

Fort Asterstein

1817 – 2017 and beyond

Towards a future of an old military property



An Integrated Action Plan



Military Assets as Public Spaces



KOBLENZ
VERBINDET.

Foreword

How did we came to this project?

In 2015, our Twin-City Varazdin 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 a small experience in the field of conversion with two former barracks (one became the new site for the University of Koblenz) 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 'M.A.P.S.' 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 M.A.P.S. 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.

Within the report, you will find the names of many participants in the project "Fort Asterstein". Every one of them is a stakeholder, who is interested in a good development of the venue and is curious about the future. Thank you for all the energy, ideas and enthusiasm. The work within a European project context is for most of us a new experience. We learned a lot and now we still are.

The work towards a new use of the Fort is not done with this report - it has just begun.

Sincerely yours



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mail@fort-asterstein-koblenz.de so we both can broaden our network ;)

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Abbreviations

AWO	Arbeiterwohlfahrt, a social welfare organisation
Dep.ec.Dev.	Department of economic Development, a subdivision of the Koblenz municipality
Dep.Urb.Dev.	Dep. of urban Development (Amt für Stadtentwicklung und Bodenordnung)
Dep.pub.green	Department of public Green (EB Grünflächen und Bestattungswesen)
Dep.of.Tourism	Koblenz Touristik
Dep. of Culture a. Schools	Schulamt
Dep.for the environment	Umweltamt
Reg.Agency	Regulatory agency (Ordnungsamt)
IAP	Integrated Action Plan
Urbact	European exchange and learning programme
MAPS	Military Assets as Public Spaces (Urbact program)
FF des Fort Asterstein	Friends and Sponsors of Fort Asterstein
SGD	Approving Authority
HWK	Chamber of crafts
Initiative Fort Asterstein	Former association 1994-2010
IHK	Chamber of Commerce
GDKE	General Directorate for the cultural heritage RLP,
FFF Asterstein	Friends and Sponsors of Fort Asterstein
Dep.ofYSFS	Department of Youth, Social welfare, families and seniors
Dehoga	Ass. Of the Hotels in Koblenz
ULG	Urban local group
ZGM	Facility Management (Zentrales Gebäudemanagement)



1 interior view 2017

Introduction

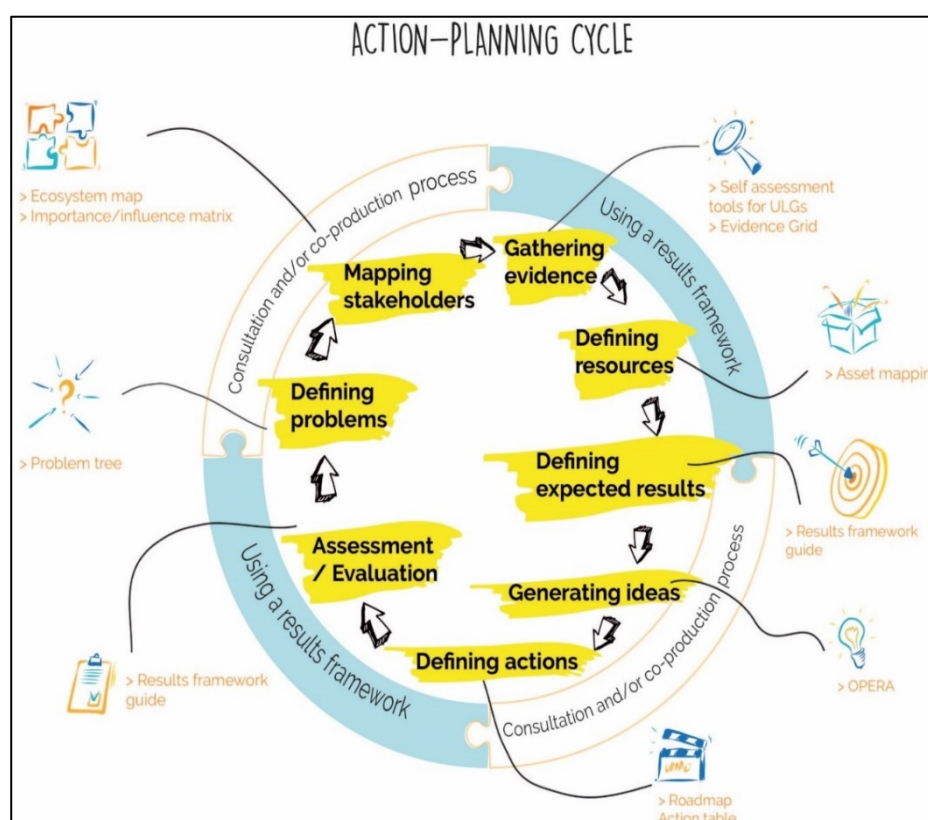
URBACT III will act as a European exchange and learning programme promoting sustainable urban development. It will enable European cities to work together to develop solutions to urban challenges and share good practices, lessons and solutions with all stakeholders involved in urban policy throughout Europe.

URBACT is intended to inspire and guide, not provide a straitjacket. There are many online resources from the last programs, but within a short process of proximately 18 months, it is not possible to exercise everything. It is intended that every partner finds his own way of the definition of the problem, of participation as the main element of the whole process and of the first steps to solve the tasks.

What are we talking about?

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, theme and coverage. An IAP is as concrete as possible. An IAP should give an answer to the challenges addressed. The IAP is not an end in itself: using the partnership and stakeholders to make it happen is important. There is no ‘one size fits all’ approach to an IAP. The content and format will vary depending on the policy challenge or process being addressed, the territorial coverage and the local context in which it is proposed to be implemented. The URBACT method emphasises that the participative and transnational process of drafting an Integrated Action Plan is in itself as important as the result.

This circle could be the first approach to the problem.

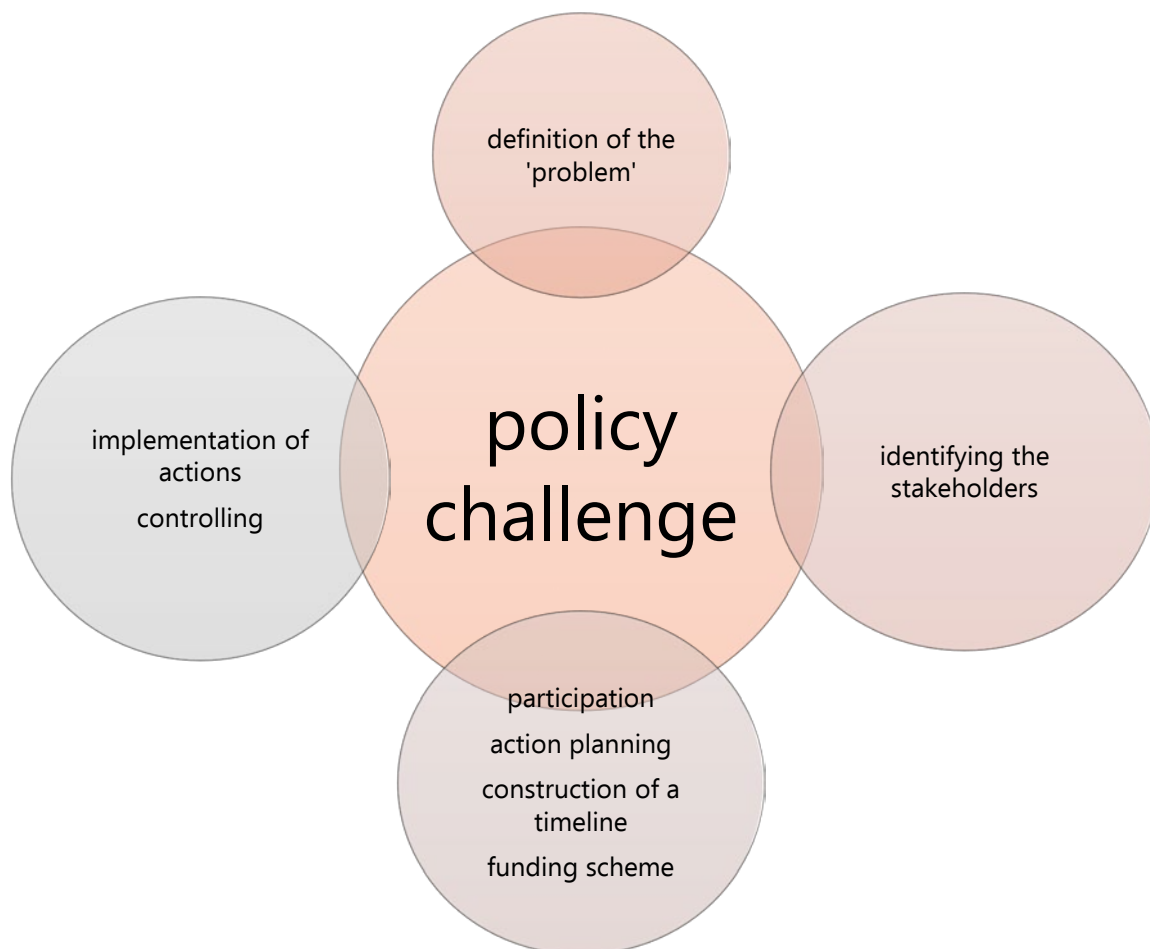


The policy challenge

Within the URBACT-method, we processed the IAP to have usable guidelines for development of the long fallow Prussian heritage.

During the project we already reached, several milestones just like:

- Involvement of inactive residents
- Workshop and survey result, that shows the needs of people
- Connecting stakeholders in the ULG, which entered into an Association to secure ongoing work
- Raised awareness at citizens, politics, stakeholders
- Joined forte cultura to reach a broader audience
- And last but not least: the present Integrated action plan with future actions of the next years



The European City

The guideline for the integrated city development of Koblenz is partly superordinate and general statements of commitment - “European City” and “internal development before external development” - and partly concrete aspects concerning the City of Koblenz.

