in which Los Mateos district is sunken by the reuse of Los Moros fortress as a leverage to achieve its global regeneration.

After our experience, we have learned that our city should be more **resilient** and for that, it is necessary to conceptualize the city as a system of systems, and as the human body, requires that all the organs work properly to be in good health. Thus, we want our IAP to become a reference model in urban planning to apply in other urban areas of the city in a situation of social exclusion and marginality similar to Los Mateos.

¹ (United Nations) Objectives for Sustainable Development (United Nations, UN).



The IAP must be an opportunity not only for the a specific project, in this case the re-use of the former military heritage (Los Moros fortress), but also an occasion to spread the experience of the urban integrated approach in other urban regeneration project

After our experience, we are convinced that our city should be more **inclusive**. Our cities must become scenarios and devices of integration and synergy of diversity, that is, they must articulate the cohesion from the difference. Thus, some of the main principles followed to draft our IAP have been the intercultural approach and the use of constructive and pragmatic acting policies but never discriminatory.

After our experience, we want to make our city **collaborative**. We have to stop thinking in the city governance as "how to do things" and start thinking in the city governance as a set of mechanisms, a platform, that "allows things to happen". Thus, other main principals followed has been the participatory approach to the process, the creation of innovative management models that allow to get the involvement of citizens in the change, have a conscious administration of this new focus and a group of committed stakeholders and all that using community instruments and local mechanisms.

After our experience, we know that a **dismissed military assets** can become a tool able to reverse the perspectives of marginality and exclusion of a vulnerable urban area and transform into a key element for a more conscious and participatory urban planning oriented to the promotion of social cohesion and inclusion.

The action. The day after our Urbact Network Maps Experience

The City Council of Cartagena considers a time horizon of 7 years for the full implementation of the *Integrated Action Plan to transform Los Moros fortress as a cultural driver to improve the tourism and local cultures of Los Mateos district (Cartagena, Spain)*.

In order to achieve success in the implementation of further actions and urban policies established in this IAP and sustainability over time of the results, its wording has been addressed by the fulfillment of two main premises: **plurality**, so that the document contemplates the social-economical, cultural and ethnical diversity of the district inhabitants and **participation**, essential to encourage citizen participation and collaboration between agents involved in the transformation global process.



The city of Cartagena has developed a highly integrated system, to support the work of the local support group (ULG). Were identified key stakeholders: local associations of citizens, NGOs, staff from the Municipality, to be in contact with the local needs, and codesign the solutions; technical support from the local University, to be able to transform the ideas in real solutions.



The reuse of the former military heritage (Los Moros fortress) as an occasion to boost the social inclusion in the Los Mateos district, and to create a new cultural landmark (Los Moros fortress), for the district and the for the whole city



The social cohesion must work on different urban scale of impacts: local (district, community) and whole city (inhabitants, urban fabric). Only working on this relation we will be able to transmit the values of the urban regeneration as an occasion to reconnect the "city of stone" and the "city of meat"



More info on the IAP and city partner

<http://urbact.eu/cartagena>
<https://mapsnetwork.wordpress.com/cartagena-iap/>

1 Cartagena / Los Moros fortress

The city challenges

Cartagena was plunged into a great social and economic depression between 1985 and 1992 due to the industrial crisis that affected the naval and petrochemical sectors. From the year 2000, a new economy emerged in the city based on the sustainable development of cultural tourism, which has improved the existing urban model and the inhabitants' quality of life.

The project Cartagena Puerto de Culturas (2001-2017) has developed an ambitious action plan focused on the creation of a cultural product by enhancing the city's

heritage which has made it be one of the most relevant tourist destinations in the Mediterranean coast of Spain.

Despite the success in this matter, the city keeps working in new projects to recover and enhance others heritage assets to enlarge its cultural offer, and in this way, increase the number of visitors to the city and consolidate its economic and social "dynamisation".

But the city's economic, social and urban development experienced in the last century has not been balance and as a

consequence, the city is fragmented in exclusion and inclusion areas, in rich neighborhoods and poor neighborhoods, increasingly disconnected and segregated in a functional way. In this sense, Cartagena needs to work to

decrease this historical gap, between the city areas, to become more balanced, and promote social inclusion, where all the inhabitants could have the same opportunities. To support this vision, the city is moving in these directions of:

- 1 Improve the cultural offer in Cartagena, attract more audience, reduce the gap of the seasonality, support the local cultural productions (made by the local communities)
- 2 Develop a city more integrated, balanced and fair by the inclusion of the current most vulnerable urban areas, develop integrated policies in the field of the social housing and urban quality

From the challenges to the re-use

In the past years, Cartagena has followed two strategic lines for the urban planning of the city:

On the one hand, the recovery of XVIII century military heritage, to enlarge the existing cultural tourist offer and on the other hand, foster the inclusion of the vulnerable urban areas, in order to obtain a balance and sustainable city's growth.

The Los Moros fortress is one of the former military heritage, part of the whole of the military heritage of the city, but at the same time placed in the Los Mateos district, one of the most critical

sector of the city, close to the historical centre. The reuse of this former military asset, will help to achieve the city's strategic objectives, touching on three fundamental pillars:

- 1 Improvement of the social cohesion and inclusion in Los Mateos district, through the development of innovative management models, in the field of the urban planning and participatory approach

- 3 Reuse the Los Moros fortress to increase Cartagena's current cultural offer, reinforcing its position as a cultural reference in the Mediterranean Arc

- 2 Building a reference model, in the field of urban planning whit the participatory approach, to use in other urban areas of the city which are in similar situation of marginality and social exclusion



The project area



2 Cartagena / Los Moros fortress

The core ideas (developed themes)

<p>Themes</p> <p>Tourism / Improve the physical conditions and the cultural management of the fortress, to transform it into a cultural asset for the city and the district, through the collaboration of the local communities</p>	<p>Expected results</p> <p>Increase the numbers of visitors to the fortress and district in order to consolidate the economic "dynamization" of the city and develop a new economy for the neighborhood</p>
<p>Themes</p> <p>Urban quality / Improve the urban quality of the Los Mateos district with the involvement of the inhabitants in a co-design activities aimed to find innovative solutions</p>	<p>Expected results</p> <p>Improve the urban quality of the district and the life of the inhabitants. Making the neighbourhood a place where the "urban users" (inhabitants, tourist, person from other sector of the city, etc.) can feel good. Find a local mechanisms able to innovate the approach to the urban planning</p>
<p>Themes</p> <p>Social cohesion and inclusiveness / Improve the social cohesion and inclusiveness in Los Mateos with local mechanisms, able to involve the local inhabitants in a process of urban integrated development</p>	<p>Expected results</p> <p>Reduce or delete the gap between Los Mateos district and the other sectors of the city through the development of a education projects, strengthening the social mechanisms (innovative welfare), development of a health projects, creation of local jobs, and involving the district, in the city strategic vision, as a vibrant living sector</p>

The core ideas of our IAP are in relation with the strategic lines for the urban planning of the city, for the next years, and they have been agreed with the ULG members, Los Mateos inhabitants, and several local stakeholders.



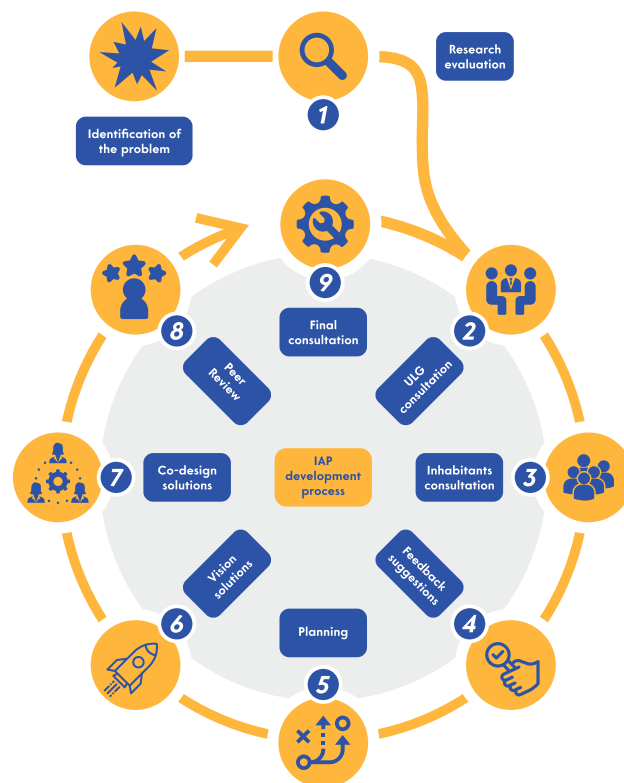
The IAP solutions (approach)

The IAP has been developed through an interactive process that have involved several urban actors; ULG members, local stakeholders, and the inhabitants of Los Mateos district. This process has been characterized by 4 important pillars:

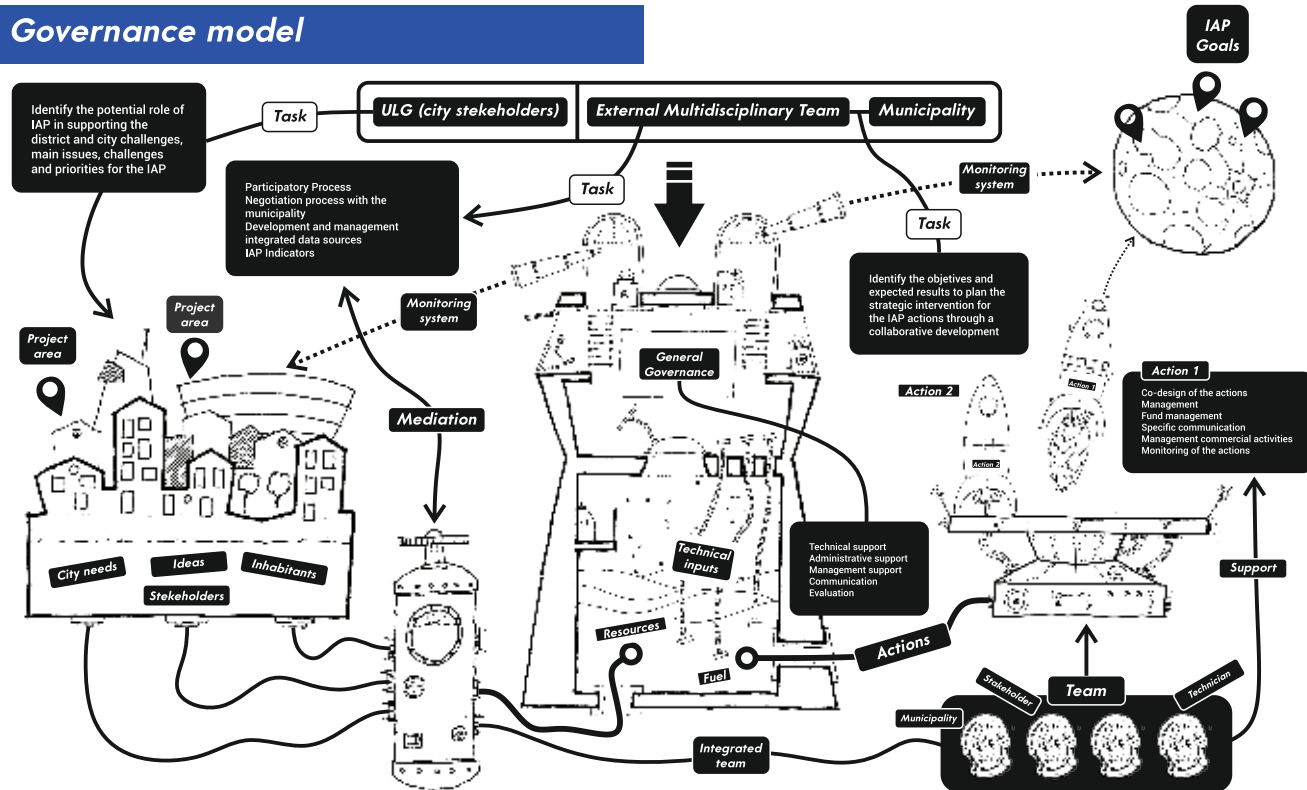
1. Stakeholders engagement / Bringing together a good mix of key stakeholders, from the City Council, the third sector and community-based services directly in touch with the needs of the project area (Los Mateos / Los Moros).
2. Inhabitants engagement / Many actions have been carried out to engage the inhabitants: planting campaigns, painting competitions, sport competitions, cleaning campaigns in the district and in the fortress surrounding area, public surveys to know the opinion about the relevance of the recovery actions to organize in the district and for the fortress.
3. Road map / A clear process, from the beginning to the end, has been shared with all the stakeholders to be able to collect suggestion, design solutions, and identify priorities
4. Peer-review / A double peer-review process has been carried out with an international audience (network partners)

and with the local urban actors to ensure their commitment in the implementation of the project.

- 1 The baseline information on Los Mateos district and Los Moros fortress has been identified and added to the IAP planning process
- 2 All the members of the ULG were consulted (via meeting face to face)
- 3 Los Mateos inhabitants was consulted through their neighborhood associations (via meeting face to face and opinion polls)
- 4 Feedback from stakeholders and inhabitants to produce interdisciplinary assessment and identify main issues and challenges, priorities for the IAP, and their potential role in supporting the district and city challenges
- 5 Identification of the objectives and expected results of the IAP, discussed and agreed within the ULG
- 6 The ULG with other stakeholders identify innovative solutions for the current problems (old or new)
- 7 A group of selected stakeholders lead the co-design activities for the development of the IAP actions
- 8 Peer-review with international audience (network partners)
- 9 The IAP final version, has been shared with the local urban actors, involved in the development process, as a check for their commitment in the implementation of the project.



Governance model



The IAP implementation

Tourism	
Actions	Outputs
Action 1 / Improve accessibility to the fortress through the Los Moros hill	• Make available the access to the fortress
Action 2 / Improve the public safety of the fortress	• Consolidation of the remains • Spaces safetied and signified
Action 3 / Restoration of main buildings of the fortress as a public spaces	• Lookout buildied at the fortress • Public facility (Bar) in the fortress • Public stage buildied in the moat of the fortress
Action 4 / Development of cultural guided tours in the Los Moros fortress	• Increase the presence of tourists and citizens of Cartagena at the district and in the fortress • Increase the social cohesion in the district
Action 5 / Development of spring flamenco festival in the Los Moros fortress	
Action 6 / Development of summer music festival in the Los Mateos district	
Action 7 / Development of stree art festival in the Los Mateos district	

Urban quality	
Actions	Outputs
Action 8 / Tourism SME training program	• Enhancement of the existing SME and support the creation of new local companies
Action 9 / Improvement of the public spaces (more comfortable and safety) through the development of a strong relationship between the district inhabitants and the Los Moros fortress	• Creation of a participatory groups of inhabitants • Development of community garden and orchards • Development of a new public open spaces in the urban fabric gaps • Improvement of the roads of connection for the district
Action 10 / Improvement of the environmental sustainability of the neighborhood	• Realization of a botanic garden in the slopes of the Los Moros hill • Improvement of the small public open spaces with trees and plants
Action 11 / Improvement of the urban infrastructures of the district	• Improvement of the urban lighting in the district • Construction of a new public parking place
Action 12 / Improvement of the illegal housing in the 'el cabazo' area	• Legalization of the self-build houses

Social cohesion and inclusiveness	
Actions	Outputs
Action 13 / Improvement of the waste collection in the Los Moros district	• Realization of new waste collection points • Development of a waste recycling awareness campaigns
Action 14 / Improvement of the safety in the public open spaces	• Redesign of the public open spaces • Creation of a "District Watch" (social media and inhabitants groups)
Action 15 / Local community products market	• Creation of the local sellers association • Activated microcredit programs for local producers and sellers • Identified places, for open-markets, at the fortress and in the district streets
Action 16 / Organization of local cultural events. Events related to the fortress and to the multiculturality of the district	• Increase the social cohesion in the district • Increase the presence of citizens from other districts of the city
Action 17 / Reduce school dropout rates in the 13-16 age group	• Development of a homework support program • Development of schools workshop organized at the fortress • Development of a workshop space at the fortress

Action 18 / Increase the number of young people jobs	• Development of a professional training workshops to support the local tourist activities organized at the fortress and in the district • Development of agreements for labour intershops in local companies • Sign agreements for families microcredit programmes
Action 19 / Improve the access to health and social care of the deprived social groups	• Health and social care mediators involved in the project • Health training campaigns for a families and children organized • Ensure the access to free school meals for the disadvantaged social groups
Action 20 / Improve intercultural coexistence between different social groups	• Welcome campaigns for new immigrants in the district and in the spaces of the fortress • School intercultural workshops organized at the fortress • Intercommunity neighborhood groups established • New structures created in a current neighbors associations according to the social reality of the district • Enhancement of ethnic groups present within the district





**Antonio Vicente de Amorim
Alves Pinto**

Municipality of Espinho
Deputy Mayor

Espinho The Atlantic Park as a new perspective in the city life


Today there is an intensification of urban growth and diversification of functions in the urban spaces that poses growing challenge to urban planning in contexts of economical and knowledge limited resources. The problems that emerge are complex and often range in size from a wide range of actors, who required both intervention strategic programs and planning tools, and in different formats, that go beyond the technical-political-scientific fields, that became insufficient to face the current European Union cities challenges.

It was in this context that the Municipality joined this project – MAPS, Military Assets as Public Spaces – of URBACT program, which, in line with the objectives of Europe 2020 strategy, was a community tools for exchange and learning, strong addressed to the development and promotion of an integrated territory (city and surrounding areas), in particular, in our case, for coast in the south of Espinho.

The two year journey as a city partner within the MAPS project was an excellent opportunity to re-think the use of the abandoned military areas in the city. The former military heritage spreads across the south side of the city, near to the coast in a protected natural landscape. In fact in a relatively unspoilt area, besides the beach on the sea front, there is a lagoon formed by mouth of the river Maior which is a natural habitat to several species.

The development of partnership whit public agencies, economic players and civil society (including citizens) at the various level of governance, has made possible the development of a participatory approach, translated into specific local dynamics, that allowed to share information, suggestions, on the urban planning process and the local needs and city challenges, and at the same time, strengthen the capacity of local actors in order to develop the Integrated Action Plan.

In fact the, the actions within the IAP, has been designed with the support of an integrated approach, in order to complement each other in a final “outcome” that can be shared as a whole. In this line, the local ULG has develop an overall concept for the project area translated into the idea of development of the “Atlantic Park”.



The IAP must be as a "collector", a tool useful to connect of the city challenges, the reuse of a tangible resources (former military heritage) and the aspirations from the "stakeholders environment".