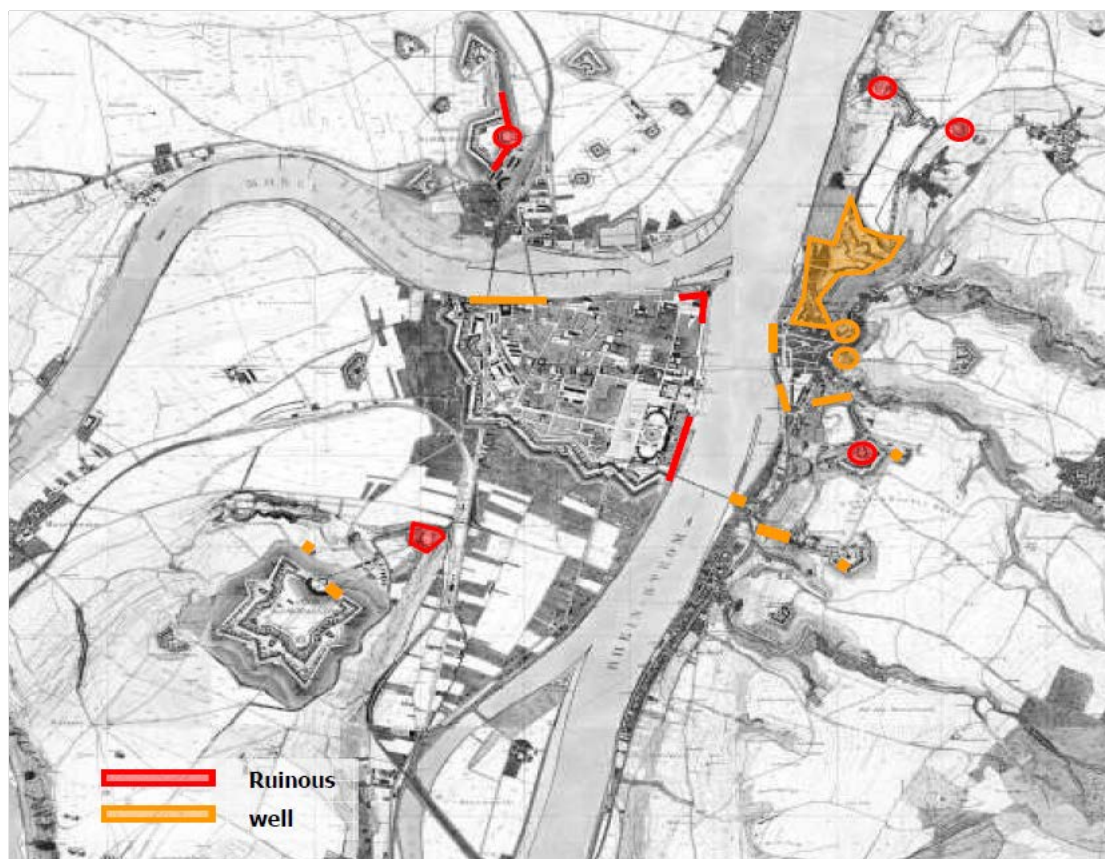
Koblenz will benefit in the end, due to a stronger concentration on the capabilities of the internal development the city. Especially with the focus on the individual parts of the city as residential locations will increase the positive effects for the City as a whole.

The functions of a city like habitation, working, shopping and spaces for spare time need to be mixed up more like before.

Consequently the consumption of land due to settlement activities will be dramatically reduced which leads to more space for nature recreation areas.

For the MAPS-Project, essential elements of the European City are as followed:

- The history of Koblenz is always present in the cityscape
- The European City is characterized by its ability to work, live, trade, leisure, by young and old, established and foreign side by side
- The European City is a compact urban living environment with it is own unique community and complex social relations.



—2 inventory of the remainings of the 'Festung Koblenz'

Executive Summary

The Integrated Action Plan (IAP) for the Fort Asterstein is the result of the European M.A.P.S. Project, which main focus is the reuse of old military assets. The Urban Local Group (ULG) with its stakeholders from various different parts of organisations and backgrounds focused for the last couple of years on the development of actions which will lead the way to a perfectly fitted reuse of the Fort Asterstein.

The IAP is basically the map for the future of the Fort. In the development process, the ULG was already capable of achieving milestones such as instructing a feasibility study (the foundation of most actions) and getting many stakeholders interested in the project.

The following Integrated Action Plan will give you an insight of the results, of the three year M.A.P.S. project and the milestones ahead.

Which contents can you expect?

- Detailed Information about
 - The MAPS-Project
 - Koblenz
 - Fort Asterstein
 - The Urban Local Group
- Which problems need to be faced and what solutions are developed (Problem Tree)
- Already reached milestones of the reuse-process, such as:
 - Building the ULG
 - Instructing a feasibility study
 - Attracting interest through citizen participation, public relations, etc.
- And of course the future ACTIONS ahead, like:
 - Various construction work
 - Organisation of Events
 - Creating a social hub
 - Etc.
- How the funding and financing works
- And which risks should be taken under consideration.



Chapter 1 /

Koblenz – the city in its context

Koblenz – a City with 2 rivers

Koblenz is located in the western part of Germany at the river Rhine in the UNESCO world heritage Upper Middle Rhine Valley. The number of inhabitants is increasing the last 10 years. Today more than 110.000 people live here.

Koblenz is the mayor Center in the northern half of the state Rhineland-Palatinate, surrounded by more or less rural area. Inhabitants and 45.000 commuters staff around 100.000 working places. Koblenz is a shopping and leisure destination. Many secondary schools with regional meaning and universities are located here.

The Functional urban area has a radius of 20km and 260.000 inhabitants. The commuting zone is – according to sector- between 700.000 and 1 Mio people.



—3 *Koblenz from the air 2016*

Situated in the picturesque landscape of the Rhine and Moselle and surrounded by four low mountain ranges is the 2000-year-old town of Koblenz. The town owes its name to the Romans who named the ‘castle’ they constructed here around 9 B.C. “castellum apud confluentes.” This means "castle at the confluence of the rivers”. Visitors on the trail of Koblenz’ past, find themselves caught up in the history of a town which over the centuries was captured by the Franks, chosen as a place of residence by German prince electors, conquered by the French and fortified by the Prussians.

Fortress walls and towers, castles and palaces, monuments and parks paint a vivid picture of the town’s eventful past. Koblenz was conquered by foreign armies and has received princes, kings, emperors and presidents within its walls. Today the history and rich cultural heritage of this old town is present everywhere.

Every year in August, Koblenz wins a place in thousands of hearts when it is time for the fantastic fireworks Rhein in Flammen (the Rhine in Flames). Cultural events as well as the best of

entertainment take place all year in Koblenz. There are classical open-air concerts in front of the Prince Elector's Palace and choral concerts at Schloss Stolzenfels, the romantic summer residence erected by Prussian King Friedrich Wilhelm IV for his Bavarian spouse Elisabeth and himself. Various street festivals as well as interesting museums and art galleries complete the choice. Its abundance of cultural monuments and historic buildings, its cosy lanes and narrow alleyways, the relaxed and happy atmosphere of its squares and river promenades make Koblenz a friendly town.

Nowhere in Old Koblenz is far from the banks of the Rhine or the Moselle. Here you can stroll leisurely along the rivers watching barges and boats passing by and see and feel its history.

Description of cultural challenges and justification for activities

Koblenz, throughout its long history, has always been a fortified town with a strong military presence and location for regional administration. Thereby the townscape is shaped by military and administrative Building...and so is the Image of the town: disciplined, stuffy, boring.

The situation today can be divided into three main challenges: the reuse of Prussian ruins, the reuse of modern barracks and the continuation of the usage of military administrative buildings.

All this shows the challenges and the chances of the town: beware history and protect historical buildings, bring life and Culture into former military environment, find sustainable solutions.



The city found the last years approaches to develop the city in an integrated way, also with a cultural strategical focus. These are shown as follows:

Location in general

From the roman founding on Koblenz was fortified during different eras. After WW II is was one of the biggest garrison town in Germany. In this context, Koblenz has been hit hard by the changes after the fall of the iron curtain. Since then more and more military location were given up.

Some modern barracks are still in use. Most given up barracks, often located at best places within urban structure, are already developed to residential areas or any other use, just like University or business areas. The last large barrack Fritsch-Barracks is being developed now through a bidding process.

The largest part of the system “Fortress Koblenz”, the fortress Ehrenbreitstein is in states’ hand and in a good condition. The state Rhineland-Palatinate invested a lot of Million € especially the last 10 years, so that is is used as a hostel, museums, Office building and for different events.

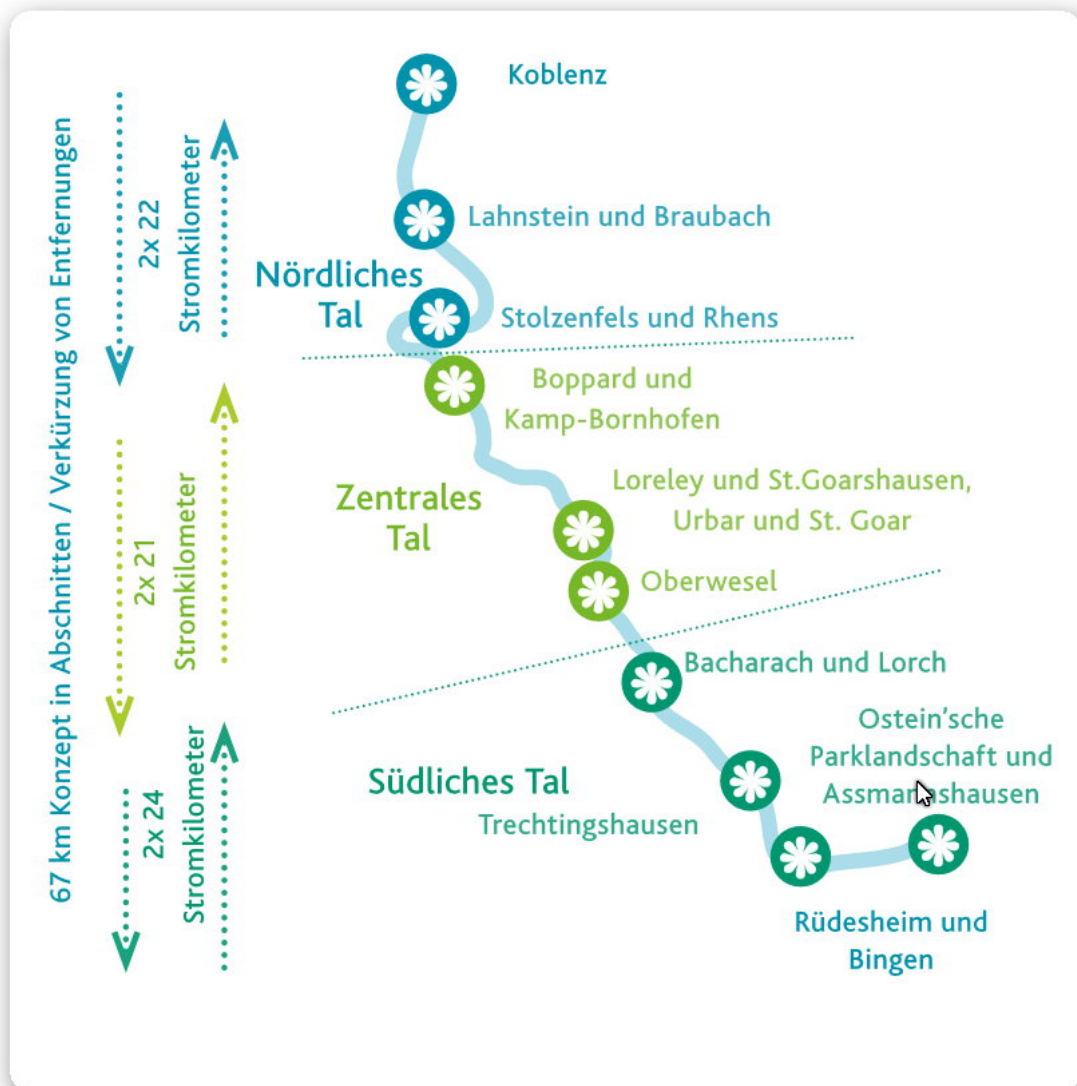
The biggest challenge is to develop Prussian fortresses that are in the municipal responsibility. Not be used for long time and neglected there is today a large backlog of renovation.



4 *the Fort Asterstein from the air (2016) [wikipedia: source: Wolkenkratzer]*

The Fort as part of UNESCO world heritage Upper Middle Rhine Valley

The UNESCO World Heritage Committee declared the landscape of the Upper Middle Rhine Valley between Bingen, Rudesheim and Koblenz a World Heritage Site in 2002. The Committee praised the Upper Middle Rhine Valley as a cultural landscape of great diversity and beauty. The landscape presents an unusual wealth of cultural features and historical and artistic associations. The Middle Rhine Valley thanks its special appearance to both the natural shape of the river landscape and to human hand. For two millennia, the Middle Rhine Valley has been one of the most important transport routes for cultural exchange between the Mediterranean region and northern Europe.



5 the Middle Rhine Valley as projected for the Buga 2031

In Koblenz, there are important cultural monuments, such as Basilica St. Castor, the electoral palace and of course the ensemble of the fortification of Koblenz. Being part of a world heritage is very important for the city because of the effects for the tourism, the image of the whole region and for the promotion of education of history.

The challenge is now the preservation and the development of this high fortification to strengthen the role of Koblenz within the World Heritage.

Almost in the year 2011, Koblenz was the city of the national gardening show with a budget of over €100 million. We produced a six-month event which brought over 3 million people to Koblenz.

Parts of the city were renewed with their infrastructure and the events of the city was polished Tourism increased and the citizens of Koblenz got a new consciousness about the town and still today the spirit of the Buga is Very present.

Koblenz decided to apply to the Buga 2031 that will take place between Rudesheim and Koblenz. Within Koblenz, the ensemble of the fortification will be a Central part of the flower show. Experiences in other cities showed that fortification could lead to a Global identification with the city itself.

Another milestone should have been the application for the cultural capital of Europe in 2025. The purpose of the application was to bring Koblenz to a sustainable and participative strategy for culture policy.

Cornerstones of this strategy should have been the comprehensive presentation of Europe's history in times of peace and war. Cultural diversity in the past and the present has been constitutive because the city of Koblenz always wanted to be an integrative and participative spot between Cologne and Mainz/ Frankfurt.

In the end, the City Council stopped the process of applying because of the enormous amount of funding which the city would have to spend in the next seven years. Nevertheless, simply talking about such an application showed that many parts of the civil society saw the necessity of improving of cultural work. Moreover, the historic venues in Koblenz are something like an all-embracing bracket: they can be the place for learning about history, showing the memorial of the ages that lies behind us and becoming a spot for meeting of different people and where creativity can evolve.



Forte cultura

Fortifications has a huge potential for economic growth in the field of tourism. In 2017, Koblenz joined the European culture route of the Forte cultura. Developed out of an interreg program this network develops a European route of fortifications. Beside this, it popped up an instrument for the marketing of the fortifications called forts2Market. This NGO will accelerate the funding for the maintenance of the fortifications. Similar to the cultural capital process this program will promote the fortifications with events like big festivals, concerts, theatre performances, exhibitions and facilitation of tradition and ancient customs. Ordinary measures of the marketing of tourism does not stand aside: like being part of a network of pedestrian walkways and bicycle routes.



Commitment of the citizens

Public participation as well as honorary posts are very common in Germany. Also in the urban land use, planning the participation of the public is required. The Municipality intends to strengthen the participation of the citizens in the early step. In addition, of course the citizens can send petitions to the administration about every issue concerning their lives. In the process of approval about the new use of existing buildings such as historic military assets, consensual proceeding is of great value. The participation can be in form of discussions, workshops or just written intakes been carried out.

Voluntary participation is not only Limited to your closest neighbourhood. Especially with historic buildings are attracting interested people from a wider area sometimes nationwide. Associations are formed and very often, the will to preserve the heritage comes from those clubs. The municipality assisted such efforts where it can. In the past, the administration could rise of funding for another part of the fortification. However, because of the precarious situation of the budget of the city of Koblenz it is absolutely necessary to find sponsors for the renovation and the future use of Fort Asterstein.

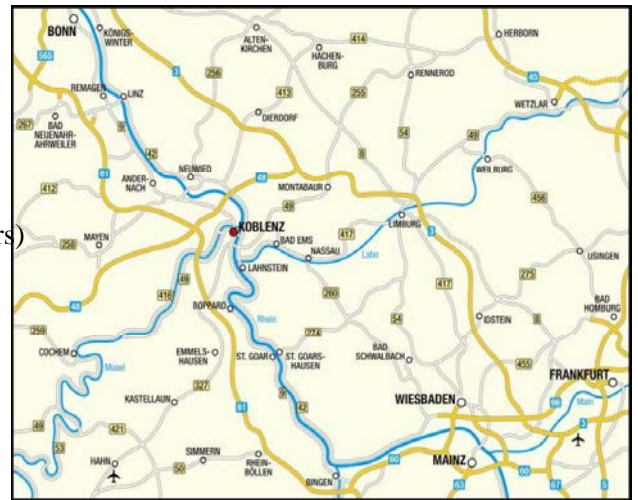
European programs are necessary in this aspect.

Statistics

Land use:

total area 105 km²
 19,7 % building
 10,5 % traffic
 38,6 % forest and recreation
 23,6 % farming
 5,2 % water

(=> +3% settling-and traffic area during last 10 years)



derelict land/ brownfield:

~0,5% total,
 < 2% of settling- and traffic area
 high pressure for development

housing:

154 building licenses
 (120 housing, 34 others) in 2015
 ~ 28.000m² living space in 354 flats and houses
 21.062 residential Buildings with 58.194 flats
 average size: 84,7 m², and 45,3m²/inhabitant
 average rent: 7,54 €/m²
 average price for ready-for-building-properties:
 200-250 €

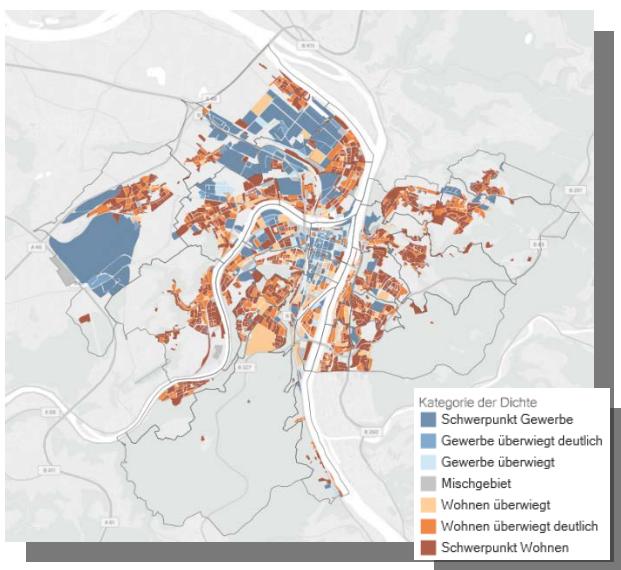
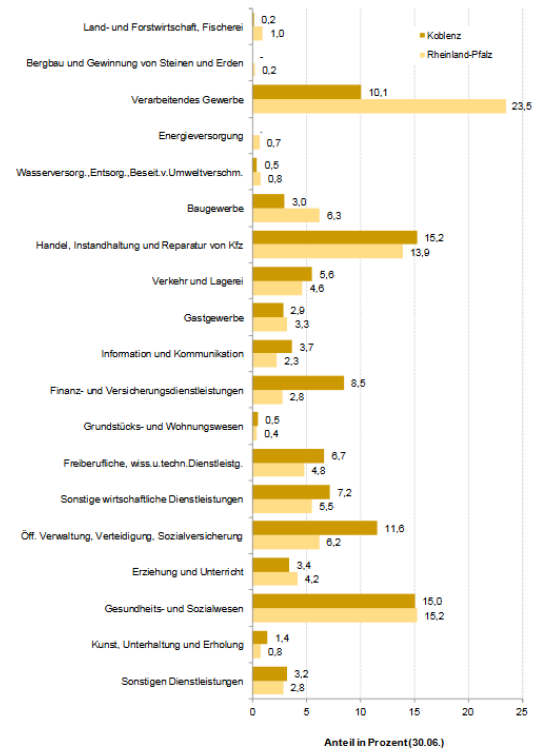


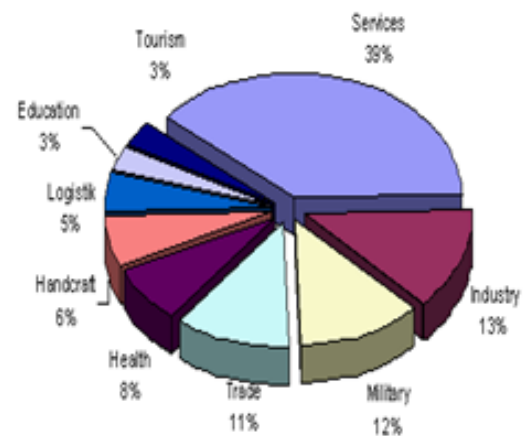
Abb. 6.06: Sozialversicherungspflichtig Beschäftigte nach Wirtschaftsabschnitten 2015 - Koblenz und Rheinland-Pfalz im Vergleich



Datenquelle: Statistisches Landesamt Rheinland-Pfalz

Economic profil

GDP: 71.796 €
 Average earnings: 41.876 €
 Available income: 20.245€(private households)
 Business registration/1000 inhab.: 11,2



Key businesses:

Important location for administration:

- local officers: 5%
- states' officers: 43%
- federal officers: 52%
- Location for Chambers, Insurances, Associations, Military...