The name highlights two of the major assets of the project area: the values expressed by the environmental area (lagoon), and the magnificence of the beach. This association of ideas has set the direction for the development in the area aiming to become an integrated part of the city life.

We can consider the IAP as a seed for a sustainable future. A strategic plan that is set to grow, evolve and adapt as move toward a sustainable and resilient future for Espinho. In this sense the proposed actions has been designed to be implemented from a short to medium-term perspective, looking for investment and collaboration with private partners, able to be urban initiators but not able to finalize the whole process, i.e., the proposed actions have simple and attainable outputs, that not requiring a huge amount of funding to start-up, but setting up the conditions to be able to attract and engage the inhabitants in the project area, and attract other future investments that fit the overall concept of the designed action.

The participation in this project provided the opportunity for the Municipality to revise their methodologies in the field of urban planning toward the adoption to an integrated urban approach, more sustainable for the city. The knowledge exchange with the other cities partners, learning from their experiences and strategic views, has been a valuable inputs for the IAP development, and has been the basis for the identification of new perspectives and lines of development never addressed before by the city. The aim is to integrated these methods in the daily work of the Municipality in order to enhance the governance capability of the city and improving the quality of the life of the inhabitants. As the project comes to close, a new set of opportunities are now open for the city and the City Council, together with its citizens, expects to build a more sustainable future for the city.



The IAP must contain actions with different type of time implementation: short, medium and long. We must consider the IAP as a tool that facilitate the incremental approach (step by step and complexity of the actions) in the field of the urban regeneration. Take in consideration that some actions could have come from other strategic tools: in this case the IAP will be a tool to harmonise different type of resources (actions)



More info on the IAP and city partner

<http://urbact.eu/espinho>

<https://mapsnetwork.wordpress.com/espinho-iap/>

1

Espinho / The Atlantic Park

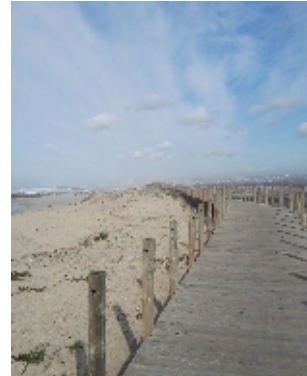
The city challenges

The city of Espinho has an urban regeneration program underway, as well as a program of Environmental and Territorial Enhancement and Qualification in the coastal area, which includes a set of natural assets, generating economic favors, with a special focus on tourism.

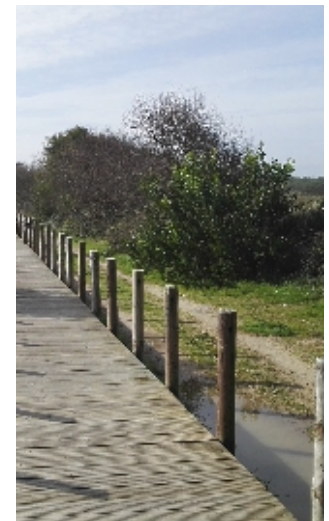
The main challenge of the city is therefore to work all these dimensions in a sustainable way trying to build synergies among its major assets to promote the economic development of the region.

The main challenge of the city is therefore to work all these dimensions in a sustainable way trying to build synergies among its major assets to promote the economic development of the region.

One of the challenges of the city is the revitalization of the south zone of the city center, which is part of the Atlântico Park area, bounded on the west by the Railroad Line, to the north by the Golf Course and to the south by the Paramos Lagoon, Barracks of Formal.



It is an area that covers a part of the territory belonging to the Natura Network and National Defense, and which comprises a set of natural values of high environmental value and landscape (Lagoa de Paramos, with its fauna and flora, endangered dune area which plays a crucial role in the prevention of coastal erosion, and two beaches awarded with the blue flag) that must be valued in an integrated and sustainable way, in order to promote the economic development of the county.



From the challenges to the re-use

The owned of the project area is splitted in several different entities which makes even harder to build a solution for area. For instance, the Ministry of Defence is in charge of the military facilities, the golf and airfield are run by local private clubs while the environmental assets are under the supervision of the National Environmental Authority.

This situation creates a governance problem for the city council as any future development of the area will have to be built over the consensus of all these players.

This particular situation (different owners and players) highlighted the following challenges for the project area:

- Rehabilitation of abandoned military buildings
- Social inclusion of "Praia de Paramos" village
- Reuse of the Airfield
- Reduction of the coastal erosion
- Increase of the biodiversity in the area

The enhancement of this area of the southern sector of the city, known as Atlantic Park, represents one of the axes of the Municipality strategy, which aims at the promotion of Natural Values and Heritage, essential to improve environmental quality, territorial identity, and to reinforce the tourist attractiveness.



The project area



2 Espinho / The Atlantic Park

The core ideas (developed themes)

Starting from the challenges of the city and the potential re-use of the area, the themes developed were: culture, issues related to the creation of a new jobs, social innovation, development of a new open spaces, wellness, social housing, etc.

The municipality propose several options to give new use to those buildings but also integrating these efforts in the overall master plan defined for the area which was approved during the project execution. The idea is to take advantage of the existent structures as the nearby airfield to install related businesses and schools. The aim is to create synergies with the military structures still operating in the area.

<p>Paramos Community Gardens</p> <p>The recent final approval of the Municipal Master Plan (in Portuguese PDM - Plano Diretor Municipal) has defined several 'green' areas around the village and airfield. The ULG is promoting its use as communal gardens for the people of village 'Praia de Paramos'. This is in fact recovering an old Portuguese tradition that has fallen in disuse in recent years</p>	<p>Running event</p> <p>The Open Day organised by the ULG to support the creation of a partnership between the Engineering Regiment No. 3 and "Running Espinho", a local association that promotes physical exercise. People run around various deactivated spaces and military buildings and vote for their best use. The success of the initiative led to be included in the IAP</p>	<p>Rehabilitation of the former aero club restaurant</p> <p>This abandoned building is located next to the airfield and currently only the walls are standing. This former restaurant, build in 1959, will provide accommodation for visitors that use the sport facilities, beach and other touristic assets of the area.</p>	<p>Rehabilitation of the "Formal" military barracks for the University premises</p> <p>The idea is to install aeronautic school, aeronautic industry and research centre in the former military barracks designated by "Quartel do Formal", taking advantage of the nearby airfield structure. Today the structure is used as warehouse by municipality services. The final aim is to develop an aeronautic cluster.</p>
<p>Event - Paramos School "Go-To"</p> <p>One outcome of the ULG discussion is the need to engage young people in the rehabilitation process from now on since some structures are already fully operational such as the wooden structures to walk over the lagoon; activities such as birdwatching also envisaged. The school centre of Paramos parish is a key partner here</p>	<p>Re-Connect with Paramos Castrum</p> <p>The archaeological site known as "Castro de Ovil" is an ancient village from the Iron Age that seats at just few km's from the beach inwards the land; it possible visited but the access to it is difficult and the surroundings have environmental problems (river pollution). Great potential to engage heritage with sport while preserving the natural beauty of the place</p>	<p>Rehabilitation of the airfield runway</p> <p>The pavement of the runway is in poor condition limiting the operational capacity of the airfield and need to be renovated. The Aero Club of Espinho has developed a partnership with private investors to promote this renovation and open new opportunities to valorize this asset.</p>	<p>Marketing campaign</p> <p>Currently the area is known as an integrated structure for leisure and support. The marketing strategy includes branding the area as "Atlantic Park", create and install supports for park information.</p>

The IAP solutions (approach)

The process of building the IAP was mainly based on the discussions held in the URBACT Local Group (ULG) meetings and activities. The municipality has involved many stakeholders in the discussion of the possible solutions to recover the military area for civil use, including local associations. It helped to gather several points of view and build a solid IAP for the concerned area.

This led to a reinforcement of the local policies by promoting citizens engagement in the decisions and helped to build a solid file to be presented and discussed with the funding agencies. With the MAPS project, the city council was able to create the right environment to reach an agreement by creating a sustained bullet-proof solution capable of answering the expectations of the majority of stakeholders.

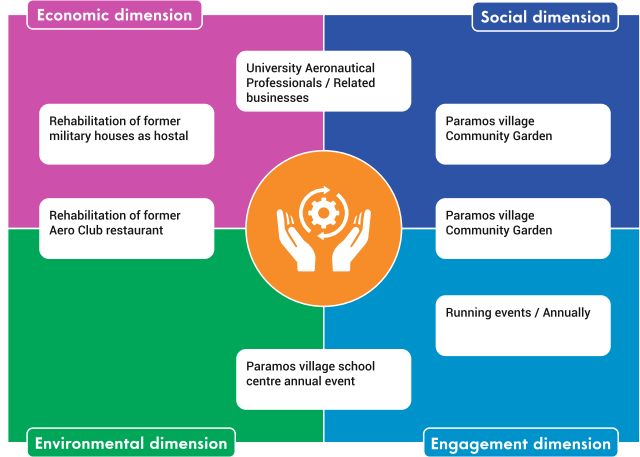
From the beginning of the MAPS project it was clear that stakeholders' management was one main requirement to successful co-design the current IAP. A mix of private owners, local communities, public infra-structures, namely several abandoned military buildings under the authority of the Ministry of Defence, sets a difficult scenario of multiple interests and inter-related links that was difficult to handle by the municipality. The Urbact project MAPS provided therefore the perfect opportunity to steps into a more integrative and engaging way of planning the city by using the tools and methods of Urbact as well taking advantage of the knowledge exchange among partners.

This proves to be a good measure not only for the final quality and pertinence of the actions foreseen in this IAP but also because it helped to minimize several mistrust among stakeholders that resulted from many years of a faulty dialogue and several misunderstandings about what were the real intentions of the city council for the area. As the meetings succeeded, an increase in the dialogue and openness of the proposed solutions created a trusted environment where every stakeholder felt that each one could have a word in the final solutions for the area.

The construction process of the IAP included an Open Day, which included a 10 km race and a 5 km walk in a circuit called "Military Buildings Route". This Open Day had the partnership of Engineering Regiment No. 3 and Running Espinho, associating the practice of physical exercise with the promotion and knowledge "in side" of the various deactivated spaces and military buildings in the county.

The main objectives of the event were to present the URBACT MAPS project to the participants, to publicize all deactivated military spaces and to integrate all citizens / participants to vote in one of the 4 uses presented and approved by URBACT Local Group for 5 different buildings and spaces to be reclassified / restructured in the future. In each stop of the race sign boards were installed presenting the possible solutions for re-use of the buildings and people could vote on the one they prefer.

Once the IPA proposal was drawn up, in a participatory manner, it was submitted to the approval of the ULG group, together with its governance model, which proposed that a new action be added to the area - action 8 - Rehabilitation of the airfield runway, which is considered to be an enabler of the economic development of the area, with a special focus on tourism.



3

Espinho / The Atlantic Park

Governance model

Promoting good territorial governance among the various institutions that manage the territory requires that the participation of citizens and civil society organizations be stimulated and organized. It requires, besides the political will, the use of appropriate tools and methodologies that ensure the understanding of the projects and the communication between the different stockholders, as well as monitoring and monitoring the projects in all their phases.

With regard to governance model monitoring, the figure systematizes the process proposed based on the contributions received from the ULG, experts and through knowledge exchange with other cities in the MAPS network. In this model ULG members are divided in 3 subgroups of the ULG according to the type of actions, objectives and relevant stakeholders.

Group A will be made up of an internal team of the Municipality, representatives of the Paramos Beach Agglomerate (Association of "Águas de Paramos", "Paramos em Movimento" residents of the settlement), the President of the Parish Council, representatives of primary and secondary schools, Lipor and Tourism de Porto and Norte.

It will coordinate and monitor actions 1 –

Paramos Community Gardens, 3 – Event – Paramos School "Go to" and 4 – Re-Connect with Paramos Castrum. In the aggregate these stakeholders will have as objectives: Reinforce social cohesion by engaging the local community and Valorisation of the natural landscape (Paramos Lagoon; beaches, seaside, etc).

Group B will be made up of an internal team of the Municipality, represents of Ministry of Defence, private investors; local community; promoters of University, Aeroclub, Companies of foundation.

It will be responsible for monitoring the implementation of actions 5 - Rehabilitation of 'Praia de Paramos' military houses, 6 - Rehabilitation of the former aero club restaurant, 7 - Rehabilitation of the 'Formal' military barracks for the University premises, and 8 - Rehabilitation of the airfield runway, which in common has specific objectives: Rehabilitating of abandoned former military structures; Promote economic development; Valorisation of the natural landscape, and Support business creation in leisure and sport activities.

Group C will be made up of an internal team of the Municipality, represents of

Running Espinho, Citizens ; Tourism Porto e Norte, Marketing Campaign.

It will be responsible for implementation and monitoring of actions: 2 – Running Event and 8 – Marketing Campaign, and as objectives: promote economic development, Reinforce social cohesion by engaging the local community and Valorisation of the natural landscape, and Promote the brand "Atlantic Park".



The IAP implementation

The main responsibility for the implementation and monitoring of the "Atlantic Park" is the Division of Planning and Strategic Projects of the municipality. It will be responsible, among other tasks, for integrating the investments planned in the area into a global vision, coordinating the efforts of the various players that have a stake in the area, in order to optimize synergies and multiplier effects.

It will also be responsible for holding follow-up meetings of the implementation process, with the various subgroups of ULG referred to, as well as for the entry of new members. according to the needs and demands of the various actions that integrate the IAP.

Each subgroup of the ULG, will be monitored internally by several services of the Municipality, according to the mentioned actions that integrate. The Administrative and Financial Division and the Tourism Division responsible for the implementation and management of the Structural Funds will have responsibility for the control of all financial aspects of implementation; the Communication and Events services will be responsible for the organization of events, in particular the implementation of the IAP communication plan, namely Action 8 "Marketing Campaign".

The Division of Education and Juventude, the Division of Social and Social Action and the Division of Basic Services, will be responsible for the monitoring and activities of schools that can also act in the promotion of Atlantic Park. Finally, the Municipal Works Division, with the function of monitoring and supervising the rehabilitation works.







Thomas Hammann

City of Koblenz
Office for Economic
Development
Chief Officer

Koblenz Fort Asterstein: a cultural arena for the city

In 2015, our Twin-City Varaždin in Croatia send us an invitation to join a EU Project about “disarmed cities” which would be executed within the next 4 years, with partners all over Europe.

We payed attention to the offer, because in Koblenz we have a lot of old barracks in urban quarters, which urgently need a qualified development. In addition, getting to know how other authorities found solutions to this great task, respectively to develop together with others new ideas we had never thought of, would be a great chance. What did we had to offer?

We already had experience in the field of military conversion with former barracks (they became the new site for the University of Koblenz or residential complexes) and could tell others what we found out about the process of conversion. After intense discussions we decided to bring the old military heritage of the Fort Asterstein, started to be built in 1817, into the project MAPS and were lucky that we could join it in the second phase. For the city as a whole, for the heritage and the venue itself the MAPS project is a great chance: building up new awareness, strengthening the public participation and making great steps to a new use of the old Prussian barracks.

The MAPS. project started at the right time. In 2011, Koblenz hosted the national horticultural show with more than 3 million visitors. Only one out of four parts of the old fortress had been renovated and was used for the show, the Fortress Ehrenbreitstein. The other parts remained sleeping beauties.

In 2017, we celebrated the 200 years of the laying of the foundation of the overall defence system of Koblenz and 170 years of the naming of the Fort Asterstein. And just in time Koblenz won a national competition to receive funding from the federal government to rebuild the landscape around the remaining three parts of the defence system. The Intention is to open the remains of the fortress to the city, to re-establish the views between the forts and prepare the surrounding of the old buildings in a way that attracts new users and visitors, to provide a barrier free access and enough parking spaces also for attendees of events in the future. The reconstruction will be

done mainly in 2019. However, the work will not affect the building of Fort Asterstein itself. Therefore, our task within the MAPS project was to find solutions how to deal with the venue.

Mainly in the preparation phase and then in the very intense working time at the transnational meetings in Cartagena, Koblenz, Longford, Szombathely, Serres, Espinho, Telsiai, Piacenza and Varaždin, we developed a framework for the future use of the Fort which culminated in branding of the Fort as a 'social and cultural event arena'. The place should be a mixture of an event centre. The venue should work as a social place to meet, but also to work together. To host workshops and exhibitions for artists, to celebrate music concerts of various kinds and to be a home for all age groups.

Nevertheless, thinking about a possible use of the building does not mean to forget about the history of this former military facility. The Fort Asterstein is one of a few remaining examples of the "art of constructing" a military fortification in the early 19th century in Prussia. Therefore, we are talking about a historic monument, which has to be preserved to the following generations. Such a monument contains the history of Europe in itself and using it as a location for education, it could be a starting point for a discussion about a peaceful living together of Europe today. The restoration has to happen very carefully and at the same time consider the challenges and needs of today.

In the discussion process of the MAPS project we identified a lot of big and small actions which we have to work off in the near future. However, the most important task now is, to find out in which state the building is concerning the static, the condition from the roof to the bottom. Moreover, the bracket to all that is a feasibility study which includes the necessary technical information to show the chances of a coming use of these old walls. And of course at the end of this process we are able to say precisely how much it will cost to reconstruct the Fort. We think that is worth working into that direction because at the horizon we see an important goal. It is the Horticultural show in the area of the world heritage of the upper middle Rhine valley in 2029 or 2031. The Fort Asterstein will be part of this area and all the different stakeholders agree to the duty to improve the condition of the Fort.

At least, we would like to express our gratitude for this project and all the partners who took part in the several meetings around Europe. The experts from the URBACT secretariat helped us to find our way with their experience and the great variety of methods, which was a great assistance. We learned a lot and we are convinced that without the help of MAPS, the Lead Partner and Luca Lanzoni, the Lead Expert, the project "Fort Asterstein" would still be a theoretical approach.



The urban regeneration projects must take in consideration different type of final users and functions, but always in relation with the real city needs and challenges. Fort Asterstein will be a place for: facilitating the meeting and work among people (social innovation workshops), hosting public events, cultural activities, and supporting the cohesion between people from different ages.



The IAP must facilitate the integration of the technical activities of support (feasibility studies), the development of the core ideas about the reuse, and the support of the urban actors that want participated in the governance of the regeneration.



More info on the IAP and city partner

<http://urbact.eu/koblenz>

<https://mapsnetwork.wordpress.com/koblenz-iap/>

1

Koblenz / Fort Asterstein

The city challenges

Koblenz is since many hundred years a location for administration and military. 2000 years ago romans founded the city and during the centuries until now times it was fortified.