Education:

- 3 Universities, all kind of schools (48 in total)

Tourism

- 56 hotels, 3.985 beds, 664.000 overnight stays per year

Health

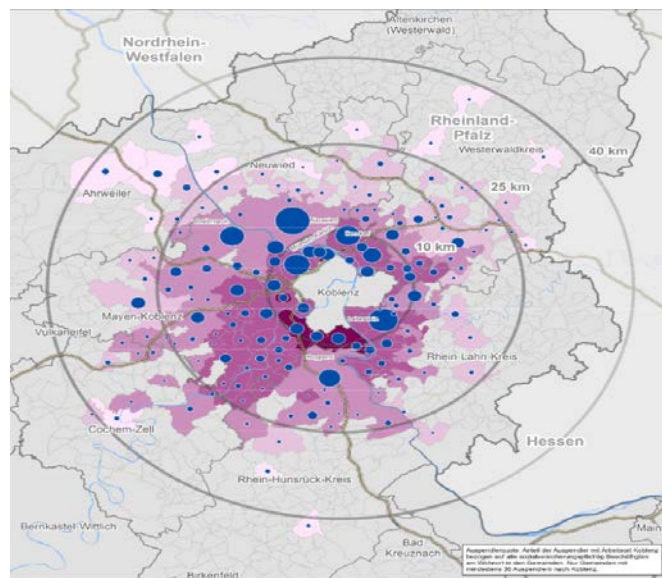
- 5 mayor hospitals, high density of medicines and related services

Trade

- catchment area up to 1 Mio Inhabitants

Key industries:

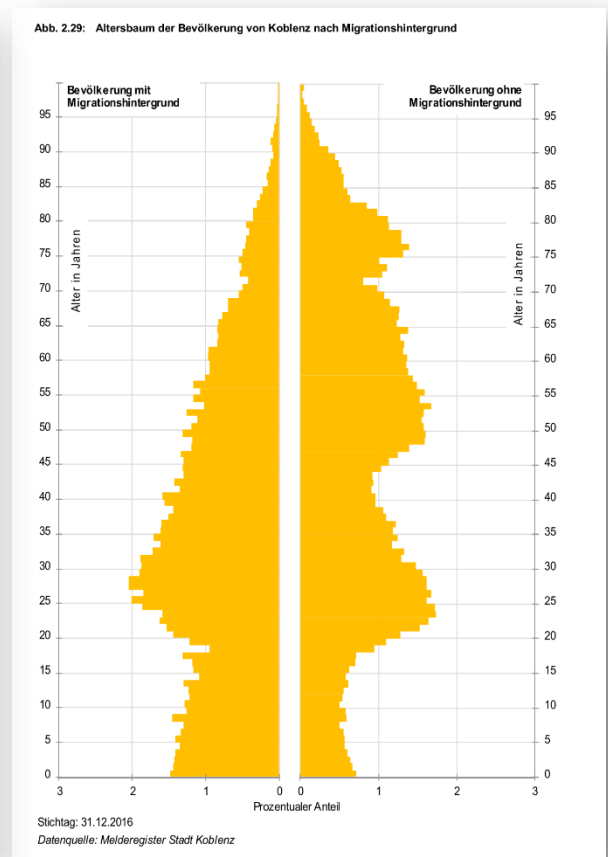
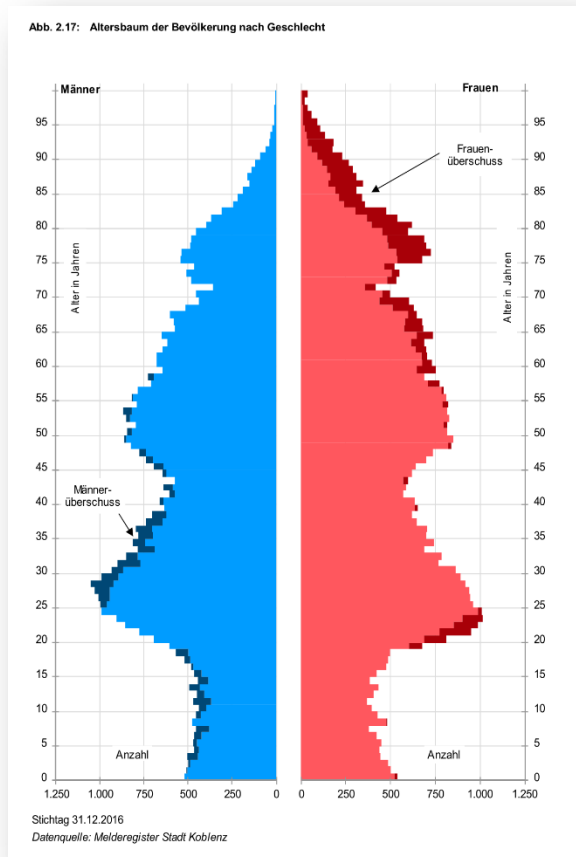
- automotive delivery, Logistics, Software development



6 commuters from the surrounding to Koblenz

Demography

These two figures show the quantity of the different ages of the population in Koblenz in general and of those with an actual migration background.



Chances and Challenges

Social

The graphic above shows the challenges for our society: we expect a more and more ageing society. Beyond all problems it brings to the pension fund it needs changes in urban development and society:

New design and easier access to public infrastructure and public green, New forms of housing, Reorganise public offers like schools, kindergardens, sportfields,...

Environmental

Koblenz is surrounded by rural area. Although the city itself is quite green, the inner city has to watch Air pollution care for climate. In the German planning and building law is a large focus on environmental issues to protect environment within the planning process. For example, it said to act carefully with soil and compensate every sealing. Or biotopes should be connected.

In this context, grey fields or ruins need a special attention.

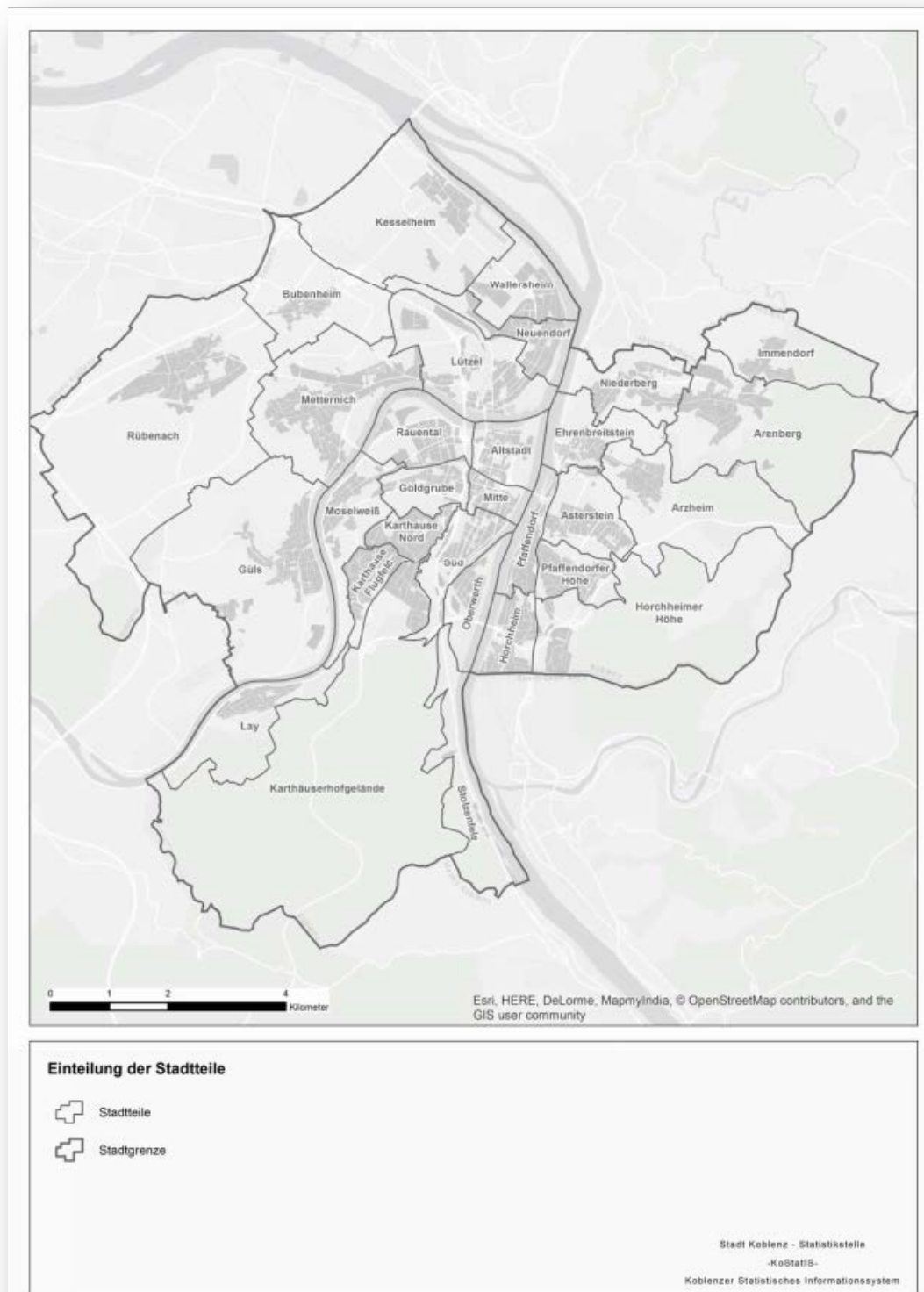
Physical

The physical situations of our former military assets are different. The long unused Prussian fortresses are somehow in a condition, which is dangerous for even to go in. The strength of the walls itself make the fort stable. That is, why we have to start with safeguarding measures at the surface or closing access to dangerous areas.

The physical condition offers chances for a reuse.

Financial

The financial situation is difficult. The financial scope makes it difficult to finance big measures in voluntary development. Nearly every measure in this field depends on third party funding or can only be developed in PPP-models



Chapter 2 /

Setting the focus and objectives of Fort Asterstein

Baseline description

From the roman founding on Koblenz was fortified during different eras. After WW II it was one of the biggest garrison town 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 location were given up.

In the 19th century, the city of Koblenz was fortified by the Prussians. This defensive system, of high historical and monumental value, in this moment generates some difficulties for the enhancement and for the maintenance. The Ehrenbreitstein Fortress, the largest of the system, is owned by the state. This is in good condition because of a number of investments the last year. It's a touristic highlight, with museums, gastronomy and education activities.

The other fortresses are owned by the cities. But due to financial priorities for other projects, the buildings are in bad state of repair. For some of these buildings are born some initiatives, from local cultural organizations, aimed at the maintenance and enhancement.

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

The special challenge of the city of Koblenz comes from its traditional role as a garrison town to image . In the past 20.000 soldiers and civil military servants in populated the city Koblenz, and that represented the 15% of the population. Today it's about 5.000 person.

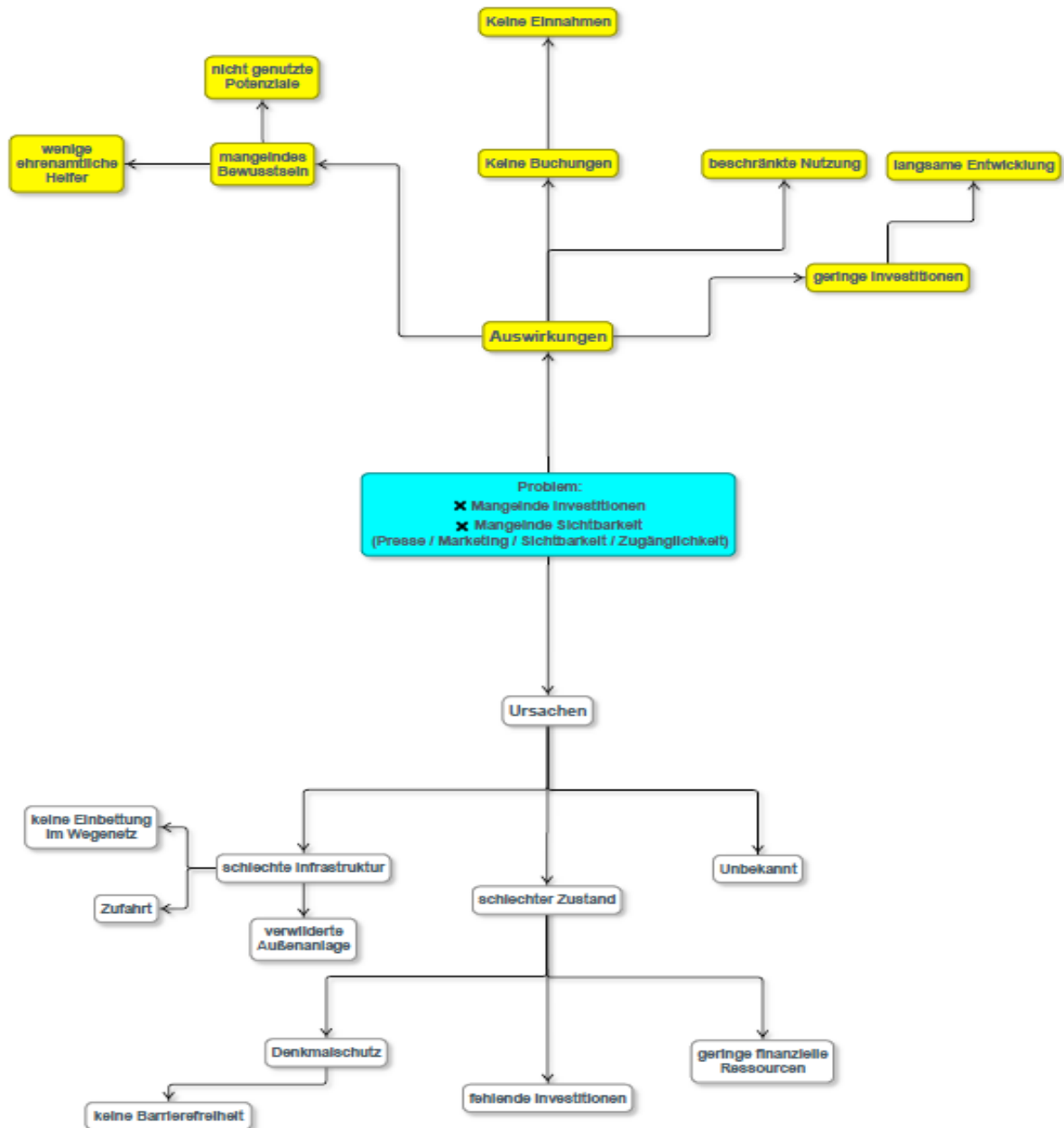
According to this fact most of the former military compound are large but empty. Starting from this past role the idea of the project is addressed to transformation of this former military heritage in a new urban hub for the whole city.



Problem Tree:

The first outcomes of the ULG describes the challenges that we are facing concerning Fort Asterstein.

In combination with the first collection of stakeholders (s.p. 35) we have a comprehensive overview about the project.



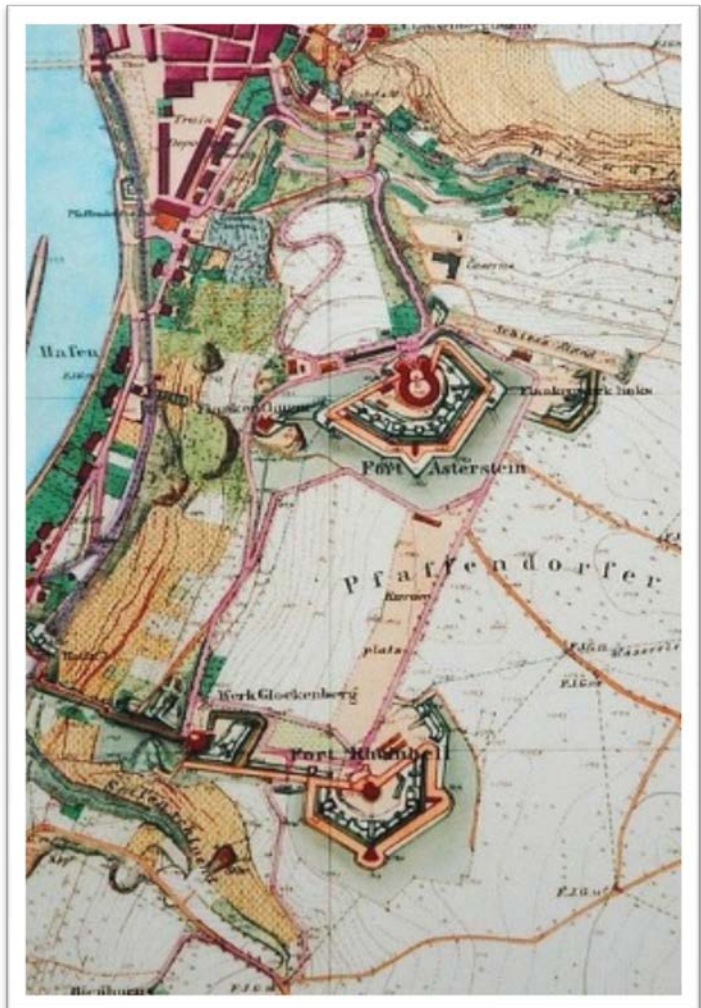
Area , location

Historical context.

Its defensive works are extensive, and consist of strong forts crowning the hills encircling the city to the west, and the citadel of Ehrenbreitstein on the opposite bank of the Rhine. The old city was triangular in shape, two sides being bounded by the Rhine and Mosel and the third by a line of fortifications. The latter were razed in 1890, and the city was permitted to expand in this direction. The Koblenz central station was built on a spacious site outside the former walls at the junction of the Cologne-Mainz railway and the strategic Berlin – Metz connection.

Koblenz Fortress was part of a Prussian fortress system near the city of Koblenz, which consisted of the city fortifications of Koblenz and Ehrenbreitstein and exterior supporting constructions such as entrenchments and forts. Koblenz fortress was built in three stages: 1815-1830, 1859-1868 and 1871-1886. The designers were Ernst Ludwig von Aster and Gustav von Rauch. Individual parts of the fortification have been preserved; other parts were demolished over the course of time. For example, in 1890, part of the fortress was declassified, the gates were demolished between 1896-1899 and further structures were demolished in the years 1920-1927.

Also compare:



https://en.wikipedia.org/wiki/Koblenz_Fortress

Architectural

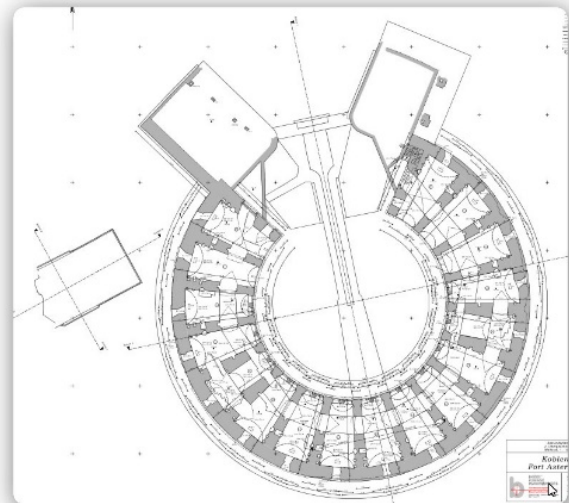
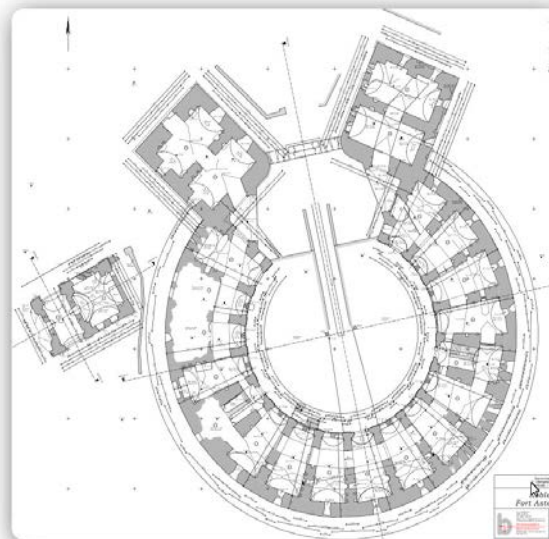
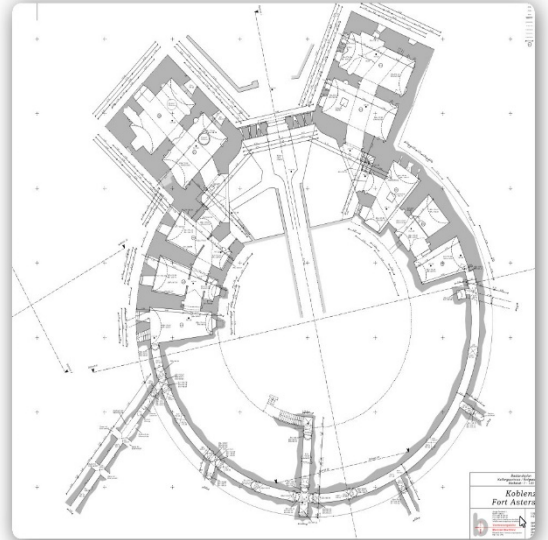
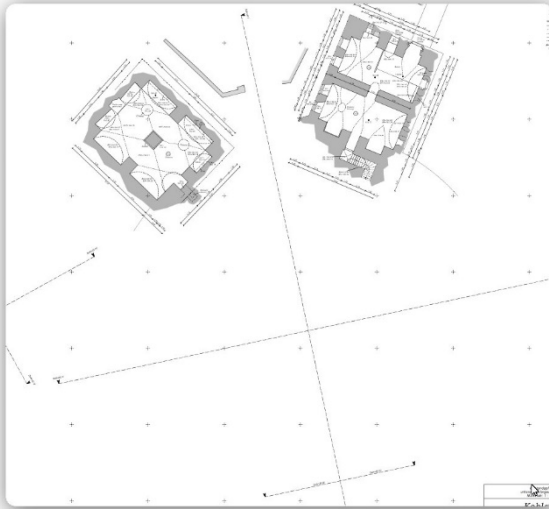
The special shape of the Fort, so its architecture, is unique because it shows the state-of-the-art of how fortresses were to be built in the early 19th century.