This development had a lot influence in the cityscape and urban planning. In the 19th century, the city of Koblenz was fortified by the Prussians. This defensive system is of high historical and monumental value. After WW II Koblenz 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 numbers this means about 15.000 soldiers and their families left the city, which also had a financial impact on the city.

The City of Koblenz is the biggest City in a radius of 80 km. Therefore it is a location of working, shopping, education, health and culture for the region. On top Koblenz is a one of the favorite tourist destinations in Germany. In this context it is necessary to develop new offers in the needed fields.

From the challenges to the re-use

The former military assets and several administrative building faces the city today with new challenges.

Growing and shrinking administrative departments and changed demands for office-sites are a challenge and chance today. to handle the change from military location to a location of business. The question is, how to reuse assets for administration or business and offer offices in fitting sizes for institutions so that these working spaces are not lost. A concept regarding all military and civil conversion fields tries to give answer, but has the lack of timing.

The Prussian fortresses do not fit in this conversion-concept, but they may function as a supplement for soft factors for Koblenz as a liveable location. Except Fortress Ehrenbreitstein, which is by far the biggest and in best conditioned part of the Prussian-System, all the other parts of the Fortress are owned by the city and they generate now some difficulties in form of enhancement and maintenance.

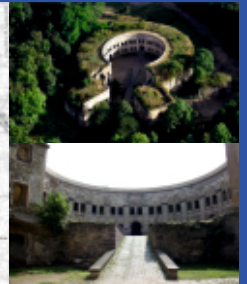
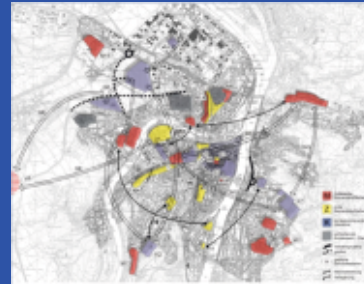
Prussian Fortification System today

Due to the complexity of the fortification system (small objects in a large territory), and the strategic choices of the city (financial priority) the renewal and enhancement of the heritage has been organized with a private social charity organisations, that in many case have a imitated access to the financial resources and depend on the free manpower of the persons, to design the activities and manage the places.

Whit this approach Fort Konstantin is already renovated and used for events such like weddings; Fort Asterstein has some temporary use for music festivals and a summer camp for kids but is still not in an optimal condition; Fort Feste Franz is physically in a very bad condition.

According to the fact that most of the old fortresses are in bad condition and some of the former military compounds are empty the city is confronted with the challenge to transform the former military assets into a new urban hub for the whole city.

1. Protect the heritage of Koblenz by restoring the Old Prussian fortress and keeping the history alive.
2. Find a proper reuse, for the "modern" former military assets, which will benefit Koblenz and all citizens.



The project area



MAPSolution

A journey on the re-use of the former military heritage



2 Koblenz / Fort Asterstein

The core ideas (developed themes)



Event Arena and Social Hub for everyone

The fortress will be useable inside and outside without restrictions: weddings, theatre, music, business meetings, summer camps for kids and tourism will be part of this vision



Support Fort Asterstein

Building a group (some stakeholders are in the ULG) who is responsible for the management of the fortress: implementation of the IAP actions, information, organisation and booking of the fortress



Cultural events

The Fort will be a perfect place for cultural events such like theatre, exhibitions and musical. The acoustics and unique feeling for the audience will lead to memorable expressions and positive feedback.



Private events

Next to cultural and social events the fortress will be promoted as a location for private events: weddings, birthday party and company parties. There will be enough space in, and outside of the fortress, to host up of 500 person



Kids Summer Camp

The AWO association, is responsible for the organisation of the summer camp for students. This event bring back life into the heritage and gives to the kids the great experience to explore the old fort, be active, and make new friends.



Education events

The fortress as part of the education system in Koblenz, in particular: teach to the school about the history (live history); for the Chamber of Crafts and students from the University, detailed activities related to the buildings techniques

Expected Results

- 

Revenue / Return of investment

Due to all the investments and executed actions there will be an expected revenue from rents. One of the goal for the future is to cover costs of the management by the income generated, running the fortress without any outside support. The main investments for the enhancement will be in manpower by organisation and supporters, financial investments will come from the BuGa (national gardening show), with a total budget of a two digit million Euro, the Municipality and private investors
- 

More Tenants, Visitors and Tourists

Due to the renovation, better access (also for disabled people) and the weather independent usage possibilities for Fort Asterstein, the number of tenants, visitors and tourist will increase. Also will the press coverage and the word-of-mouth advertising raise the awareness of people, companies and social organisations. With the big final goal, the national gardening show in mind, there will be a unique opportunity to highlight
- 

Development of the City of Koblenz / Quality of living

Next to more tourism and visitors, the reuse of the Fort will also be beneficial for the overall development of the City. An improvement of the cultural offers in combination with the strong economic situation in the city will automatically attract new citizens, employees, entrepreneurs, students and artists alike
- 

Awareness

All the core ideas will as a consequence increase the awareness of Fort Asterstein and Koblenz. As it is predicted, that not only more citizens recognize the Fort but also the surrounding areas of Koblenz. By providing space for many people at the location, Fort Asterstein will also be attractive for bigger festivals (with guest from all over the place) and big companies in cities nearby

The IAP solutions (approach)

The IAP (Integrated Action Plan) has been developed by the ULG activity, within the local meetings and during the transnational meetings with all MAPS-Partners. The urban local group (ULG) mainly contributed to the development of the IAP.

First of all it was necessary to get to know the public opinion about the reuse of the fortress. Everyone was invited to share their ideas. The first act has been the organisation of a "Future workshop". The inhabitants of the district of Asterstein, where the fortress is located, gathered to discuss and to agree on some important goals for the enhancements of the community and this heritage.

Then the City organized an online survey and as a follow-up a workshop in the 2017, to find out which fortress has the most public interest and what kind of use is demanded. The participation at these activities was good, 640 participants took part of the online survey and 83 at the workshop.

Results clearly speak for Fort Asterstein as the location with the most potential in the city. Also events as entertainment are demanded by the public.

The MAPS meeting in Koblenz with the workshop on Fort Asterstein once again showed that almost all ideas, from the MAPS-Partners lead to a location for events and cultural activities. All forms of participations, covering the whole city, the neighbourhood of the Fort and the knowledge of experts and MAPS-Partners came to the same conclusion; to use Fort Asterstein for events, culture and education.

Now that the public needs are defined the municipality (owner of Fort Asterstein) need to check the feasibility of those ideas. Some Actions and many planned events are directly linked to the outcome of the feasibility study, which is an essential requirement for the use of Fort Asterstein.

The ULG worked on the development of the IAP. Developing and planning actions which contribute to the goal; the event arena Fort Asterstein. During the years of the MAPS-Project many meetings and discussions within the ULG and also with citizens, organisations and politicians were held. Actions and new ideas were identified during this process and finalised in the IAP.



3

Koblenz / Fort Asterstein

Governance model

The mandate to maintain the Fort and develop it to a cultural event arena derives from the outcomes of two workshops/surveys for citizen's participation and the needs of the city. It is confirmed by Urbact-partners at the Koblenz' workshop and could finally be decided by the city council.

There are three main acting institutions, involved in development of the Fort Asterstein and the implementation of the IAP.

The ownership of Fort Asterstein is kept by the City of Koblenz and the decisions about the development have to be confirmed by the municipality and by the city council. The ownership has a lot of rights and obligations for the City of Koblenz. They have to make sure that the building is secure, enough to host events and also act in interest of the general public. The municipality deposes and exploits the feasibility study and finally the city council decides further actions and investments according to the feasibility study and the budget.

"Arbeiterwohlfahrt Koblenz" (AWO) is entitled to use and lease the Fort. Details are regulated in a contract. AWO uses the Fort as a youth-camp for workers' children during Easter-, summer-, and autumn-holidays. AWO provides

interested citizens and stakeholders with guided tours and open heritage days. First small cultural events are organised. AWO acts as the lessor for any interested hirer. Some different events like weddings, Theatre, concerts and raves with 50 -3000 persons happened the last years (2017) in summertime. The Fort attracts a rising number of organisers and visitors in the region. All incomes needs to be reinvested in the Fort.

As an outcome of the ULG the association "Freunde und Förderer des Fort Asterstein"(FFFA) was founded. The name means "Friends and Supporters of Fort Asterstein". It is an association of stakeholders and citizens that are interested in the preservation and utilization of the Fort. The cooperation between FFFA and AWO will be very close. Common events like open heritage days or Summer Festival are organised together. Because of the association the budget is so small that investments can't be done the main interest of the FFFA is to engage people and stakeholders for charity work or any other support and finding sponsors for events or small investments. FFFA will coordinate.



The IAP implementation

All three main actors will take care of the implementation of the Actions and the IAP. Legally responsible is the owner (municipality), but the measures are closely adjusted and agreed with AWO and FFFA. All stakeholders collaborate in the ULG (informal, all) or the Association FFFA (formal, some). The IAP implementation is mainly depended on the timescale and the owner's finances.

The timescale shows two levels: on one side ongoing measures and on the other side short, medium and long dated action. For ongoing measures are mostly AWO and FFFA responsible. These actions are independent from investments in infrastructure like summer camp, open heritage days, summer festival or any marketing, sponsoring, charity work.

Short dated actions should be done immediately, without any impact on the physical situation or the usage (responsible: AWO, FFFA).

Medium scaled actions start after the results of the feasibility study. Essential are funding, manpower, cooperation, further planning and/or coordination. It may have temporary interference, but is of high value for the usability and revenues (responsible: AWO and Municipality).

Long term actions depend on the success of previous action, especially the revenues and budgetary situation at all. These action need longer, professional planning. Hopefully funding is secured (responsible: Municipality, in coordination with AWO and FFFA).

For the IAP implementation two cases are outlined:

In the case, that a big investment can't be done at once, the single measures of the IAP needs to be step by step, one after the other and according to the success. Basis of the decisions is the feasibility study. The management as an event arena is done by the AWO, technical

In the case, that the BUGA 2031 will take place at the Upper Middle Rhine valley, a big overall investment is proposed to rebuild the Fort as an event arena of high quality with good infrastructure. The big building measures will be coordinated and managed by the municipal building department. During this time it is expected, that no events could take place in and likely around the Fort Asterstein. After the building measures are finished the management of the site needs to be lift up on a higher, professional level.

Actions

Feasibility Study	Building improvement	Finding Investors	National Gardening Show
The first and most important Action which needs to be implemented is the feasibility study. Without the study it is not possible to predict what kind of work has to be done to use Fort Asterstein as an Event Arena.	In order to use the Fort during bad weather a roof over the inner court is necessary. The installation of the roof provides security for event planning, which leads to a higher occupancy rate. In general improvements throughout the building.	Rehabilitation of the fortress is very money consuming. Therefore the development also depends on external investors and supporters. The ULG developed a concept to offer Companies, Association and private person to be come godfathers in this action.	In 2029 or 2031 Koblenz is again part of the National Gardening Show "Buga / Bundesgartenschau". Fort Asterstein will be one part of this huge event. Therefore financial support will benefit the reuse of the Fort.







Longford Connolly Barracks: creating new ways to engage with citizens

Lorraine O'Connor

Longford County Council
Regeneration Officer
MAPS Project coordinator

Longford Town has a population of 10,000 people. It is centrally located within Ireland and is well connected to the larger urban centres. Longford Town is the county town of a largely rural county. However, Longford suffered significantly as a result of the economic recession, with the loss of a significant number of jobs, including those of 200 soldiers based in Connolly Barracks.

Connolly Barracks is located at the top of the Main Street in the centre of Longford town and is a site of strategic importance within the town, both in terms of its physical location and also the psychological significance of a site of this scale within the Town Centre. In 2009, when Longford and Ireland was in the depths of an economic crash, the Department of Defence closed the site with the loss of 200 jobs to the town. This also dealt a blow to the confidence of the people of the town.

The Municipality proceeded to purchase a portion of the site, including the main Barracks building and approximately 15 acres of land, much of which is bounded by the River Camlin, recognising the potential of the site to act as an driver for the economic regeneration of the town. However, due to the limit in resources of the Municipality, the site largely lay idle since its purchase and was not seen to be contributing to the economy and recovery of the town.

In order to keep an interest in the site, there have been some temporary uses on the site, including some local festivals and local groups using the buildings for their activities. It has been important to keep an active use in the site and to keep the site in the minds of the local citizens. However, challenges here lie with security of the site and whether it should be open to the public and the ongoing deterioration of the buildings within the site due to lack of use and therefore their suitability for temporary uses.

Traditionally there has been some distrust by the local community of the Municipality and the formation of the URBACT Local Group (ULG) has been fundamental in beginning to change the perception of the Municipality and the way in which it operates and communicates with the citizens of the town. It has also allowed us a greater



Temporary use. This practice has been adopted by different partners of the network as a first tangible act for the IAP development, and to be able to reach the following objectives:

- check possible uses of the site
- keep the site in the minds of the inhabitants
- verify on the field a range of possible solutions

opportunity to engage with the people of Longford, in identifying what they feel is needed for the improvement of their town and their quality of life. Looking at new ways to communicate with the citizens led to the development of a new app called Longford Nua, which is a community mapping project which provides an online platform for people to share their ideas about regeneration and reuse of sites and buildings in Longford Town. This app allows people to start a positive conversation around Longford and the potentialities of the town.

The actions in the IAP were developed under the headings of social, economic and physical and it is considered that each of those elements are required to be addressed in order to ensure a co-ordinated approach to the regeneration of this area of the town.

It is important in the consideration of the redevelopment of Connolly Barracks that it is not addressed in isolation, outside the context of where it sits in the city. For this reason, the first action identified in the IAP is the development of a masterplan that will look at the wider area, to ensure permeability and connectivity with the city centre and the surrounding amenities.

This will ensure that the regeneration of Connolly Barracks ties in with and compliments the regeneration of the wider Longford Town area and drive the economic growth of this part of the town.

It is important to recognise that the redevelopment of a site of such a scale takes time and results will not happen overnight but it is vital that the residents of the town see something happen on the site, whether it is a temporary event or small project ideas to begin the regeneration of the area, allowing them to see the potential of the site.



The urban regeneration act it must to be considered as a component of a wider urban strategy. To give real support to the IAP is necessary develop a strong connection between the local framework of planning and strategic tools, and the actions within the IAP. The IAP should not be considered as an isolated tool, but part of an integrated strategy.



More info on the IAP and city partner

<http://urbact.eu/longford>

<https://mapsnetwork.wordpress.com/longford-iap/>

1

Longford / Connolly Barracks

The city challenges

As with much of the rest of Ireland, Longford experienced a significant recession, beginning in 2008. At this time, Longford had been largely dependent on the construction industry for employment. This sector collapsed overnight, leaving large numbers of people within the town unemployed. Prior to that date, Longford had not attracted the same level of high street retailers or industry into the town, when compared to towns of a similar scale elsewhere. In fact, just as the recession hit, a large shopping centre was completed but never opened.

This building adjoins Connolly Barracks, which also closed in 2009. These two large empty sites have scarred the landscape at the northern end of Longford Town and led to further deterioration in this area of the town. As Ireland has begun to come out of the recession over the last number of years and experience positive growth again, Longford has not experienced this to the same extent and continues to have high unemployment levels and high vacancy levels. Longford Town also had a high number of non-Irish nationals resident within the town, with the 2016 census

showing that approximately 10% of the population are of Polish nationality and approximately 3,000 of the 10,008 total originating from countries outside Ireland. One of the secondary schools within the town has 40 different nationalities represented among its students. One of the challenges facing the town is to ensure the integration of these many different nationalities into the Longford community.

The people of Longford do not recognise the potential that lies on their doorstep, with fine architecture and history and the fabulous River Camlin running through it, which the town has largely turned its back on and not recognised the potential of opening up the river.



From the challenges to the re-use

Following the closure of Connolly Barracks in 2009, Longford County Council bought a large portion of the site, as it was recognised by the Municipality as a site of strategic importance to the town, the regeneration of which could act as an economic driver for the remainder of the town.

However, due to the condition of the site, it has also led to challenges in identifying the appropriate use for the site. A number of temporary uses are maintained within the site, engaging people on the site and keeping an interest in the site. However, while such

uses are useful for the continued engagement and identifying potential reuses, there is need for greater clarity on the future of the site, both to ensure the sustainability and longevity of the building but also within the minds of the citizens of Longford, so that they can see the positive change in their town and become proud again of this area, as it is currently seen as a negative legacy on the town.

Until progress is made on the regeneration of the Northern Quarter, it is difficult for the people of Longford to move on from the recession and the

effect it had on the town. Since the purchase of the site, Longford County Council has worked with a number of different bodies to identify ways to bring Connolly Barracks back into use at the heart of the town. The primary objectives identified for Connolly Barracks are that Connolly Barracks:

- 1 Act as an economic driver for the Northern Quarter and the wider town region.
- 2 Provide a social dividend for the people of Longford, which will provide a link to the heritage and history of the town.
- 3 Improves the physical connections in the area, opening it up to a wider audience.



The project area



2 Longford / Connolly Barracks

The core ideas (developed themes)

The core ideas of our IAP are in relation to the regeneration of Connolly Barracks to provide an economic driver for the regeneration of the wider area, but also to ensure that there is a social dividend for the people of Longford and to increase the physical connectivity between Connolly Barracks and the wider town area, particularly given the proximity to the River Camlin and the Main Street.

Economic / To change the direction for this area of the town, to act as a driver for the economic regeneration of the town through the attraction of new investment to the Northern Quarter

→

Expected results
Increase in the number of businesses operating and people employed in the Northern Quarter, with a resultant increase in footfall through this area of the town.

Physical / To rediscover and open up the River Camlin and to reconnect Connolly Barracks with the Main Town Centre

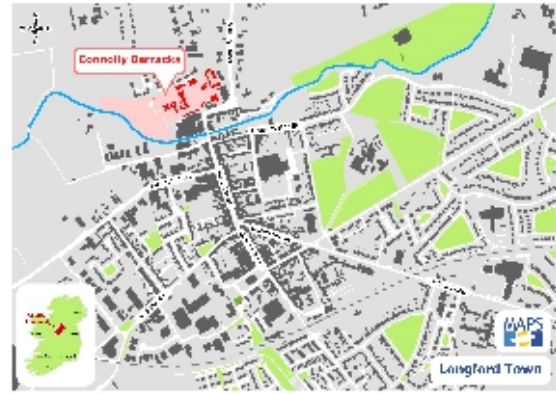
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Expected results
To improve the urban quality of the Northern Quarter area and the life of the inhabitants through increased amenity space and improved connectivity and permeability through the town.

Social / Ensure that the people of Longford experience an increase in the quality of life, through improved facilities, increased cohesiveness and communication.

→

Expected results
Provide space and facilities that can ensure the different communities of Longford can come together and learn and grow from shared experiences. Also to increase communication with and confidence in the Municipality.



The IAP solutions (approach)

The IAP has been developed through an interactive co-design process working extensively with the ULG members but also through engagement with the wider urban audiences, through surveys, workshops and the development of an app to allow people use technology to engage in the process.

It has been very clear from the beginning of the process that there must be a focus on the social dividend for the people of Longford and much engagement has taken place with the people of Longford in terms of the nature that this social dividend may take. In order to be clear in the process, the following approach was adopted:

Stakeholder engagement / Identifying the appropriate people to form the ULG from across the key stakeholder sectors, including the Municipality, Chamber of Commerce, Arts, Education, and community groups representing various interests, including youth, tourism and military.

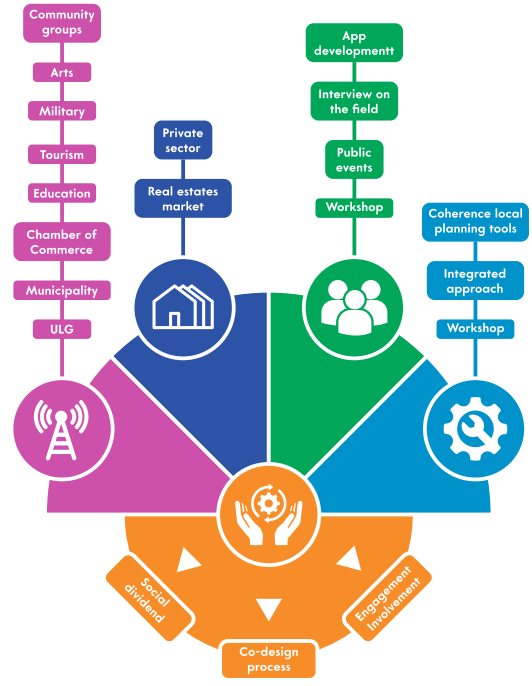
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Engagement with the private sector / Due to the scale of our site and the lack of experience of redeveloping such a site within the Municipality, it was decided to seek expressions of interest and offers on the potential of the Barracks site, with a view to a potential sale of the site. It was necessary that any interested party must demonstrate a clear vision for the redevelopment of the site, including the potential social dividend.

Citizen engagement / It is important to ensure that the people of Longford, who have suffered due to the economic recession and who will be mostly affected by any redevelopment of this area, have their say in the redevelopment and regeneration of their town. Our engagement recognised that traditional methods of engagement do not result in meaningful engagement with many citizens. Therefore, alternative methods were explored, including workshops and the development of a new app.

→

Development and refinement of actions / Working with the ULG and our network partners, we developed ideas and solutions around the potential reuse of Connolly Barracks and the best approach to ensure integration of the Barracks into the wider town area.



MAPSolution

A journey on the re-use of the former military heritage



3

Longford / Connolly Barracks

Governance model

Who should be responsible for implementation of this plan? Each party points to the next – it is not my job, I do not have the resources, I do not have the power – some of the cries when responsibility is delegated.

But someone must take control or nothing happens – there will be a core implementation group made up of a strengthened ULG backed by the Municipality – this will ensure that people who have an interest and are willing to work towards implementation of the plan are supported by those with power and funding or access to funding.

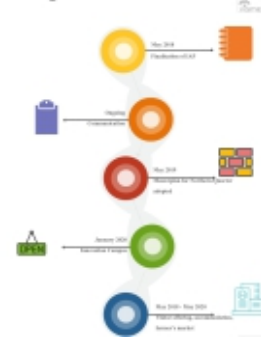
This will be supported by a dedicated company established with the responsibility for the management and operation of the facility. It will have charitable status and will be overseen by a voluntary board. Primarily the Board will oversee the financial operation of the organisation and will be responsible for overseeing operations. However, it should not interfere in day-to-day decisions, but it must work with the executive.

The core governance group will be supported by sub-groups, each with their own role. An iterative process will be undertaken, where communication is key – the sub-groups will report regularly to the core group and the core group will

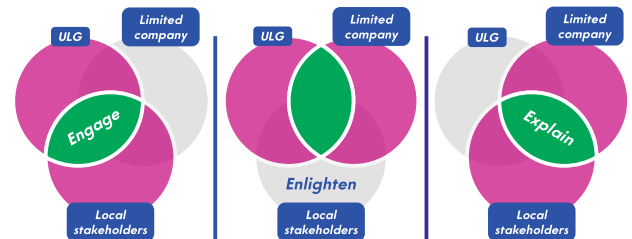
keep the sub-groups informed of progress, next steps and challenges. Some of the key points of focus of the sub groups will be engagement with citizens, communication on IAP implementation and progress and to take on particular actions within the IAP to carry through to the next stages of implementation.

This core group will gather all the progress reports from the various groups and report on an annual basis to the Municipal District and make the findings available to the town stakeholders and residents.

Timeline for Implementation of Longford IAP



The Key elements

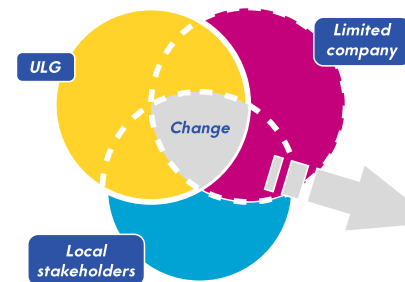


The ULG shall be strengthened to represent the wider community, including business in the area

A dedicated company shall be established with the responsibility for management and operation of Connolly Barracks facility

Enhanced engagement with local business people to increase buy in to the project

Combine the Elements



The combination of the above elements will ensure that the IAP, and future Masterplan, is implemented and the people of Longford experience an improvement in their quality of life

The IAP implementation

Economic

Actions	Outputs
Action 1 / Development of the Masterplan	• Masterplan and business plan of the entire area
Action 2 / Commercial Innovation Campus	• Development of research space • Office and space for the community
Action 3 / Farmer's market	• Dedicated space for farmer's market and permanent space for display and sale of craft goods



Action 4 / Guest accommodation	• High quality hostel accommodation catering for growing outdoor/adventure based tourism industry
Action 5 / Consolidation of Local Authority Offices	• Single dedicated municipality offices accommodating all needs of municipality ensuring one-stop shop for members of public
Action 6 / Development of Tourism Offer	• Walking trail of Longford Town to build on recent improvements in tourism offer of the town.



Physical

Actions	Outputs
Action 7 / Opening up of the River Camlin	• Improved walkways along river Camlin, buildings opening onto the river, improved access onto the water
Action 8 / Improvement of urban quality	• Footpaths improved, enhanced public lighting, entrance to Connolly Barracks enhanced
Action 09 / Skate Park	• Skate Park for use by people of Longford



Social

Actions	Outputs
Action 10 / Development of Assisted Living Facility	• Assisted living accommodation within Northern Quarter area with clear connections to town centre
Action 11 / Museum	• Museum and archive space within Northern Quarter illustrating the history and story of Longford and improving tourism offer of town
Action 12 / Festivals	• Increased number of festivals within Longford town, with greater engagement by the local community in running of them as a result of enhanced support from Municipality. Increase in visitor numbers to Longford
Action 13 / Communication	• Longford Nus app, enhanced stakeholder group, providing support to Municipality in developing proposals to regenerate Longford town





Gabriele Santacroce

Municipality of Piacenza
URBACT MAPS project

Piacenza **Former Pontieri lab:** **new pivot between city** **centre and Po river**

Piacenza's urban territory counts numerous military settlements, as a result of a strategic allocation decided in the past at a national level. The Northern area is the back alley of the city, where highly impacting activities have been located over the years: industrial sites, powerplants, incineration plant.


As a consequence, along the river Po and the surrounding areas we registered a growing state of abandonment, transforming this portion of urban territory in a degraded setting, both from an environmental and landscape-related point of view.

The former Pontieri Lab, which our IAP focuses on, lies between the river and the historical centre, which means that the requalification of this dismissed military compound can be a key factor not only in livening the city and making it more attractive, but also in strengthening Piacenza's identity by promoting its artistic, traditional and natural heritage. This means re-thinking the function of former Defence sites in terms of innovation and culture, turning them into points of attraction that can build a new relationship between the river Po banks and the city centre.


The IAP has been developed taking into account the need to attract youth and families towards the city centre, by making available new collective spaces and infrastructures, capable of hosting public events or workshops related to various fields and interests: sports, food, tourism, education, co-working, culture, integration.

Such drivers are mainly focused on the enhancement of the most positive aspects that may contribute to a higher quality of life, giving more value to the environment, to relaxing everyday rhythms, to the opportunities of a human-scale territory, to a culinary tradition based on tasty and healthy food. Looking towards the future, this also means developing a process that started a few years ago, aimed at designing Piacenza as a city for students, where schooling and training thrive, giving impulse to research and highly specialized education opportunities.

The scenario set for the Pontieri Lab is mainly focused on the aim to identify the area as a point of reference for



When the focus is about the regeneration of one urban compound of large scale, the suggestion is to work on the creation of a strong relation between the city challenges and the physical reuse of this sector of the city. This city sector could host different functions, regenerated in incremental mode, and give an integrated response to the city



The challenge of contemporary urban policies is about the reduction of the mismatching between the different urban tools of management, strategy and development. The urban regeneration could be the occasion to merge these different points of view



As mentioned before the urban regeneration must be the occasion to support the development of a real integration between three important urban pillars (needs): problems related to the urban quality, the city strategy (vision of the future) and the involvement of the inhabitants in the co-design actions.

cultural integration and the promotion of local products, for education and training, for sports and natural paths connecting the city center and the river banks. This is why we have foreseen, in this area, the construction of spaces dedicated to culture, teaching and scientific research, such as laboratories, study and conference rooms, plus other spaces that can be functional for students' life: libraries, sound-proof areas or co-working spaces.

During the ULG meetings, a group of stakeholders and actively involved citizens or associations with different backgrounds has formed; participants have expressed the intention to work directly on the project for the reuse of the former Pontieri lab, also by organizing events in cooperation with the Municipality. This has been, in itself, one of the most meaningful aspects of the whole MAPS project for the city of Piacenza: bringing institutional and community oriented perspectives to merge, enhancing the role of ULG members as the essential connecting element in the bottom-up / top-down system.

On the basis of the identified key elements, the project for the area focuses on a process that puts in a sequence the vision, the context and the subsequent actions, paying great attention to the requests emerging from the participatory experience of the URBACT local group. This has led to the selection of specific subjects (related also to the proposed functions), seen as the main points of reference for the same actions. They can be summarized in four points:

- restoration and regeneration of the existing and restricted buildings;
- creation of new public spaces; implementation of the connections with the surroundings;
- improvement of mobility (cycling and pedestrian accesses), opening new paths between the city and its river and between emergent focal points in the urban fabric.

URBACT has set, in Piacenza, a new method and the basis for future planning. It's an inspiring experience for any city investing in urban regeneration and ready to widen its horizons.



More info on the IAP and city partner

<http://urbact.eu/piacenza>

<https://mapsnetwork.wordpress.com/piacenza-iap/>

1

Piacenza / former Pontieri workshop

The city challenges

On a territorial level, the main challenge for Piacenza is to bring back people to the city, opposing to the current Italian trend that see a shift of the population from the urban areas to the countryside. In order to contrast such trend, the city must provide services and attractiveness, becoming a city of culture and Education, where youth and young families can live with benefits in comparison to the countryside.

At local level, the challenge is to bring back people in the historical city centre and therefore not only generically to the

city. Moreover, in this case the re-population of the city centre is not meant only in terms of residents in the city, but it is referred to all the population of the Province of Piacenza, as well as to tourists, that might come to the city centre thanks to shops, events, museums, services and sport.

The aim is to allow people to live the old town as a natural shopping mall, as a place to enjoy the beauties (numerous palaces and churches), and a welcoming place for tourists. At social level, the main challenge is to increase the



inhabitants and in particular to decrease the average age of the citizens, contrasting the ageing of the resident population. While on a district level, the challenge is to provide the necessary services and infrastructures to schools that are settled in the city centre, near the military area.

Moreover, another challenge for Piacenza revolve around the reorganization of mobility: it is very important to move the bundle of tracks from the passenger railway station to the logistic park, allowing a renewing of the areas close the river. Also, the river is undoubtedly a big challenge for the city, while it has been often ignored or used as a barrier and border.

From the challenges to the re-use

The several challenges of the city of Piacenza at territorial, social and mobility levels have been faced through the Municipal Structural Plan (PSC), adopted in April 2014.

The PSC represents the main instrument to guide the regeneration of obsolete areas of the city and the re-use of the military assets as optimal solutions to the city challenges.

In particular, the attention has been focused on the Pontieri area because of the physical elements and the strategic urban position in the city:

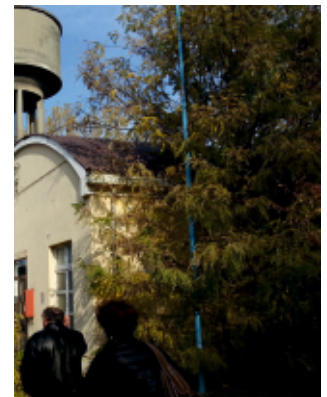
1. it's closed to the city centre, the historical city walls and the river Po;
2. it's opposite to some of the most important and historical secondary schools of Piacenza.

The reuse of this former military area will help to achieve the city strategic objectives, touching on three fundamental pillars:

1. Increase the urban population making the urban area more attractive and sustainable

2. Building a reference model in the field of urban planning with a participatory approach that promotes the social cohesion

3. Reuse the Pontieri area to increase sport, cultural, educational facilities in a sustainable city strictly connected to the river Po

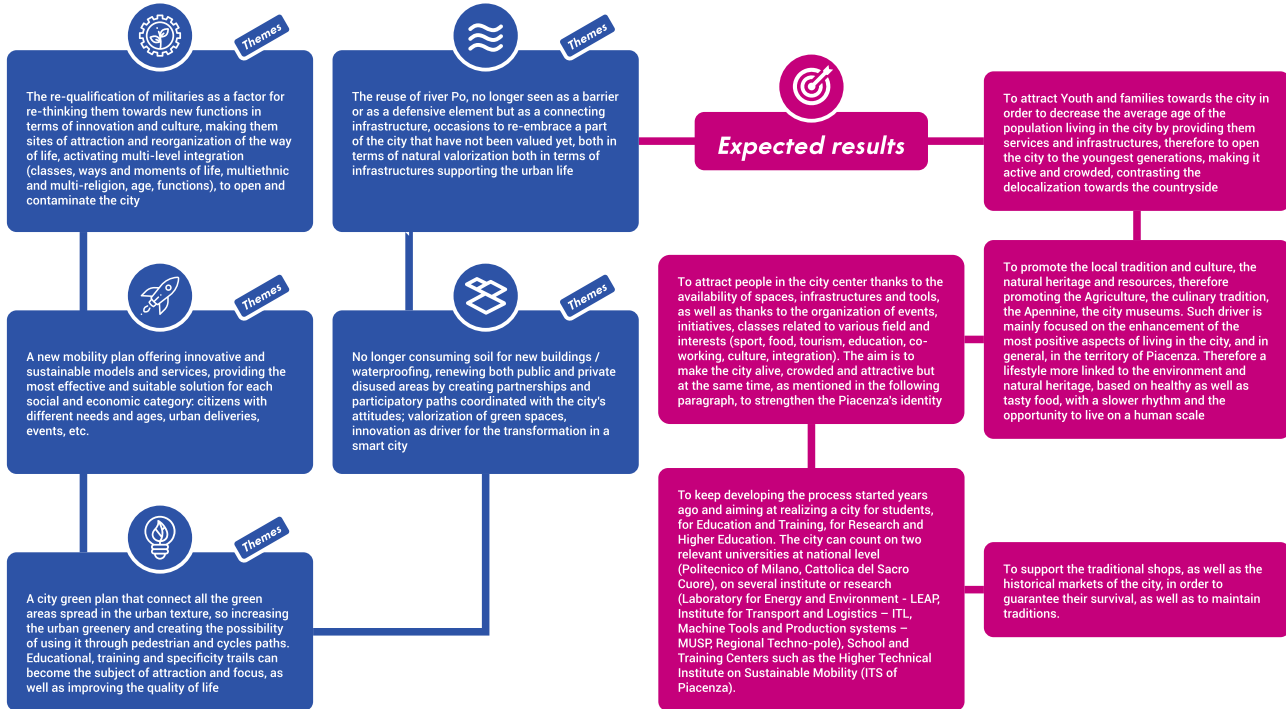


The project area



2 Piacenza / former Pontieri workshop

The core ideas (developed themes)



The IAP solutions (approach)

The methodology used for defining the Piacenza's Integrated Action Plan is mainly based on the ULG. The ULG are meetings open to citizens, companies, social partners, associations, authorities, schools and universities, basically open to all the stakeholders of the city or a specific urban area.

Organized and led by the representatives of the Piacenza's Municipality along the years of the MAPS project, the ULG meeting have been focused on the discussion of the drivers for change as well as on the future challenges and the vision the stakeholders have of the city in the short and mid-term.

Requests and clarifications, ideas and proposals have been discussed and collected by the Municipality with the aim of summarize them, finding concrete solutions and action for the concerned area. In order to facilitate and enrich the discussion, different innovative methodologies for dialogue and for sharing ideas were used.

The main categories represented within the ULG have been:

- Schools
- Universities (Politecnico di Milano, facoltà di Architettura e Università Cattolica)

Economic Associations (traders, artisans, farmers)
Social and Cultural Associations
Professionals Orders (such as Architects)
Citizens

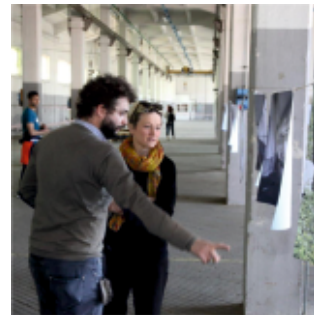
The Municipality, with the help of ULG actors, organized in April 2017 two open days in which the citizens could visited the Pontieri area, to increase the participation. During this event, ULG organized a survey with questionnaires to collect suggestions on reusing the area.

The university Politecnico di Milano and the Order of Architects took part spontaneously in ULG, from the beginning.