The publications to the military use, the architecture and the function within the defence system of Prussia are numerous. In addition, of course meanwhile the online-resources and so we give you only a few hints: https://en.wikipedia.org/wiki/Pozna%C5%84_Fortress / https://en.wikipedia.org/wiki/Fortress_of_Ulm / <http://www.festung-koblenz.de/index.html> / https://en.wikipedia.org/wiki/Koblenz_Fortress

One of the proposed actions of the IAP is to collect all the information in one online source.

Manfred Buchholz, land surveyor under public law in Koblenz, produced the following drawings and pictures in 2010.





Why did we choose the Fort Asterstein?

A big city like Koblenz with its 114.000 citizens and a direct urban catchment of 350.000 people have usually more than one possible target if it comes to improve the quality of living in an packed urban surrounding.

A City not only lives from its hard location factors, but also from the soft factors. Pedestrian walkways, sport facilities and special events in a natural setting are such soft factors. Moreover, in Koblenz, the accessibility to the still existing parts of the fortress.

https://en.wikipedia.org/wiki/Federal_Horticultural_Show_2011

In the context of the 'national horticultural show' in 2011 some parts of the system of the former 'Großfestung' Koblenz has been upgraded and the original free spaces and the possibility to overlook the city has been reactivated.

The Koblenz administration and the City Council wanted to take the momentum of the great success of the Buga and decided to participate in the international Lenné-Competition in 2014.

It was the idea to integrate the historic places into the urban texture with the help of cautious measures. The original connections between the remains of the fortress should become visible and able to be experienced.

How a contemporary use could look like?

What specific identity the remains could get and what kind of activities are necessary and how the surrounding free spaces could be included. In 2017, Koblenz celebrated the 200th anniversary of the grounding of the Fortress and took the chance to reach the local community and the tourists.

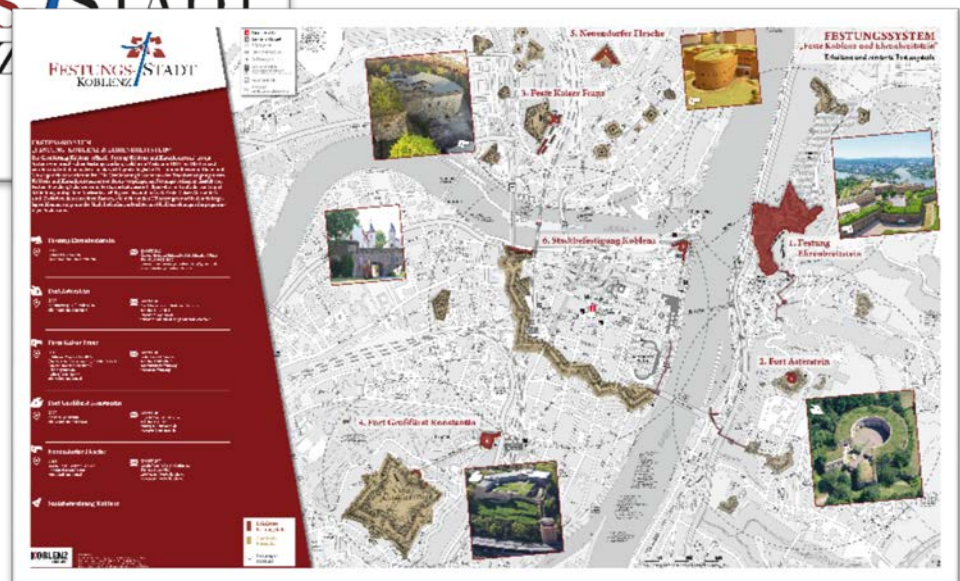
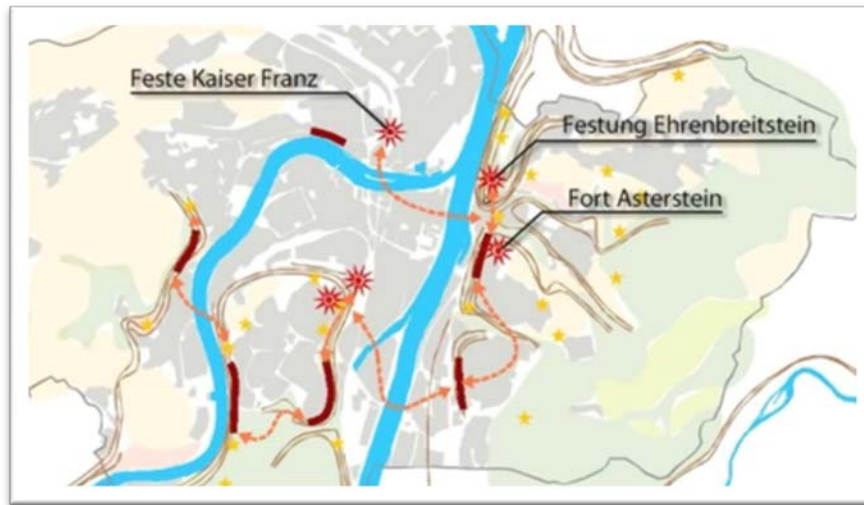




1817-2017 anniversary

200 years passed since the laying of the foundation stone for the fortification of Koblenz. With a surrounding length of 14 Kilometres, it's one of the largest fortification compounds build in Europe in the 19th century. It consists of the stronghold of the city itself and a system of smaller fortresses on the surrounding hills. Most of them have totally removed after WW I. So the preservation of Fort Asterstein is so important because it is one of the last stonelike witnesses of a time, which was very formative for Koblenz.

Important in military terms was the visual connection between the different fortresses to guarantee a reciprocal security. For more information see; www.festungsstadt-koblenz.de



Competition for Landscape planning

In 2015 Koblenz was honoured to win another national challenge to implement the ideas from the Lenné-competition.

The funding in total was 2,65 Mio. Euros and dealt with the free space around the remains of the fortress. For this IAP here the participation of the public is very interesting, because it delivers the distinct picture of the wish of the participants to see the condition of the Fort Asterstein to be improved and, confirmed the results of the Future workshop one year earlier (s. page 36)

The funding quota is about 90% and the programming period is 2015-2019.

‘Großfestung Koblenz – development of the free space and the opening of the remains of the fortress.

Spread over the whole city, the remains of the fortress are forming a collective system and are together with their surroundings part of the UNESCO World heritage. With concerted measures of landscapemodelling the perceptibility of the monuments should increase and enhance their potential for the public space in Koblenz.

4. Public participation

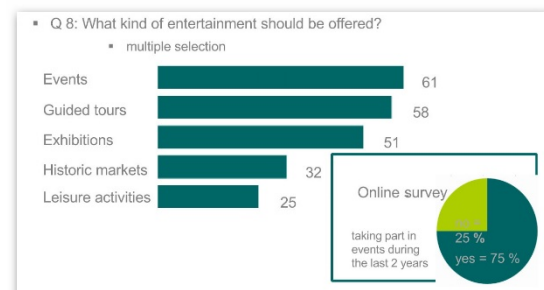
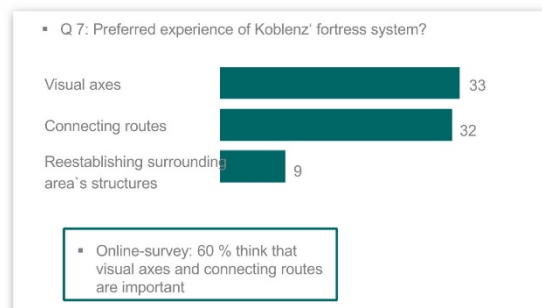
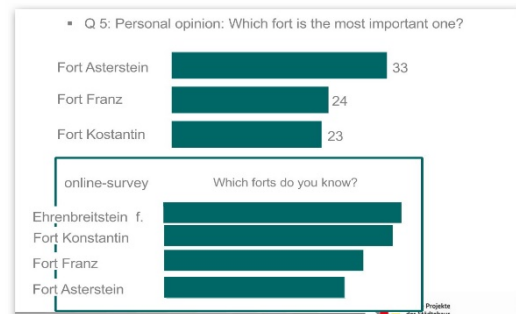
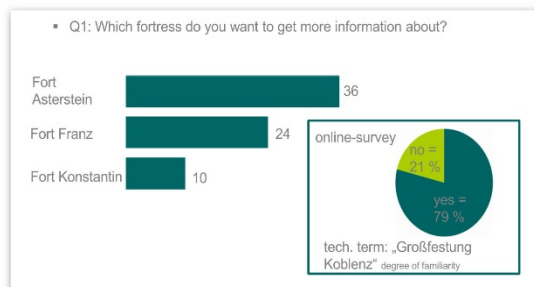
- Online survey
- ~ 640 participants
- August – September 2016
- 26 questions
- Questionary
- **Workshop**
- **83 participants**
- **November 2017**
- **9 Questions**
- **Adhesive-dots-method**

3. Project's Aims

- guidance system
- visual axes
- accessibility
- design surrounding areas
- new identity
- ...
- **public participation**

competition: Fortress Koblenz

people's requests → input



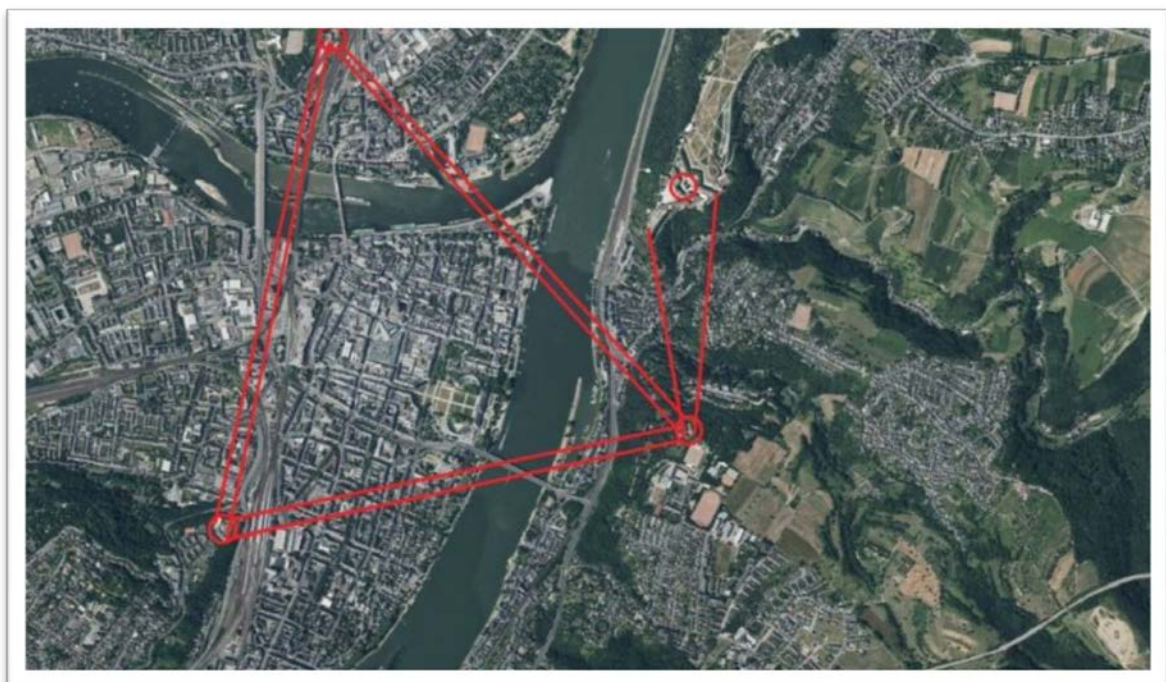
Despite the federal funding: is there any doubt to focus on Fort Asterstein?

Make the Fort visible

The result of the contest for the landscape park was tremendous.

Intention was 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.

Now we are waiting for the engineers and landscape modellers to build new pavements, parking lots and places with high quality of stay.



4 dimensions to cover the issue

Physical

Cultural heritage is often problematic. Unwilling to pay high costs for maintenance or even no usage let some Heritage become a greenfield or ruins. The physical situation of this heritage is a big challenge for Cities. On one side, the protection costs immense money, but on the other side it is a chance to develop assets to a fascinating monument.

Objective	description
<ul style="list-style-type: none">• weatherproof usage• can be used for overnight stays (Rheinsteig / Jakobsweg)• can be used at all season• for exhibitions / workshops	<p>The main focus is on ways how to improve the physical situation and what is necessary, to make the Fort better usable.</p> <p>A feasibility study is the first step</p>

Economical

Local economies have been the driving force behind city growth since the first cities are developed between the Tigris and Euphrates. Since then we have seen trading cities, port cities, industrial cities and service cities. Now many European cities are trying to re-position themselves in the global economy by becoming knowledge based and ‘smart’ cities

Objective	description
<ul style="list-style-type: none">• secure the funding for the permanent use of the venue	<p>The target is to accumulate enough money for the first investment, which is necessary to develop the fort for events.</p> <p>Later, supporters and sponsors should be attracted to invest.</p> <p>At the end should be a concept for a self-sustaining object. Educational area for Chamber of crafts/Guild to learn about building physics</p>

Social

Cities are the ultimate expression of shared space. Open and tolerant, the optimum European city model is built on social justice and economic opportunity. These attractive features partly explain why more than 70% of Europe's population is now urban. The cohesive city challenge will be to secure economic growth without widening inequalities and to find new and creative ways to design and deliver publicly funded services.

Objective	description
<ul style="list-style-type: none">The Fort is a social and cultural event-arena	The place should be a mixture of an event centre. The ULG together with its stakeholders involve more and more people to use the venue as a social place to meet, but also to work together.

Environmental

Cities and their surrounding areas are responsible for large parts of energy use and CO₂ emissions—therefore they have huge responsibilities to apply innovative solutions. In the new approaches towards the sustainability of future development, the changing economic conditions and the social effects of the interventions have always to be taken into account

Objective	description
<ul style="list-style-type: none">An environmental approach is, that all the things happening at the Fort in the future are in accordance with the sustainability goals.	The reuse of old buildings is already sustainable, but the goal here is, that the coming permanent use is conducted in ways, which minimize the environmental burdens imposed by such activities.

Setting up an Urban Local Group – meet the stakeholders

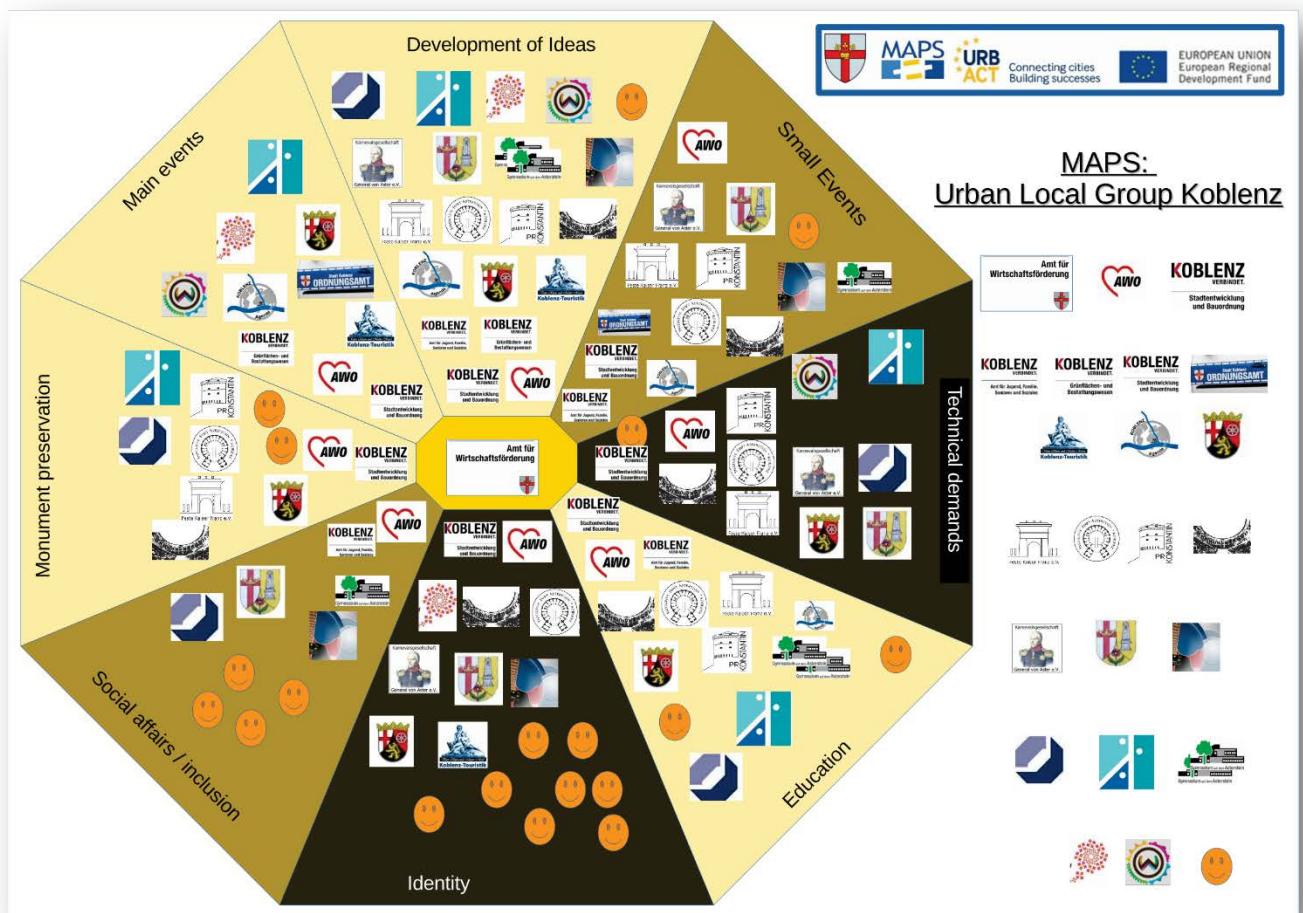
Since the middle of the year's 90th some citizens who were interested in the historic old walls set up an association for the Fort. They were moved by a great sense of responsibility for an asset of the city of Koblenz. From the end of WW II until the year's 70th people still lived in the Fort. Then the responsible officials decided that no one should live there and they destroyed for example the staircases inside the Fort to prevent the people from coming back. After that, the Fort fell into a status of a sleeping beauty for 15 years.

The new association got hands-on, removed the vegetation that conquered the space, and started to renovate doors and windows.

Only in a marginal way, they have been assisted by the city of Koblenz.

The participation of Koblenz in the MAPS Network is changing this behaviour totally. It seems, that many people, from scientists to artisans and politicians only waited for a starting signal to help bringing back the venue into live.

Therefore, in the beginning it was necessary to cluster the possible stakeholders, regardless if they and their work will be needed in the short term or even in some years.



First Collection of Stakeholders

At the begin of the MAPS- project we made a list with all the institutions and the representatives of these institutions of which we thought that they could help us sooner or later on our way to reach the goal of a permanent reusing of the Fort Asterstein.