In addition to the University, also some secondary schools declared an interest in working on the project. In June 2017 the Municipality worked hard to strengthen collaboration with higher secondary schools and universities. The Municipality organized three didactic workshops with three schools, the Technical Institute Tramello, the Cassinari Art School, the Raineri Agricultural Institute, to bring young people closer to the place and to increase interest and knowledge of the Pontieri area. In detail: the Cassinari Liceum, an artistic school, organized

workshops dedicated to the typological study of the building and to the relationship of the site with the city. Another class deepened the suggestions of abandoned places and imagination of their transformation.

The Tramello Institute, school of surveyors, worked on dimensional, material and plant aspects of the Pontieri area, with a study in Autocad. The Raineri School, an agriculture secondary institute made an analysis about the green spaces and defined a green maintenance plan, identifying correct times and costs.



3

Piacenza / former Pontieri workshop

Governance model

The ownership of the area will be kept by the Municipality of Piacenza. The internal sections of the area will be given to those stakeholders that have the economic and organizational resources to implement the identified actions according to the drivers and the expected functions.

A specific temporary lease contract will be signed by the Municipality and the selected stakeholder, listing the actions to be done, the timeline, the type of use, the target users.

For the management of the whole area as well as of the internal sections and buildings, a Regulatory document will be agreed among all the different actors involved and a Commission will be established in order to manage and monitor both the implementation of the IAP both the organization of events and the further development of the area, as well as its maintenance and administration.

The Commission will directly refer to the Municipality of Piacenza, that as mentioned before, will be the owner of the area. As owner, the Administration will be in charge of approving the reports and the single action plans provided by the Commission and referred to the implementation of activities as well as to the organization of events or any other initiative.

Among the member of the Commission will be surely included representatives of the Municipality, but clearly also the stakeholders with a specific location contract.

Last but not least, the Commission will be in charge also of defining a visual identity, marketing tools and in particular a communication plan that will support the promotion of the overall area, as well as of the single activities and stakeholders' initiatives. Further opportunities of development and improvement will be investigated and assessed, nevertheless each decision will be in charge of the owner of the area, i.e. the Municipality of Piacenza.

Moreover, the ULG meetings pave the way for the creation of the ReMAPStart committee, that will be supporting the administration in the monitoring of the activities, as well as on the organization of events and the assessment of the stakeholders satisfaction.

Moreover, open spaces for citizens and Youth will be created and in order to make the area the most usable as possible. The Municipality will continue the dialogue with Schools and Universities, as well as the assessment of the studies and the proposals already provided and related to the redesign and use of such spaces.



Continuous Dialogue

The inclusive and collaborative process started thanks to the MAPS project will not be abandoned, the discussion and the exchange of ideas between public authorities, associations, citizens, companies will be maintained. ULG meetings will be organized, but the dialogue will be kept also during other initiatives and events.



Statistics Analysis

The satisfaction of the citizenship, as well as of the other stakeholders, will be measured through specific surveys or during public and private events that will be held in the city. Results will be statistically analyzed in order to get suggestions on the possible uses and events that might be held in the area.



Direct Monitoring

The Municipality will be clearly supervising all the activities, nevertheless a Commission will establish, with the aim of managing, planning and controlling the execution of the interventions. The Commission will be composed by the Public Authority (Municipality), by representatives of each stakeholder that will carry-out an intervention, as well as by representatives of the other stakeholders.



ReMAPStart Committee

The committee will be guarantee an autonomous monitoring on the area and will be constantly in relation with the Municipality of Piacenza in order to support the control of activities and the assessment of results.

The IAP implementation

Education, Culture, Sport: a new vision of the Pontieri Laboratory

The scenario identified for the Pontieri Laboratory is mainly focused on the aim to set the area as reference point for cultural integration and promotion of the local products, for education and training, for sport and natural paths.

On a territorial level, the function of the area is mainly to promote the strength points of the city of Piacenza in comparison to other bigger cities, such as Milan. Piacenza is a small city on a river, easy to live, strictly linked to the its tradition, to the local products and to the Apennine, therefore the aim is to attract people, proposing a lifestyle able to catch and appreciate such elements.

On a local level, the function identified for the area is aimed to keep the process started in the previous decades, therefore to make Piacenza a city for students, schools, universities and research centers. The goal is to attract young people as well as families to live in Piacenza, offering them services and infrastructures for education, sport, research, as well as job opportunities.

On a lower level, considering the district in which the Pontieri area is located, some relevant elements have to be taken into account:

1. The two historical but still active secondary schools near the Pontieri area need to find new spaces, as the needs for training are changed.
2. The district market need to be re-located assuring a new life to historical shops

On a social level, the city needs to find solutions and space for youth. As mentioned before, the aim is to attract young people and families providing them with the necessary services and infrastructures for living the city and for thinking to a future in the city.



IAP Actions

- Renewing of two buildings by the Province of Piacenza
- Renewing of a building by the Institute San Benedetto
- Renewing of a building by Coldiretti
- Opening of the cycling and pedestrians path



Actions Indicators

Indicators related to the Implementation are:

- Num. of users of the cycle path
- Length of the cycle path
- Num. of participants to events held in the Pontieri area
- Num. of seminars organized in the structures
- Num. of classes organized in the structures
- Num. of students using the sport infrastructures
- Num. of citizens using the sport infrastructures

Indicators linked to the Drivers for the future, measured in the mid-term (5-10), or even long term (50 years):

- Num. of "new" families living in the city
- Average Age of the citizens living in the city center
- Num. of events and shops of the city center
- Num. of traditional shops in the city center
- Num. of companies referred to the Agriculture
- Num. of Tourists visiting the city





Serres

A new urban model to support the cultural tourism

Athina Kokkinidou

Municipality of Serres
MAPS Project coordinator



An alternative tourist model for the city. This is the challenge expressed by the city of Serres, and the reuse of the former military camps, as a cultural city HUB, is the first step to support this strategy. In this case is evident the strong relation between the city challenge (vision for the future) and the re-use of the former military heritage

Serres is a youthful and vibrant city in Northern Greece. It has benefited from the presence of two tertiary educational institutes and whilst its economy was traditionally based on the primary sector, it is transitioning to a service-based economy. Among the principal challenges it faces is lack of public green spaces, fragmented cultural infrastructure and the need to attract productive investments and capitalize on the young graduates from its educational institutes.

Serres also aspires to attract tourism, although it faces the challenge of being in close proximity to Halkidiki, a major summer-holidays destination, and Thessaloniki, a popular city break. Thus, in order to attract tourists, Serres must provide an alternative to the "sun-sea-sand" dominant narrative and its historical significance in the 20th century could provide such a narrative, making Serres a historical-cultural tourist destination for short breaks.

The possibility for the reuse of two ex-military camps in the city, the camps of Papalouka and Em. Pappa, was the reason the Municipality of Serres became involved in the MAPS network, aiming to gain valuable guidance and expertise in order to choose the optimal path for the reuse of its ex-military assets, in a manner supportive of its vision for Serres.

In the context of its participation, the ULG of the city was established on the participatory and inclusive principles and all local actors were invited to become involved. Several of them responded and, thus, the Local Group provided useful insight and constructive criticism to the proposed actions. It is also worth noting the importance of the participation of ULG members in the transnational workshops and other project events, where they exchanged ideas, know-how and best practices with the other network members, whilst they were also exposed to the challenges they face, to what transpired to be common challenges to such efforts.

The IAP developed in the context of this project comes to consolidate all these individual aspects by providing a guiding document for the reuse of the ex-military assets. It identifies the challenges, opportunities and strong/weak points of the city and how the proposed reuse would

benefit each one. It then discusses the methodology on which the reuse efforts rest, before it proceeds to provide a set of actions that will “re-place” these camps in the public sphere and, via them, will also 're-brand' the city of Serres on the map of tourist destinations.

The IAP proposes actions in a structured time-schedule that can be distinguished between soft and hard actions, permanent and temporary, indoors and outdoors. Finally, the thematic distinction relates to whether the activity is educational, cultural, ecological, sporting etc., although the holistic approach adopted means that such a distinction becomes blurred since each of our actions has been designed to address more than one thematic category.

In anyway, the actions proposed have been designed to consolidate the new “identity” of the camps in the public domain and to accentuate the historical significance of the assets, while at the same time establishing their new 'identity' as cultural and social hubs. Also proposed are monitoring and evaluation mechanisms. The mix of indexes includes both quantitative and qualitative tools, based on ETIS. Several feedback mechanisms are also recommended, involving on-line and physical questionnaires and surveys.

The Municipality of Serres, by participating in the MAPS project, gained many benefits: acquiring and exchanging of know-how, learning of good practices, building of capacity. Also established a close cooperation with local actors, learned about alternative ways of governance, climbed some stairs on the scale of citizen participation, find out about alternative ways of financing etc. Participating in MAPS was most certainly a valuable experience.



In the urban regeneration process, to achieve the goals, is fundamental integrated different type of actions: hard, related to the re-shape of the buildings and spaces; soft, related to the development of a governance and programmes to be able to create an urban integrated approach



The urban regeneration must work also in the reconstruction of the "idea of place". All the actions proposed must be coherent with the values (social, cultural, economic, environmental) expressed by the place, and enhance this topics in a wider vision (integration)



More info on the IAP and city partner

<http://urbact.eu/serres>

<https://mapsnetwork.wordpress.com/serres-iap/>

1

Serres

/ Em. Papas & Papaloukas camps

The city challenges

ECONOMY

contribution of the culture sector to economic development and its potential for growth

HERITAGE

public commitment to set up and enforce standards, policies and measures to protect and promote heritage, while ensuring access and sustainability

EDUCATION

priority given by public authorities to support an education system that offers the broadest possible coverage, values diversity and openness, and promotes a competitive and creative class.

SOCIAL PARTICIPATION

way in which cultural practices, values and attitudes may orient behavior, inclusion, cooperation and individual empowerment.

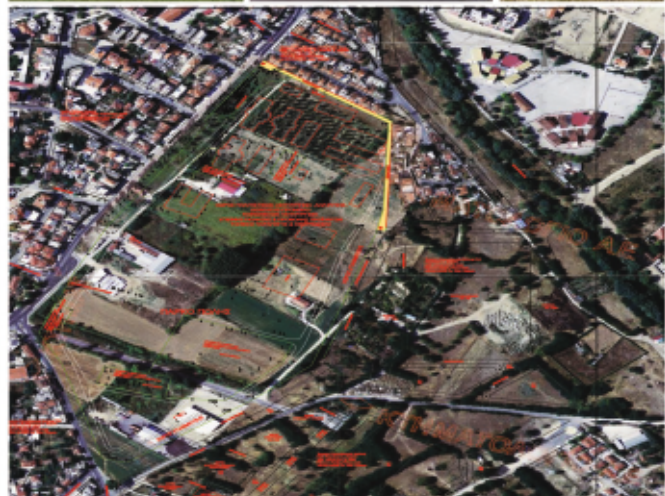
GOVERNANCE

public commitment towards creating the conditions to structure the cultural sector, strengthen cultural processes, and promote diversity of views and voice.



Four military camps are located in the greater vicinity of the city of Serres, occupying a total area of more than 600.000 square meters. Of these four camps three have been inactive for the last 15 years and one is still active. The camps included in the MAPS project are "Em. Papas" and "Papaloukas". "Em. Papas" camp is situated at the north entrance of the city, dates back to 1927. Military authorities commissioned the camp in 1927 (Cavalry Regiment) and operated the camp until its recent decommission. "Papaloukas" camp is 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. The Hellenic Army succeeded the Ottoman military authorities, who operated this camp since early 20th century, in 1913. Several Ottoman buildings survive in the camp.

The project area

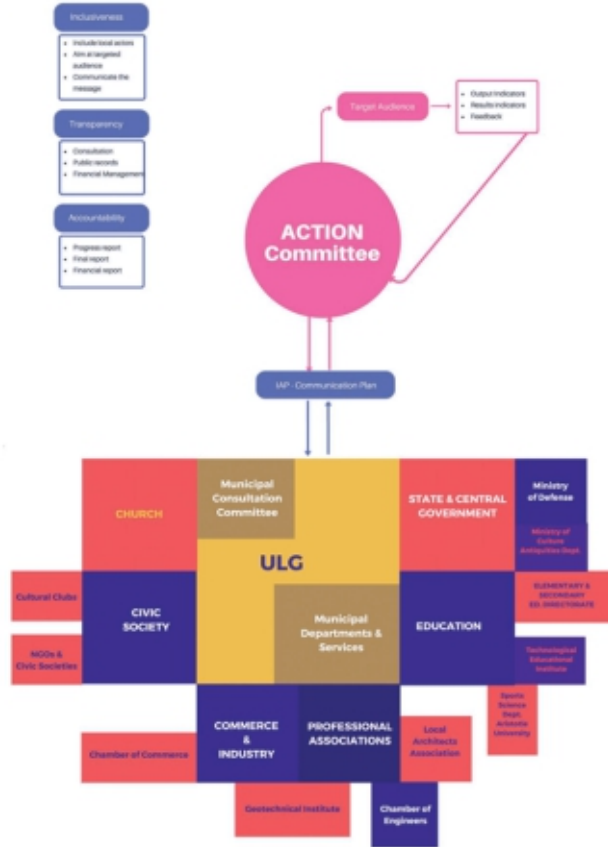


2 Serres / Papalouka & Em. Papa Camps

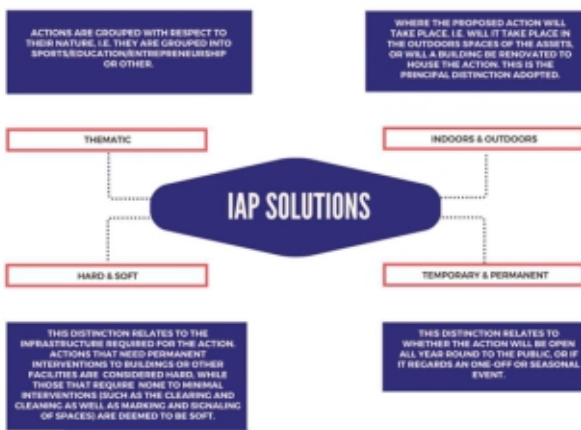
Governance Model

After the ULG has developed the IAP and the Communication Plan, the implementation of the individual actions proposed shall fall under the competence of the Municipality of Serres, which will establish committees for each individual action proposed. Those actions which have been granted or will be eligible to be granted financing through European Projects or other such financing means will be governed and managed as per the requirements of the financing scheme they will be subsumed to. The Municipality of Serres is the body with the statutory competence to implement all actions proposed. Guided by the principles of inclusiveness, deliberation-consultation, transparency and accountability, it is proposed that action-specific committees be established for each individual action.

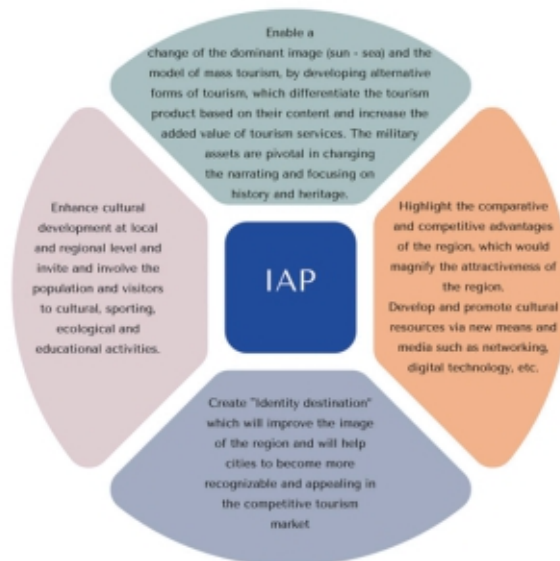
These committees will include members of the ULG and other actors and their roles and functions will be established by the Municipality of Serres. The committees will be provided with the particulars of the action, the time-schedule, the resources available and the section of the communication plan that is relevant to their action. The core governance group that will have the overall oversight for the implementation of the IAP will ensue from the ULG and the Municipal Consultation Committee, which is a statutory body provided for in Greek legislation. This governance body will have the overall responsibility to implement the actions and observe the relevant schedules for each action.



IAP: The Solutions



IAP: The Goals



3

Serres

/ Papalouka & Em. Papa Camps

The Core Ideas (developed themes)

XENAKIS MUSEUM

PERMANENT,
INDOORS, HARD,
CULTURAL ACTION

The recently approved proposal in the Cross border operation programme "Greece-Bulgaria" aims to preserve and promote cultural heritage through the creation of two museums, one in Serres and another in Petrich, Bulgaria. One of the buildings (numbered K1) at the former military camp Papalouka will be preserved and converted into a contemporary art museum which will keep the modern art collection "Konstantinos Xenakis".

SITE: PAPALOUKA
OUTPUT: Museum



ECO-FESTIVAL

ANNUAL, SOFT,
CULTURAL-
ECOLOGICAL &
EDUCATIONAL ACTION

This action relates to the relocation of the annual ECO-FESTIVAL held in Serres to the area of Papaloukas camp. The ECO-FESTIVAL is organized by the Municipality of Serres together with the Directorates for Primary and Secondary Education, NGOs and local associations. It is a one-day event on all issues relating to Ecology. It is an established annual event attended by schools, students and their families as well as anyone interested in ecology.

SITE: PAPALOUKA
OUTPUT: One-day event

TREE-PLANTING

SOFT, ECOLOGICAL &
EDUCATIONAL ACTION

This action is intended to sensitize and mobilize citizens on the beautification and reuse of the military assets. It is intended to bring them closer to the assets and to lend a sense of 'ownership' and 'involvement'. After the relevant surveys and layout have been carried out, groups of citizens (with the initial focus on schools) will be invited to tree planting sessions, which will be complemented by talks on ecological and natural environment issues.

SITE: BOTH SITES
OUTPUT: Greening,
Social mobilization



HISTORIC TOURS

PERIODIC, SOFT,
CULTURAL &
EDUCATIONAL ACTION

This action relates to the development of an educational program for students. It is aimed to rise awareness of local history and to incorporate the military camps in social consciousness. Groups of students will embark on a guided treasure hunt across historical monuments of the city, including the military assets. Animators and guides will talk about the history of the sites using various props, such as photographs, maps, drawings and text.

SITE: BOTH SITES
OUTPUT: Guided tour, treasure hunt for students



MODELING PARK
PERMANENT,
INDOORS & OUTDOORS
RECREATION ACTION

This proposed action relates to the establishment of a Modeling Park in the Em. Pappas Camp. It will involve the restoration of a building and the design of its surrounding areas so that they can be employed for exhibitions & workshops for scenery, historic and air-modeling enthusiasts.

SITE: EM, PAPPAS CAMP
OUTPUT: Modeling Park

SEMI-MARATHON

ANNUAL, SOFT,
SPORTS EVENT

The Sirris Semi-Marathon is an established event. Its course will be redesigned to pass by (or even through) the former military assets with the goal of including them in the spatial awareness of visitors and residents.

SITE: BOTH SITES
OUTPUT: One-day sporting event

MEMORY BENCHES

HARD, ECOLOGICAL &
FUNDRAISING ACTION

This action involves the donation of benches for the beautification of the camp and its integration to the social web. This will facilitate visits to the camp, the open air area of which will gradually be transformed to a park for the city. The benches will have one, or more, plaques available to citizens to commemorate the memory of their loved ones. Citizens will be offered the opportunity to assume the cost of the bench (procurement, installation and a lump sum for maintenance).

SITE: BOTH SITES
OUTPUT: Greening,
Social mobilization

MUSIC FESTIVAL

ANNUAL, SOFT,
CULTURAL ACTION

Aimed to attract visitors and support the development of the city's cultural profile, this world music festival will take place on an annual basis and will include performances and workshops by traditional musicians from the region and beyond.

SITE: PAPALOUKAS CAMP
OUTPUT: Music Festival





Dr. Puskás Tivadar

Mayor of Szombathely

Szombathely Former Hussar Barracks: a new innovative city core

Szombathely is the only city in the Carpathian Basin having been inhabited continuously for two thousand years. The inhabitants of Szombathely are proud of our rich history, famous people born in our town, our high quality cultural life. Here runs one of the most important European trade routes, the Amber Road, where Emperor Claudius, founder of our town settled veteran soldiers of the Roman legion. The Iseum in Szombathely used to be the third largest Isis sanctuary in Europe.

Saint Martin, the first saint of the Catholic Church that was canonized because of the example of his life, not because of his martyrdom, was born in Savaria, the today's Szombathely in 316. St. Martin is a role model of love, kindness, helpfulness, solidarity and simplicity. St. Martin's spirituality had overcome the stormy centuries of people's migration. It was maintained during the Middle Ages when Charles the Great came to visit St. Martin's hometown. It gained momentum when Maria Theresia founded a new diocese here whose patron saint became Martin.

With the efforts of the central government and the Municipality of Szombathely our city of rich history is getting as enjoyable as possible. The 2x2 line road M86 has been completed, significant development has been carried out at the hospital. The building of the House of Culture and Sports has been reconstructed. Our Baroque downtown and the St. Martin's Church have been revitalised. A new promenade crossing the open-air Roman museum was built, the Savaria Museum and its gardens, the St. Martin Square, the Smidt Museum have been reconstructed. Nurseries, kindergartens, schools have been renovated.

The Green Heart of the City, the Boating Lake has been renewed, the Sports Complex meeting European standards has been completed. The expansion and reconstruction of the swimming pool are underway, which involve the construction of a new pool and a family wellness section. Walking around the city we experience that Szombathely is constantly being renewed and embellished.

There is, however, an area of the city, which - although inherent in its history - is currently waiting for its better

future. The Barracks built at the end of the 19th century for the 11th Hussar Regiment have not yet found merited function that would be reasonable from the city's operational point of view which could be financed.

Participation in the URBACT MAPS project stirred the standing water. A dialogue has begun on the revitalisation of the Hussar Barracks between the city's leadership and stakeholders of the local society. The cessation of the heritage protection has been achieved related to a degraded part of the area, and with the help of numerous small public events, inhabitants of the city have become familiar with the barracks. In addition, an integrated action plan has been prepared to propose well defined features so that the area becomes a new green subcenter of the city.

Through the activities detailed in the action plan, the 21-hectare area of the barracks will feature a group of complex urban development functions. A small urban residential area is planned with large, interconnected green areas, recreational sports facilities, an open-air stage and community spaces. SME incubator spaces, co-working offices and artists' workshops, a museum exhibition hall, a school and residential building as well as a small market can be situated in the well-maintained, renewable monumental barracks civil. The positioning, the used materials, the created spaces and the quality suggested by the whole area try to convey that it is good to live in this city because a peaceful and human-scale environment serves its inhabitants.

There is a long way to go but everything starts with the first step. This we have already done. I do hope that the area will be once again a vibrant and integral part of our city.



The urban mixity is one of the fundamental strategy to use in the development of the idea of the resilient city. The case of the former Hussar barracks is emblematic in this field of approach. The IAP proposed has been developed with the idea to integrated different functions, urban users, type of spaces, in order to be able to give support to the needs of the city at different levels: local (district); city (whole urban fabric); regional context.



More info on the IAP and city partner

<http://urbact.eu/szombathely>

<https://mapsnetwork.wordpress.com/szombathely-iap/>

1

Szombathely / Hussar Barracks

The city challenges

The Hussar Barracks are located close to the City centre of Szombathely on more than 21 hectares. The 11th Hussar regiment of the Austrian Emperor and King was housed here in the building complex finished in 1889 that was one of the largest of the type in the Austro-Hungarian Monarchy of the era.

The military complex consisted of one building for the commander, three for the officers, six buildings for the troops, and more than twenty further buildings: stables, hospital, kitchen, warehouses etc.

The buildings represented the style of the era in excellent quality and materials. Following the 2nd World War, the Soviet troops used the site as their military base.

The status of the buildings significantly deteriorated due to the misuse and the lack of maintenance between 1945 and 1990. The majority of the buildings have been abandoned and unused since the Soviet troops left the complex.

Eleven buildings have remained of the original ones in relatively good shape.

Since 1990 the Municipality and a civil organisation tried to find new functions for the area, with a number of promising ideas, but little success.

Only one building has been renovated and is currently used, the others slowly deteriorate. The re-use of the barracks was hindered by the fact that the area and the buildings became protected heritage.



From the challenges to the re-use

As a result of the enormous work of the civil organisation, the main building of the Barracks complex had been renovated and has been constantly used by NGOs since 1998. Unfortunately none of the further ideas was successful for renovation and re-enlivening the area.

Since 2017 half of the area is not protected anymore, which enables the city to start creating a new green city quarter here. Parallel with the work in the MAPS project, the modification of the master plan is also started, allowing the experts and the ULG to develop coherent and synergic ideas.

Our main goal, for revitalize the former military area, is the development of a new green and sustainable city district.



The project area



MAPSolution

A journey on the re-use of the former military heritage



Longford

Cartagena

Serres

Piacenza

Espinho

Telšiai

Koblenz

Varaždin

2

Szombathely / Hussar Barracks

The core ideas (developed themes)

The main idea was to create a sparkling new green city sub-centre instead of the present mostly deteriorated, highly unused area. The developed ideas can be categorised in a modular method. 4 modules contain 6 projects, including two horizontal ones. The actions are mostly independent, can be implemented separately.

Module 1 (area A)

Project / Restoration of nine historic buildings in deteriorated condition

- Detailed status evaluation, planning of status preservation and public utilities on area "A"
- Historic exhibition introducing the history of the Hussar Barracks
- Civil incubator for local/regional civil and voluntary organisations
- Incubator / co-working offices for enterprises operating in the creative sector
- Waldorf Primary School
- Community art studio / gallery for local artists
- Community rehearsal studios: theatre music, dance
- Residential or office buildings (0 – 2)



Module 2 Open-air spaces

Project / Landscaping and gardening plans / Area A

Utilization of green areas and outdoor areas of area "A"
Open-air installations:

- Exhibition of art works by local / regional artists,
- Open-air exhibition of local / regional military and cultural objects,
- Open-air toys related to the hussars, horses, the era of the Austro-Hungarian Empire, and the Soviet Army
- Open-air stage
- Event and market place
- Hussar heritage preservation and introduction area, horse riding alley

Module 2 Open-air spaces

Project / Landscaping and gardening plans / Area B

Utilization of green areas and outdoor areas of area "B"

- Central Park – establishing the "Hussar Gardens"
- Community gardening space(s)
- Development of small green community spaces
- Thematic hussar playground
- Sport playgrounds, equipment: cycling park, street sports, etc.
- Velodrom
- Marketplace and hall



Module 3 Residential area

Project / Residential area in Area B

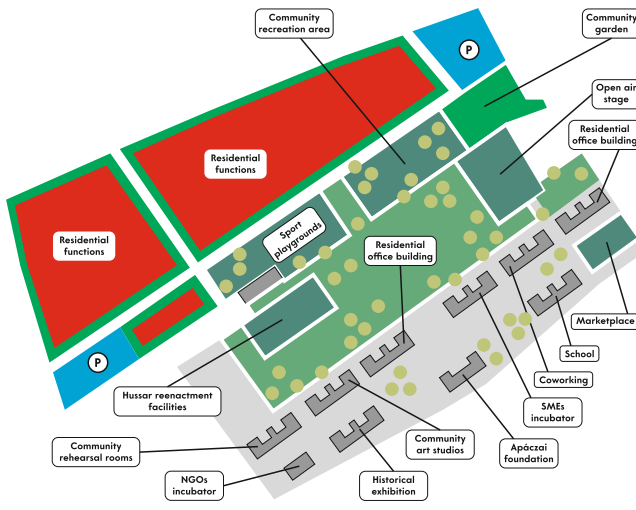
Preparation of the detailed regulation master plan, a detailed survey and evaluation of the contamination status on area "B"

Sales of the plots, planning and construction of inner traffic roads, parking spaces and other public utilities



Module 4 Horizontal activities

Maintenance and preservation
Communication activities



The IAP solutions (approach)

Involving stakeholders!

The composition of the LSG formed to develop the area and the buildings of the Hussar Barracks was completed in an open manner, and it has been open to all persons and organisations that would like to do something for its objectives. The group has defined and has been pursuing the following involvement activities.

1. Compile and use an address list of members, interested people and organisations for organising LSG meetings and other dissemination events;
2. Develop and operate of a community media channel:

- short stories and pictures on the history of the area, the barracks and the troops stationed here;
- the operation of the Local Support Group;
- the work by URBACT MAPS being completed in other partner cities;
- events, and urban development examples regarded as innovative cases or best practices

The group has been followed by 300 people, the published content reaches regularly about 100 – 1,000 users depending on their topics.



Open days

Up to September 2017, there were 4 walks with 15 to 45 interested people each time, having been advertised in the local media and on Facebook previously. Historians, architects and the LSG coordinator talked about the most exciting episodes of the hundred and twenty-five year-long history of the barracks, the MAPS project, the work of the LSG. Participants could visit the otherwise locked areas of the park, they can contribute to the development of the area with their reflections or suggestions, and they can also join the Local Support Group.



Local media

The appearance of the MAPS project and the activities of Local Support Group in local media: short introductory videos, discussions via the city TV and radio channels, as well as the reports in the printed media, local news portals.



Suggestions collection

Publish and advertise an on-line questionnaire regarding the usage of the area of the barracks via the above mentioned channels. This questionnaire has been filled in by more than 160 people by September 2017, an proved to be an efficient way to collect needs, ideas, and feedback regarding the work being completed in the framework of the LSG.

Integrated Action Plan / Co-creation activity

The ULG used its meetings to co-create the Integrated Action Plan, until the end of 2017, eight planning sessions were held, covering the following topics:

- Planning of potential actions for temporary use
- Network mapping, creating the Partnership Map of the ULG and the IAP
- Setting up the problem and objective tree
- Planning of actions using the OPERA method
- Potential spatial distribution of planned long term functions



3

Szombathely / Hussar Barracks

Governance model

The Municipality of Szombathely as owner and responsible local authority has been identified as key stakeholder for the IAP and most of the actions. It will play the role of main initiator and mandated responsible institution for renewing the site.

It will make the arrangements necessary to plan, implement and operate new functions – either by itself or through co-operation agreements or contracts with public / private / civic actors.

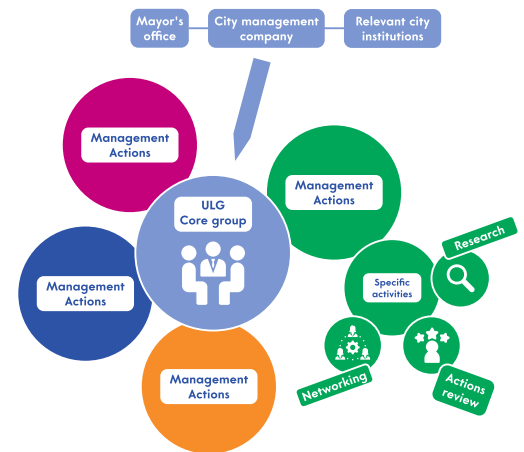
On behalf of the owner, a core working group (core ULG) constituted of the local Mayor's office, the city management company and other relevant city institutions will coordinate and monitor the IAP implementation.

The new functions cannot be achieved by any one organization or a narrow group; there must be collaboration across stakeholders in order to ensure that the actions identified can be fully implemented and realized.

A key challenge in terms of governance is to raise interest and involve inhabitants in the implementation of the IAP.

The Municipality as owner of the area and main stakeholder, together with further stakeholders represented in the ULG is suggested to operate a flexible

governance model that can ensure involvement of broader audiences in planning and management of actions as well as developing the general interest for the site's renewal.



The IAP implementation

Restoration of nine historic buildings on area "A"	
Actions	Outputs
Action 1 / Detailed status evaluation, planning of status preservation and public utilities on area "A"	• The budget for creating new functions become plannable, fostering re-use
Action 2 / Historic exhibition introducing the history of the Hussar Barracks	• Awareness about cultural heritage will be raised and local/regional identity strengthened
Action 3 / Civil incubator for local/regional civil and voluntary organisations	• Improved working conditions of the local/regional civil organizations, the green area around the building will be revitalized and maintained
Action 4 / Incubator / co-working offices for enterprises operating in the creative sector	• Increasing activity rate of local NGOs, as well as growing number of collaborations between artists and creative SMEs
Action 5 / Waldorf Primary School	• High quality environment for established
Action 6 / Community art studio / gallery for local artists Action 7 / Community rehearsal studios: theatre, music, dance	• Growing number of collaborations between artists and creative SMEs
Action 8 / Residential or office buildings (0 – 2)music, dance	• Growing number of people living in the area. Increasing activity rate of local NGOs

Open-air spaces	
Actions	Outputs
Action 9 / Landscaping and gardening plans	• The surrounding of the buildings will become liveable
Action 9 / Utilization of green areas and outdoor areas of area "A"	• The area will become an organic and vital part of the city • Exhibition of art works by local / regional artists • Open-air exhibition of local / regional military and cultural objects • Open-air toys related to the hussars, horses, the era of the Austro-Hungarian Empire, and the Soviet Army • Open-air stage • Event and market place • Hussar heritage preservation and introduction area, horse riding alley
Action 10 / Utilization of green areas and outdoor areas of area "B"	• The area will turn into a new, green sub-centre of Szombathely • Central Park – establishing the "Hussar Gardens" • Community gardening space(s) • Development of small green community spaces • Thematic hussar playground • Sport playgrounds, equipment, cycling park, street sports, etc. • Velodrome • Marketplace and hall

Residential area on area "B"	
Actions	Outputs
Action 11 / Preparation of the detailed regulation master plan, a detailed survey and evaluation of the contamination status on area "B"	• Plots become available for sale
Action 12 / Sales of the plots, planning and construction of inner traffic roads, parking spaces and other public utilities	• The area will become a new sub-centre of the city, as well as the income will help the preservation of the historic buildings on area "A"

Horizontal activities	
Actions	Outputs
Action 13 / Maintenance and preservation	• The condition of the Historic building will not deteriorate further
Action 14 / Communication activities	• Meaningless "white spot" will turn into a well-known part of the city, with the symbolic meaning of turning a former military area into a sparking city quarter



Telšiai

A new perspective in the city for the urban creativity

Telšiai District Municipality Administration was one of 9 partners in URBACT III programme project MAPS - Military Assets As Public Spaces. MAPS intended to enhance the system of military assets and areas in the development strategies of European cities for social cohesion and inclusion purposes.

The project promoted the transnational exchange of experiences and learning, in order to develop an innovative methodology of intervention and urban planning, helping Municipalities to deal with the presence of abandoned military assets and empty spaces playing a major role in the collapse of social cohesion and inclusion in some parts of the city, which do not benefit from urban development policies and urban renewal.

The most visible outcome of the Project is the Integrated Action Plan. There were generated 5 actions to proceed from the point Telšiai Municipality District is in now to the main goal of the project – to make abandoned and unused military territory usable both residents and investors (future stakeholders).



The urban regeneration needs to be part of a integrated planning process. In the case of Telsiai, the first step was related to the modification of the current urban planning tool (modification of the land use) to support the start-up of the actions co-design within the ULG

Telsiai Urban Local Group and Telsiai District Municipality Administration will coordinate the implementation of the Local Action Plan and monitor progress. However, the majority of the actions included in this Local Action Plan will be delivered in partnership with the relevant stakeholders. To support the regeneration of the former military base, in 2016 the Telšiai district municipality administration prepared and approved the correction of the Master Plan of the city.

The main purpose for the correction of the Master Plan was related to the modification of the land use within the plots, not only for the defenses purpose. After the corrections the use of land parcels became multipurpose, accepting the following functions: social (for government offices, state enterprises and others.), manufacturing and industry, commercial and military use (police).

In this framework, some actions will be delivered by a partnership bringing together education providers, businesses, employment agency and an education and business charity.

To achieve the objective of the IAP the detailed plan for the reshaping of the area expected the creation of a network of roads and plots able to host the existing functions (police) and the new ones: social activities, commerce, and light manufacturing.

In 2017, in agreement with the Environmental agency, it was developed a management plan, for the solution of the polluted areas, and the Telsiai district municipality administration has prepared a detailed and the investment plan for the purpose to change the "former military town" in a place for social and business purposes.

Participation in the Project MAPS was a great opportunity to exchange the experience between different partners from different countries, but also the opportunity to experiment the integrated approach. In fact, the Municipality, was the opportunity to work with the different scales of the urban project: social, strategic vision, urban planning and design, involvement of stakeholders, and this approach has involved several departments of the Municipality, allowing the construction of a new work methodology.

The value of this experience is impossible to measure now, but it returns in every day's works with great value.



The urban regeneration work better in a urban ecosystem that promote the integration of the different scale and type of urban projects. This aspect must also apply to the internal organization of a public administration, to encourage the development of the project.



More info on the IAP and city partner

<http://urbact.eu/telsiai>

<https://mapsnetwork.wordpress.com/telsiai-iap/>

1

Telšiai / Former Soviet Army military camp

The city challenges

Telšiai is the capital of Samogitia and is a small contemporary European town – administrative, economical, religious and educational centre of Samogitia, which advancement is caused by active, educated and enterprising people.

In the middle of Telšiai town there is a territory of 17 ha where old buildings from Soviet Army are left and the territory has been neglected, and "detached" to the rest of the town, and this has been a big problem for the community of Telšiai. In addition to this, the territory was dangerous because of

presence of buildings in bad state of repair and polluted plots. After the closure of the military base some buildings were recovered and used for headquarter of the local police, a warehouses and car parking.

This situation created a "black hole", within the urban fabric of the city, making this area unattractive for the residents and for potential investors. The first idea for the reuse of the area has been connected to the reuse of the area as a place for a business development, in relation with the vibrant core of the city.



From the challenges to the re-use

For the regeneration of the former military base, in 2016 the Telšiai district municipality administration prepared and approved the correction of the Master Plan of the city.

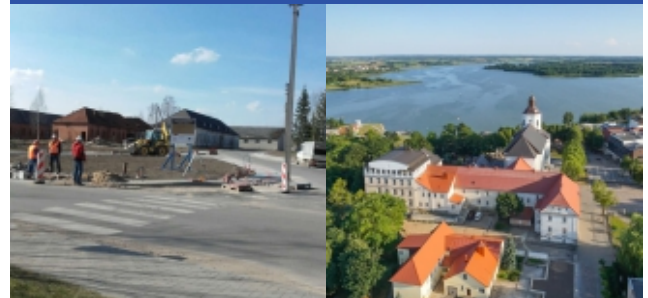
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The detailed plan for the reshaping of the area expected the creation of a network of roads and plots able to host the existing functions (police) and the new ones: social activities, commerce, and light manufacturing.

In 2017, in agreement with the Environmental agency, it was developed a management plan, for the solution of the polluted areas, and the Telšiai district municipality administration has prepared a detailed and the investment plan for the purpose to change the "former military town" in a place for social and business purposes.

1

Reuse the former military area as place for a business development (local or from other Countries) but in close relation with the vibrant cultural and social core of the city



The project area



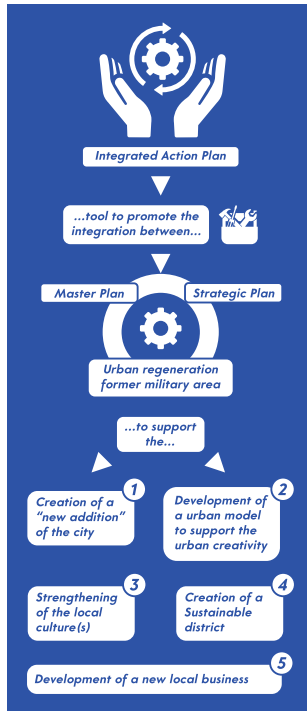
2 Telšiai / Former Soviet Army military camp

The core ideas (developed themes)

The vision, finalized to the development of the IAP (Integrated Action Plan), is related to the development 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 asset in a place able to attract external (foreign investors) and strengthen the local resources (traditional retail system, small light industries, cultural association, association on inhabitants, local cultures, etc.).

In this contest, the IAP will become the useful tool to identify the strategy for the creation of a "new addition" of the city, in coherency with the local needs, the local tradition and the necessity of the development of a sustainable district.

We want to develop a part of city that become a model of development where "urban creativity" becomes an engine to strengthen the local culture, the needs of new businesses (local and foreign) and the quality of the life of people (inhabitants, city users, tourist, etc.) who decide to live Telšiai.



Bijūnizacija

Telšiai town citizens were invited to come to the Military town territory and plant flowers "Peony". Inhabitants could bring their plant's seedlings or they could take seedlings that Telšiai District Municipality Administration bought them.

It was amazing that so many inhabitants came to the event. People could not only plant seedlings but there was a possibility to discuss with each other, with representatives from Telšiai District Municipality Administration, Mayor, Telšiai District Municipality Council members and etc. There was organized the discussion about how inhabitants imagine the Military town territory in the future, what they would like to see, do here. Local folk groups were performing different performances, some students from Georgia showed their performance (dances) too. Soldiers from national defence proceeded military cereal and tea. Telšiai town inhabitants were very happy to have a possibility to be as a part of Military town creation for themselves and for the future generations.

The IAP solutions (approach)

The activities identified within the IAP will be developed through an incremental mode, starting from the integration of the ideas, with the existing planning tools, passing through to the development of a local rules for the use of buildings and spaces, until the creation of a permanent program of public events.

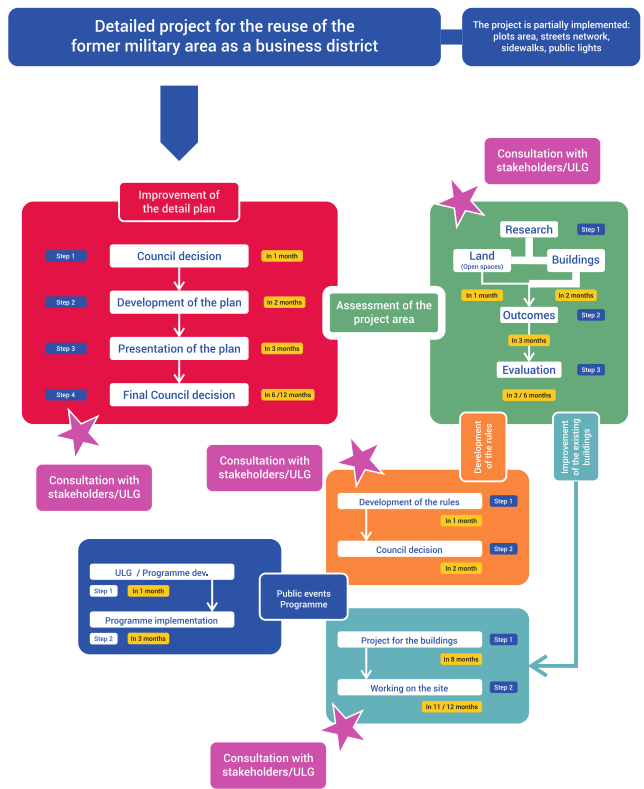
1 Improvement of the detail plan / This phase will be dedicated to the implementation of the ideas and suggestion emerged by the work done by the ULG. In this phase the work will be addressed to the identification of the mechanisms useful for the integration of the suggestions with the existing planning framework (Master Plan and Strategic Plan)

2 Assessment of the project area / This phase will be dedicated to the identification, of the field, of the open space and buildings useful for the materialisation of the ideas and suggestions of the ULG work.

3 Improvement of the existing buildings / This phase will be dedicated to the restoration of the buildings, already present in the former military area, to support the functions useful for the regeneration of the project area

4 Preparation of the rules to use the land and buildings / This phase will be dedicated to the identification of the rules to use for the involvement of the stakeholders in the management of the activities in the area: use of the buildings spaces, open space, for the development of public activities, etc.

5 Public events / This phase will be dedicated to the development of a series of events able to attract interest in the area: public events, festival, open day for possible investors, etc.



3

Telšiai / Former Soviet Army military camp

Governance model

The IAP Management group, composed of representatives of ULG, local authorities, business people and NGOs, is responsible for coordinating and monitoring the implementation of IAP. The IAP Management group is set up on the ULG initiative. The monitoring of IAP implementation is carried out continuously: from March 1st, of the current year (2018), to the end of the IAP implementation.

The brief assessment of the changes in the description of the factors described in the plan „General data“ is presented, the main changes and main tendencies of the legal and political, economic, social and cultural, natural geographic and environmental, technological environment of Telšiai city are presented.

The measures for informing the public about the IAP are described (specified the nature of the information published, the periodic of the publication, the source of publication, the need of funds for public awareness and sources of funding).

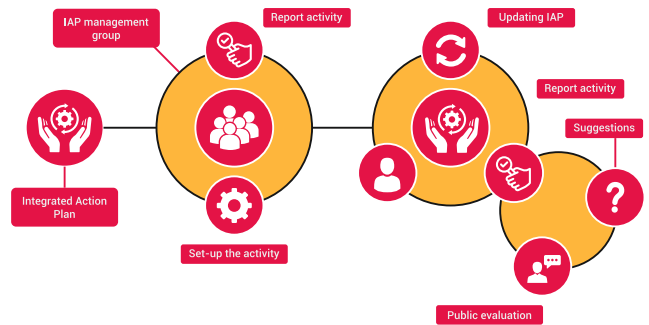
The evaluation criteria must be show the quantitative expression of the results of the implementation of the plan. Quantitative evaluation criteria measure what can be counted, they are determined on the basis of the quantitative information, i.e. facts,

figures, statistical, institutional or other data. These criteria represent the contribution (for example financial) or the quantitative volume of the final product or result.

Evaluating the implementation of the IAP and demonstrating benefits that are received not only by the direct beneficiaries, but also by the general public. The evaluation criteria could be assessed as "very good", "good", "satisfactory" or "poor".

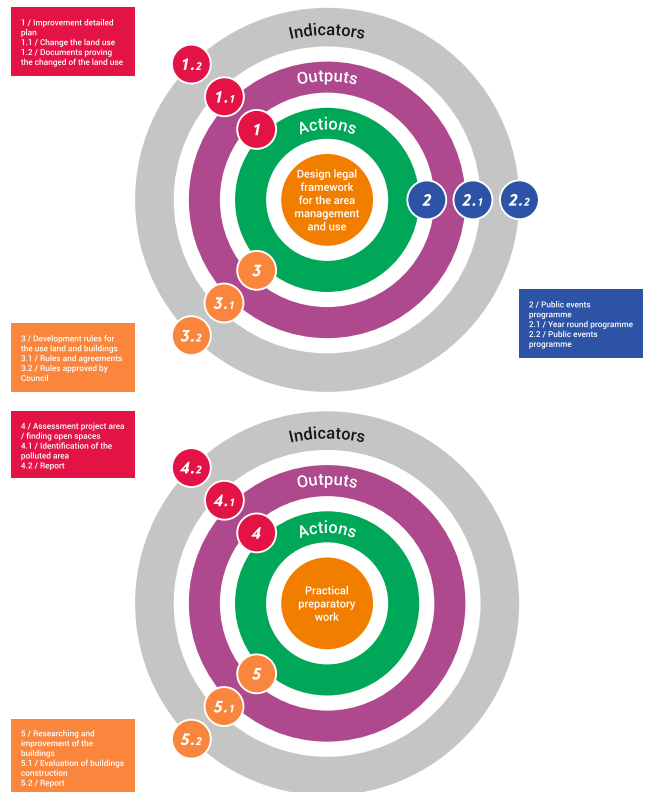
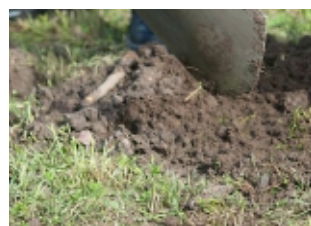
The IAP will be monitoring by the "Monitoring system project" that will defined the criteria for the evaluation of the outcomes of the actions.

The IAP Management group will reviews the report and makes suggestions for adjusting the Action Plan and IAP. The IAP Management group, with the approval of the proposed amendments to the IAP, will prepares an amendment to the IAP and places it to its website for the opinion of the residents of Telšiai. After 2 weeks from the posting on the website, the revised IAP will be confirmed by the decision of the IAP Management group



The IAP implementation

IAP actions	
Actions	Outputs
Action 1 / Improvement of the detail plan for the project area	• Change the land use function
Action 2 / Assessment of the project area	• Open spaces for stakeholders
Action 3 / Assessment of the project area	• Reports of the research of the buildings • Improvement of the buildings
Action 4 / Preparation of the rules to use the land and buildings	• Rules and agreements
Action 5 / Public events / program	• Actively used community space with a year round calendar of events to attract people to Military town







Goranka Grgić

Municipality of Varaždin
MAPS Project coordinator


Varaždin Optujska complex a new cultural centre for the city

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. 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 other cities and countries which makes Varaždin traffic junction of North-Western Croatia.

Entering the MAPS project in 2015 for City of Varaždin meant a great opportunity to solve big unused and abandoned space embedded in the city tissue and create new city sub centre. The former military complex Ivan V. Drašković known as "Optujska" is situated in north-western part of Varaždin, along Optujska Street, one of the main city roads. The history of the complex began in 1893, building continues in the fifties of the 20th century.

From 2009 till 2017 military complex was abandoned, demolished and magnet for deviant behaviour. Still, Optujska is important resource from the economic, social, environmental and cultural point of view. All this was challenge for the city and it motivated us to find solution for this area in the city, situated 2 kilometres from the city centre. Therefore, our main objective was revitalisation and transformation of former military site Optujska in to new city sub centre. With interventions like taking down the fences and creating open space with neighbourhood, Optujska can blend very well into city area. Opening of this area to citizens, as well as with new contents in this space, new understanding and relationship between the space and citizens will be developed. This space will become new sub centre and integral part of the City of Varaždin.

During last 2 and half years of project it has become evidently that the participation of City of Varaždin in MAPS project has been very valuable and beneficial for the City. Possibility to learn and experience from transnational networking and URBACT partners for transnational exchange showed us how to deal with city challenges and provided new insights. Although each city in the network was dealing with abandoned military sites, all of us confronted specific challenges depending on the local



The reuse of the former military heritage as the occasion to balance the urban development of the city. A new cultural centre to boost the urban quality of the fringes of the city.

context. Nevertheless, some of the practices seen in partner cities can be transferred to our site and it was inspiring to see how other cities solve urban and social challenges.

Working on Integrated Action Plan through participative approach was new and worthy experience for us. Involvement of ULG in making the IAP was significant in many ways, from acknowledging perspective of different stakeholders and their needs to finding best solutions that can be applied in revitalization of the area and financing of future activities.

Communication and transfer of information among all stakeholders is one of the most important conditions for implementing an innovative and contemporary, transparent and participatory methodology of public space planning for overall satisfaction. Consequently, participation of the citizens and experts is important part in decision making and it ensures success in implementing of the project and achievement of the objectives.

MAPS project and creation of IAP encouraged us to further reflect on the city challenges and create positive, developing measures in order to benefit the community in a sustainable way on the long term. Revitalisation of Optujska gives us chance to transform neglected former military area into place where we can foster cultural and social exchange and inclusion, by proving effectiveness of transnational cooperation, good practices exchange and establishing participation of the citizens as example of modern, urban planning.

Most important, experience in the MAPS project helped us decrease the barriers between the City and stakeholders by raising awareness on each level, that participation of all stakeholders, especially the citizens is possible, desirable and has positive influence on decisions making process, urban planning and social inclusion.



The urban regeneration requires the establishment of transparent mechanism of communication between the different urban actors involved: co-design of the solutions; sharing with the city; collection of the suggestions; upgrading session are the four pillars to use for the development of the communication strategy.



More info on the IAP and city partner

<http://urbact.eu/varazdin>

<https://mapsnetwork.wordpress.com/varazdin-iap/>

1

Varaždin / "Optujska" complex

The city challenges

City of Varaždin has strategic mission to provide quality life for citizens by using social, economic and environmental resources according to the principles of sustainable development. Better conditions of life will lead to more satisfied residents and keeping population in Varaždin.

Balancing the development of the city and ensuring appropriate living conditions for citizens throughout the city is one of the essential components of sustainable city management. With the development of all parts of the city

we want to create better conditions for quality of life in all parts of Varaždin.

City of Varaždin has a traditional main central square "Korzo" in a historic core. It is a city melting pot, public area of gathering and events, surrounded with secondary public spaces within the historical core. All the public established events mostly happen in the city center and during years, the need for a different kind of public space – multifunctional, quality and contemporary, which will be counterweight to a traditional historical public space in the city core, was

recognised. Meanwhile there was huge abandoned and closed former military complex "Optujska" in north-western part of Varaždin, the same size as the historical centre. The city of Varaždin was not the owner, but was obliged to maintain the area and take all actions to prevent the decay of the quality.

City's development; social, touristic, urban and cultural was oriented on the city centre and balance of all the city parts was not achieved. City, not being the owner of this large part of area, had no instruments to manage and direct development of this area.

Consequently, city needs to aim its efforts to achieve following:

- 1 Gain ownership of the area in order to manage further development of the area.
- 2 Create open public space, highly functional and attractive, new sub centre for western part of the city.
- 3 Improve social diversity and social inclusion in the neighbourhood by providing opportunities for new public facilities, commercial areas and creating safety and accessibility in the area.

From the challenges to the re-use

The usual urban planning practice in Varaždin often was not in line with the wishes and needs of users, i.e. citizens and new approach is needed; taking into account social, economic and ecological aspects, but also social and cultural contexts.

Project area is located in the middle of a dense urban tissue surrounded by family housing except on the west side where the military is located. It is 2km away from the main city square. This part of the city doesn't have a centre of gathering apart from the nearby shopping centre which collects a large

number of people from the whole city but does not have any public space quality.



Our main goal to revitalize the former 4 hectares of military area in to new city sub centre – will be achieved by strong connection and communication between the city, potential users and experts.

The re-use of the former military area will help to achieve this strategic objectives:

- 1 To secure the city ownership of the site under conditions that allows the full development of the site into modern highly functional public space
- 2 To produce new quality public space for the residents of the neighbourhood and all the citizens
- 3 To ensure a high occupancy level of buildings by providing conditions for inhabitation that meet for the expectations of future tenants.



The project area



MAPSolution

A journey on the re-use of the former military heritage



2 Varaždin / "Optujska" complex

The core ideas (developed themes)

1 New city sub centre – contemporary, counterweight to the historical centre, gathering of the people from the whole city with the content that attracts a wide spectrum of modern urban users



2 Creating urban cultural and artistic scene complementary to traditional cultural scene of the city based on historical heritage



3 Creating space for business and entrepreneurship that accept the contemporary idea of shared spaces, have similar needs and ways of action



4 Creating high quality open public space with valuable design and harmonized functional connections in line with the contemporary city planning strategies



Key words: Contemporary entrepreneurship, Urban culture, architectural and spatial design, Social cohesion, Economic sustainability, Public place of gathering



The IAP solutions (approach)

Steps adopted for the development of the IAP solutions

IAP steps in three groups:
 ULG / Working with urbact tools
 Citizens / Opinion and involvement
 Government / Connecting with the state and communicating with the city

- 1 Involving ULG members that usually participate in the creation of city strategies + independent actors: City of varaždin representatives, Culture, Education, Business and entrepreneurship, Existing temporary tenants, Independent citizens, Architects
- 2 Identification of the problem
- 3 Gathering existing data, ideas and information
- 4 Sharing data and knowledge with the international partners
- 5 Organizing 3 open day events to attract the citizens and develop interest

- 6 Collecting public opinion with the questionnaires
- 7 Media promotion through Facebook and local press
- 8 Connecting with the Ministry of defence after the decision that the military is returning
- 9 Sharing data and knowledge with Croatian cities with the similar city theme to explore the problem on the national level
- 10 Recruiting consultant in the final phase of IAP
- 11 Analysing all the buildings and spaces to get the exact data of the premises and indicators
- 12 IAP with the hope that it will be accepted by the city council and used as a document to negotiate with the state on ownership



3

Varaždin / "Optujska" complex

Governance model

After successful negotiation procedure concerning ownership of the remaining part of the military site in Optujska, City of Varaždin will have the main role in governance of the area. City of Varaždin will be responsible for preservation and development of the area according to Integrated Action Plan. Hence, City will use its competences, access to various funding and jurisdiction in order to achieve objectives and carry out actions from IAP.

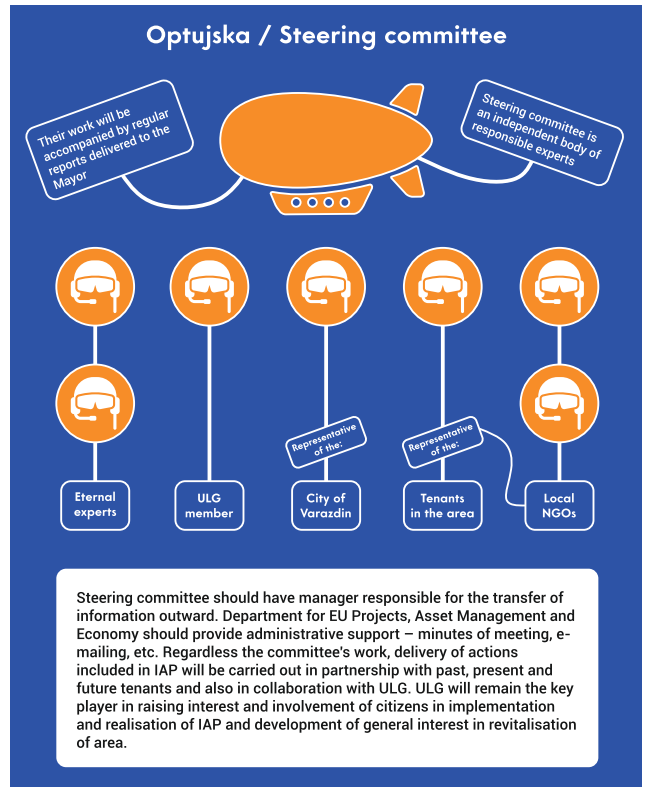
In January 2018 City of Varaždin founded new department in charge of maintaining city's properties. New founded Department for EU Projects, Asset Management and Economy will in co-operation with new working group - Steering committee make the arrangements for implementation of IAP.

Steering committee will be in charge of coordination of the actions defined in the IAP and communication with all past, present and future stakeholders.

A newly-founded city body, innovative and contemporary, will give the City of Varaždin a new picture in the sphere of innovative and contemporary strategic planning based on Urbact's methodologies. This body will be in

charge for programming and temporary use. Programming defines allocation of space and definition of users / tenants and it should be carried out for each phase. It basically consists of the criteria for the users and the type of space (self-sustainability or proof of independent payment capability, compliance with the intended purpose in IAP, possibility of providing temporary use events). Steering committee should ensure creating expert background for all the actions: studies, projects, analysis, co-creation of important mechanisms, framework and implementation of actions.

Furthermore, it should include representatives from various stakeholders. Considering the importance and responsibility of this new-established body, professional knowledge it should provide and possess, and time consumption this engagement will require from all the members, compensation for work of Steering committee should be planned within City budget lines.



The IAP implementation



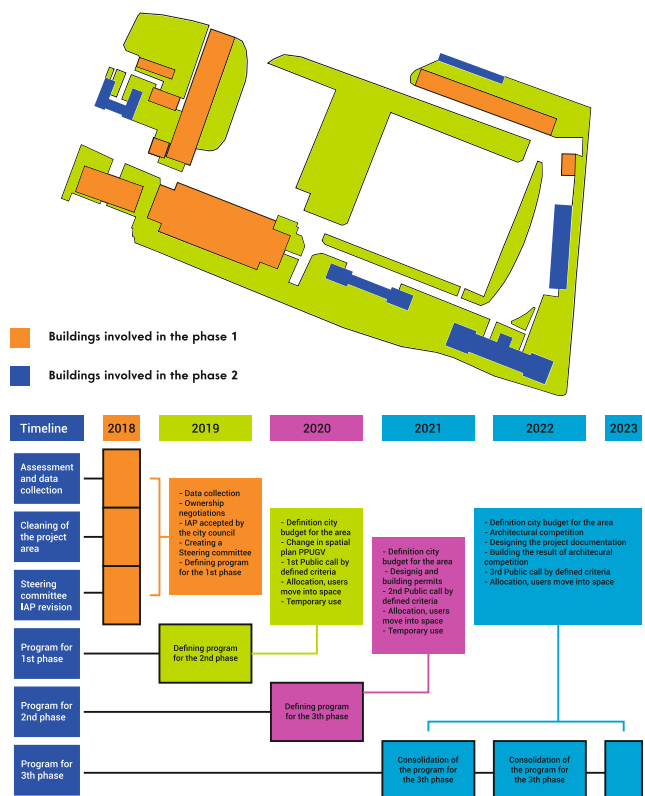
The IAP will imply the application of the principle of innovation, namely - the principle of integral planning of space, taking into account social, economic and ecological aspects, such as social and cultural contexts, availability, inclusiveness, spatial and temporal flexibility, maintenance costs, rational use of natural resources resource etc.

Phases of execution (hardware) during the first 5 years of the IAP will be:

- 1 Allocation of spaces in existing buildings that require minimal intervention
- 2 Allocation of spaces in existing buildings that require more than basic recovery
- 3 Architectural competition / designing and building new open public space and maybe new buildings

Main group of Actions during the implementation of the IAP

- * Negotiation procedure for ownership of remaining part of military site
- * Creating preconditions for programming and allocation of spaces in the area
- * Programming and allocation of spaces in existing buildings suitable for prompt use
- * Programming and allocation of spaces in the existing buildings that require more than basic recovery
- * Architectural competition







MAP Suggestions

Luca Lanzoni

Lead Expert MAPS network

The regeneration of the former military heritage (large compound, network of buildings, or single standing buildings) is a big challenge for the cities:

- for a long time, they were excluded from the collective memory of the city, inaccessible area;
- the “objects” have different urban scales, and for that reason they need an incremental approach, for parts or sectors, that in many case is an obstacle for one “investor”;
- the inhabitants, in some case, are not fond to these neglected parts of the city
- within the same area, the state of repair of the objects (buildings and open spaces) are different, and this oblige the development of timeline for the reuse;
- it is a cost-intensive, public financial resources are limited to support the physical rehabilitation of the buildings and for the open spaces;
- in some cases, there is not a real pressure from the city, about the reuse, or is not clear the connection between the city challenges and the possible reuse of these assets.

Starting from this framework, appear that the reuse of this heritage, in “on shot”, is rather unlikely to happen, and for that reason is necessary identify a flexible strategy, able to incorporate the real city needs and new opportunities that come during the reactivation process.

To drive this approach, provide guidelines, the cities must be equipped by a new toolbox (Integrated Action Plan or other) able to stimulate the cities in their different aspects (tangible and intangible) useful to create or rediscover interest (cultural, social, economic, environmental) around these missing sectors of the city. In this period this approach is fundamental for the city of tomorrow because is possible make experience within a new urban models, without soil consumption, and reinforcing the social cohesion and stimulating the participation of a wider sector of the civil society in the co-design of solutions.

This chapter outlines 10 steps that we have recognized as fundamental to be able to support an urban regeneration of the former military heritage. All these steps are part of the IAPs, developed by the cities, and are come from the activities developed by the ULG on the field.

- **Involve the inhabitants**
- **Engage urban actors**
- **Collect ideas**

1. Development of the interest

The first act, to support the reuse of the former military heritage, is “opening the doors”. This activity is fundamental to reduce the gap between the inhabitants, urban actors (stakeholders) and the potentiality of the former military sites.

To do this, the partners have organized open days, sports activities, cultural activities, within the former military areas with the intention of: tell the history of the site, involving the inhabitants in the ideas to a possible reuse, collect suggestions. Several bodies (private or public) of the city were involved in the organization of these activities, and this act was also important to understand who involve in the IAP development.

2. General assesment

Know, learn and understand. This motto is at the basis of this step, because is fundamental have a clear idea about the state of repair of the project areas: buildings survey (to understand the shape and urban layout), evaluation of the state of repair (to understand the process of recovery and to make an assessment about the degree of use or temporary reuse), evaluation of the costs (quantification of economical impact).

This step is crucial, because allow to develop the baseline to use as a reference for the development of future visions for the areas or buildings. The documents produced may be of a different nature: technical report, feasibility study, urban layout, etc.

- Develop a feasibility study
- Assess degree of reuse
- Design a temporary process of recovery

3. Align challenges

The urban regeneration must not be neutral but must be aligned with the contemporary city challenges. In this sentence there is the core of the IAPs developed by the MAPS network, in fact, the first request to the partners to give durability to the IAPs, has been about the identification of the current city challenges, to use as a reference for the co-design of the policies for the regeneration of the former military heritage.

Is crucial give the continuity in the urban policies, and on this approach add fresh ideas (IAPs actions) to use to reinforce the vocation of the city, and in the other hand, give to the city the opportunity to recover a missing heritage.

- Use the "reuse" of the heritage to boost the response toward the city challenges
- Give durability to the IAP
- Identify a reference for the co-design of the regeneration process

4. Build a strong stakeholders ecosystem

To give sustainability in the urban regeneration process is necessary build a strong stakeholders ecosystem, a clear model of the urban actors to involve in the project. The model must display the nature of the stakeholders (fields of action), the relations (cooperation) between the stakeholders, the degree of importance (in relation to the issue), and the resources (knowledge, people, etc.).

After the assessment of the tangible aspects, state of repair of project area, we must look on the development of the durability, in terms of ability to achieve the objectives of the regeneration whit the support of a large part of the civil society.

- Give sustainability in the whole regeneration process
- Achieve the objectives of the regeneration with the support of civil society

5. Create coherence

We have intending the regeneration process as a part of large urban strategy that work with different speed and intensity, and for that reason we have suggested to the MAPS partners to map all the projects or programs currently working on the city. This activity is important for the following reasons: identification of alternative resources (actions, funding, knowledge, etc.) to harmonize within the IAPs; understand how the actions proposed within the IAPs, can be integrated with the constellation of programs or projects present in the city. As mentioned before, for the stakeholders, this step is important to give to the IAPs durability in the sense of harmonization within the local framework.

- Harmonize the regeneration project with the local framework projects
- Understand that the regeneration process as a part of a large urban strategy

- Make citizens aware of the value of heritage (former military assets)
- Keep active the interest for a future involvement in the project of reuse

- Display how will be the final outcomes of the project by "little actions"
- Verify the degree of involvement of urban actors
- Revise the temporary process of recovery

- Check for alternative financial resources
- Implement your project step-by-step by an incremental approach

- Define appropriate functions and uses to recolonize the former military heritage
- Think in a short, mid, long term impacts

6. Keep the interest high

After the first impulse given by the reopening of the site, we must keep active the interest of the inhabitants and stakeholders for a future involvement in the project of reuse.

In this field the partners worked with different approaches: organization of cultural festivals as extension of the city centre (Varaždin); inclusion of the project area as a place of great sporting events (Cartagena); involvement of the high schools in a project for the dissemination of the cultural values of the site (Piacenza); development of a digital app for the involvement of the citizens in the construction of the "history telling" of the city and project site (Longford).

7. Test your ideas

The urban regeneration process must be supported with the realization of a small "urban mockup", as a examples of the final outcome of the project. This approach is fundamental to maintain the attention on the regeneration processes and to test the involvement of the stakeholders. The city of Cartagena invested efforts on this approach and with the realization of a Botanic garden, within the project area, has involved several stakeholders (Municipality, inhabitants, Repsol foundation, local NGO, etc.) in the design (identification of the trees, planting of the trees) and management (involvement of the inhabitants of the district in the maintenance) of this urban act.

8. Financial support

The regeneration of large derelict urban areas is cost-intensive for public financial resources, and for that reason we have identify three alternative financial options, to support the IAPs: alternative / innovative funding mechanisms; incomes and revenues, traditional sources. It is very likely that you will not have all funds secured at the start of your action plan deliver, and for that reason we suggest to implement your plan step-by-step (incremental approach) as and when funds become available for separate actions, e.g., light and startup actions must be linked to innovative funding mechanism (sponsorships, crowdfunding, donations from individuals, patrons, fundraising activities, In-kind contributions, competitions).

9. Identify the expected impacts

As mentioned before, the functions and the uses useful to support the urban regeneration of the former military heritage, must be in relation whit the city challenges, to not have the risk of importing external solutions, sometimes with a strong media impact but in reality without relation to the local needs and vocations. What we suggest is to be careful in the identification of the functions (activities) in relation to the production of impacts (positive and negative) for the project area, the surrounding area and the whole city, and to the time factor, e.g., the use of the project area, as a place for public events, in the short time produce positive effect, but in the long time will required a strong management to stay active.

10. Design a tailor-made governance model

For all the partners, one of the outcome of the project has been about the development of the governance, and for many inside this act, there has been also the identification of a new body that will help the Municipality in the implementation of the IAPs. We think it was a good approach, propose the evolution of the ULG in a new body focused on this specific topic, for example: Koblenz has created a cultural association that will work in cooperation with the Municipality for the implementation of the AP; Varazdin has created a steering committee as interface toward the Municipality to drive the involvement of the stakeholders in the project.

- Manage the implementation of the regeneration process
- Ensure a participatory approach to the process

MAPS Good practices / Resources

1. Development of the interest

Former military areas as hubs for urban innovation. Rediscovering former military sites through public events (<http://urbact.eu/former-military-areas-hubs-urban-innovation>)

Discovering the Optujska barracks in Varazdin. Open day and site visit in the former military area (<https://mapsnetwork.wordpress.com/2016/12/07/discovering-the-optujska-barracks-in-varazdin/>)

Espinho Path of military places 2017. Sport Open Day to support the involvement of the inhabitants in the process for the identification of the functions and reuse of the former military assets within the project area (<https://mapsnetwork.wordpress.com/2018/02/08/maps-espinho-path-of-military-places-2017/>)

Outcomes of the transnational meeting in Cartagena (Spain). Development of the interest (<https://mapsnetwork.wordpress.com/portfolio/infographic-cartagena-meeting/>)

2. General assesment

Studying urban regeneration in Piacenza. Two classes of the College of Arts and the Technical Institute for Surveyors engaged in the mapping of each building in the former military area (<https://mapsnetwork.wordpress.com/2017/12/27/studying-urban-regeneration-in-piacenza/>)

3. Align challenges

A park in the former bullet factory. Not a dream, but a project. Piacenza, 100.000 inhabitants and vast portions of territory in need of regeneration, has a story to tell about participation, built on an embrace and a referendum (<https://mapsnetwork.wordpress.com/2016/11/10/a-park-in-the-former-bullet-factory-not-a-dream-but-a-project/>)

5. Create coherence

New plans come to life for the Hussar Barracks in Szombathely, where a very active URBACT local Group has plenty of ideas (<http://urbact.eu/hungary-shows-us-what-can-be-achieved-if-local-community-involved-urban-regeneration>)

Koblenz enters the "Forte Cultura" network. Further opportunities arise, thanks to European projects, for the military heritage in our German partner city

(<https://mapsnetwork.wordpress.com/2017/06/21/koblenz-enters-the-forte-cultura-network/>)

6. Keep the interest high

Urban and social regeneration in Cartagena. The school pupils imagine a new district for their precious military heritage (<http://urbact.eu/urban-and-social-regeneration-cartagena>)

Longford, APPLYing for social innovation. Discovering "Longford Nua", the app developed by Space Engagers in partnership with the URBACT Local Group. How can it work for regeneration? (<http://urbact.eu/longford-applying-social-innovation>)

Longford Connolly Military Barracks, back to life with the Summer Festival. Talking about reappropriation as a crucial phase for the urban regeneration of dismissed areas? Our Irish partner, Longford County Council, gives a perfect example: the Summer Festival recently held in the former Connolly Military Barracks (<https://mapsnetwork.wordpress.com/2016/08/18/longford-connolly-military-barracks-back-to-life-with-the-summer-festival/>)

Outcomes of the transnational meeting in Szombathely (Hungary). Strategic communication (<https://mapsnetwork.wordpress.com/portfolio/infographic-szombathely-meeting/>)

7. Test your ideas

Work in progress in Cartagena. The botanic garden, the first act of the IAP (<https://mapsnetwork.wordpress.com/2017/12/03/work-in-progress-in-cartagena/>)

8. Find the appropriate financial support

Outcomes of the transnational meeting in Szombathely (Hungary). Funding sources (<https://mapsnetwork.wordpress.com/portfolio/infographic-szombathely-meeting/>)

9. Identify the expected impacts

Outcomes of the transnational meeting in Koblenz (Germany). Temporary use (<https://mapsnetwork.wordpress.com/portfolio/691/>)

Outcomes of the transnational meeting in Telsiai (Lithuania). Impact of the actions (<https://mapsnetwork.wordpress.com/portfolio/infographic-espinho-meeting-2/>)

10. Design a tailor-made governance model

Outcomes of the transnational meeting in Szombathely (Hungary). Governance models (<https://mapsnetwork.wordpress.com/portfolio/infographic-szombathely-meeting/>)

A journey on the re-use of the former military assets. This video is the summary of three years of project, within the URBACT III European program. Enjoy this short film! (<https://mapsnetwork.wordpress.com/portfolio/a-journey-on-the-re-use-of-the-former-military-assets/>)

Additional resources

MAPS best practices (<https://mapsnetwork.wordpress.com/maps-best-practices/>)

Collection of the media produced by the MAPS project: Infographic; Introduction to the partners, Project areas, Video, Innovation, ULG, Meetings, Handbook, Outcomes (<https://mapsnetwork.wordpress.com/media/>)

Collection of the IAP produced by the MAPS project (<http://urbact.eu/maps>) (<https://mapsnetwork.wordpress.com/iap/>)



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