Integrated actions for us means that all stakeholders are recognised, that the communication is clear and constant and that we see the chances that we have to reuse the Fort, which are even better than in the last decades.



			creating Ideas	Exhibitions	music, theater	big events	Leisure	Heritage	tec. Infrastructure	free space	social issues	identity	marketing	education
Dep.ec.Dev.	Hamman Thomas	Amtsleiter	x	x	x	x	x	x	x	x	x	x	x	x
Dep.ec.Dev.	Hoffmann Oliver	MAPS-Koordinator	x	x	x	x	x	x	x	x	x	x	x	x
Dep.ec.Dev.	Neuneier Mario	stv. Amtsleiter	x	x	x	x	x	x	x	x	x	x	x	x
Dep.Urb.Dev.	Hastenteufel Frank	Amtsleiter	x					x	x	x				
Dep.Urb.Dev.	Blaschke Ludwig	Landschaftsplanung	x							x				
Dep.Urb.Dev.	Joeres Michaela	Denkmalpflege	x	x	x	x	x	x	x	x		x		
ZGM	Diehl Albert	Facility management	x	x	x		x	x	x	x				
Dep.pub.green	Hofmann Jan	Planning and building public green	x	x						x	x	x		x
Dep.of.Tourism	Hoffmann Claus	Chief of department	x	x	x		x		x			x	x	
Dep.ofYSFS	Schüller Martina	Chief of department	x	x	x		x			x	x	x		x
Dep.for the environment	Funk Michael	Deputy chief of department	x			x	x		x	x				
Agendagroups	Bodewing Bernd	lokale Agenda 21	x	x		x	x	x		x	x	x		
Reg.Agency	Schmitt Markus	Versammlungswesen	x		x	x	x							
SGD	Vogt Thomas	Obere Bauaufsicht	x					x	x			x		
GDKE	Metz Thomas	Kultureinrichtung des Landes	x	x				x	x	x		x	x	x
Historical	Dr. R. Kallenbach	Journalist, Verleger	x	x	x			x	x	x	x	x		x
Historical	Böckling Manfred	privat	x	x				x	x	x		x		x
Initiative Fort Asterstein (ehm.)	Diehl Manfred	Liquidator	x	x				x	x	x		x		
Initiative Fort Asterstein (ehm.)	Klee Jürgen	ehm. Vorsitzender	x	x				x		x		x		
Freunde und Förderer des Fort Asterstein	Diederichs-Seidel U.	Vorsitzender	x	x	x	x	x	x	x	x	x	x	x	x

PRO Konstantin e.V.	Pohl Harald	Initiative Fort konstantin	x	x				x	x	x		x		
Feste Kaiser Franz e.V.	Kellermann Frank	Initiative Feste franz	x	x				x	x	x		x		
Freunde der BUGA Koblenz 2011 e.V.	Schuster Anna-Maria	Bürgerbewegung zur Freiraumgestaltung	x	x						x		x	x	
Interfest Event GmbH	Birtel Andreas	Veranstalter	x		x	x			x					
Arbeiterwohlfahrt Koblenz	Heinrich Heribert	Nutzer Fort Asterstein	x		x	x	x	x	x	x	x	x	x	x
Arbeiterwohlfahrt Koblenz	Neffgen Günther	Nutzer Fort Asterstein	x		x	x	x	x	x	x	x	x	x	x
Ortsring Asterstein	Walter Daniel	Orga ortansässige Vereine	x							x	x	x	x	
KG General von Aster	Hoffmann Hans-Jürgen	Bürgerverein	x	x						x	x	x	x	
Django Reinhardt Kultur und Beratung e.V.	Gräwen Helmut	Vorstand	x		x		x				x	x		x
Django Reinhardt Kultur und Beratung e.V.	Reinhardt Django	Sinto	x		x		x				x	x		
privat	Prümm Martin	Former chief of department	x						x					
HWK	Baden Alexander	Director of chamber of crafts	x					x	x	x				x
University of applied science	Fischer Dirk	Prof. mobility	x			x		x	x	x				x
University of applied science	Kirchner Ulrike	Prof. Landscapeplanning	x					x	x	x				x
University of applied science	Ziegler Dörte	Prof. Umweltingeneurwesen	x			x	x	x	x	x	x			x
Primary school	NN		x	x	x		x							x
Middle school	NN		x	x	x		x							x
School for disabled	NN		x	x	x		x							x
Gymnasium auf dem Asterstein	NN		x	x	x		x							x
Feuerwehr														
Polizei														

7 first collection of stakeholders

Future Workshop for the urban development of Asterstein

An early form of the later developed ULG started already with the ‘future workshop’ in 2014. Citizens of the suburb of Asterstein, where the Fort is situated, gathered to discuss and to agree on some important goals for the enhancements of the community.

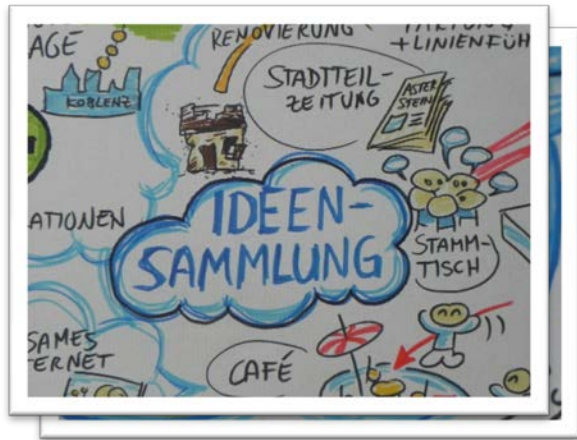
The future workshop is a technique developed by Robert Jungk in the 1970s. It enables a group of people to develop new ideas or solutions of social problems. A future workshop is particularly suitable for participants who have little experience with processes of creative decision making, for example children or youth.



However it requires an intensive preparation and support by trained moderators. It is used in spatial planning to involve citizens in the planning process. The method is similar to Open Space Technology, Future Search, BarCamp or Unconferences. Future workshop may also be used as a kind of action research method.



One of the results of this workshop was, that the citizens wanted a new use of the Fort, a place which some of them already knew since their childhood days.

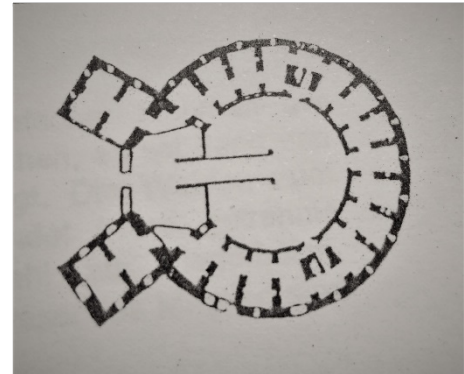


Creating a new Logo

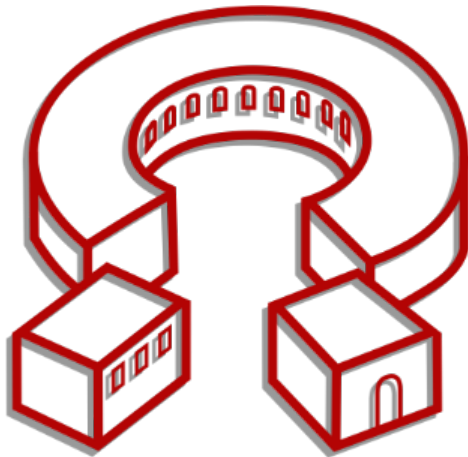
The old association in 1995 had a Logo in reference to the historic precise ground plan of the Fort.

As a sign of a new beginning in the efforts to reach to a permanent use of the Fort, we decided to relaunch the public appearance of the association. The new Logo is an abstract image of the Fort and the idea comes from an aerial photo found on Wikipedia

Because of its abstractness, the Logo might fulfil the purpose of a variety of interpretations. The Forts present and future is not only determined by the exact historic layout of the building. When we think about a future use of the venue we imagine very different approaches to the topic. So the Logo can stand alone, or it is used in connection with the Text of the 5 categories and of course it is used in combination with the word mark to be used as a kind of trade mark of the Association of Fort Asterstein. The new Logo will be a nucleus for a long lasting Corporate design of the Fort.



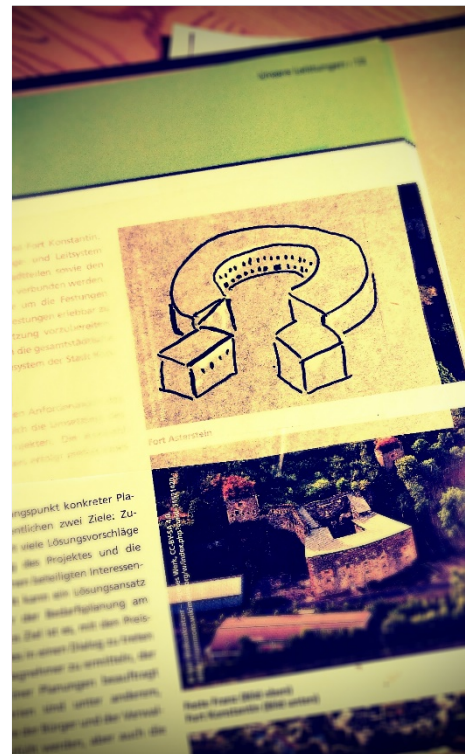
9 old Logo from 1995



11 new Logo 2017



12 example of use



10 the idea for a new logo

Creating a new image

The willingness of the municipality to appreciate the heritage can be recognised throughout the participation in the Lenné-Competition in 2014 and the contest within the National Urban Development Policy platform in 2015.

After the Buga 2011 Koblenz itself got a new Logo, meaning; *Koblenz connects!*

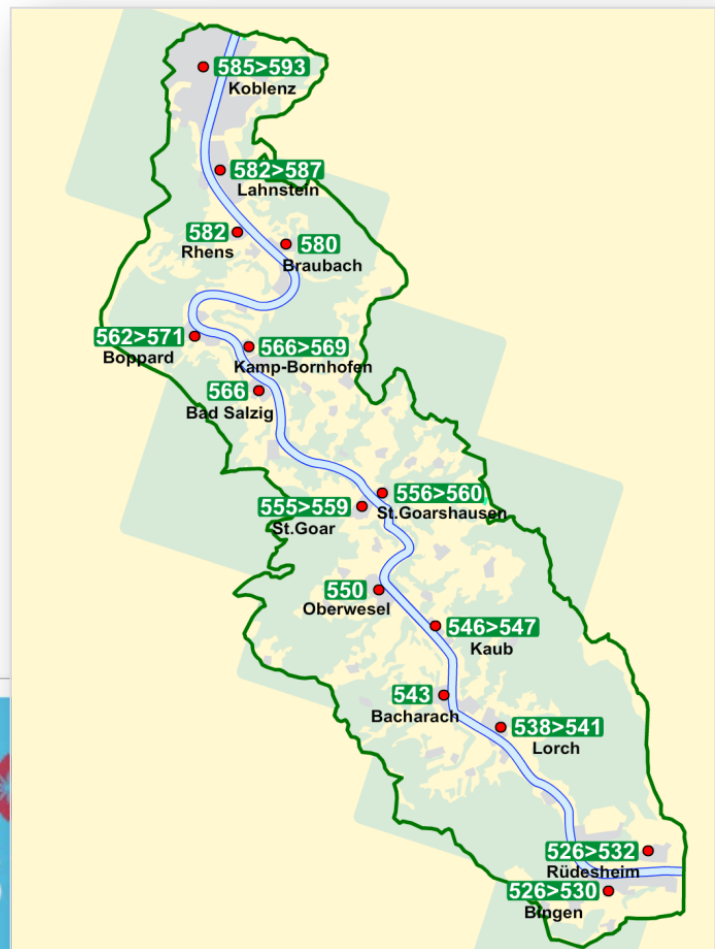


In addition, you can see many affords of the municipality to attract companies and people to move to Koblenz and use the strength of this region. One example is the new Koblenz-film, called “2-Rivers”.
<https://www.youtube.com/watch?v=xGylq5kyqEg>



Supporting the villages and cities along the Middle-Rhine River in their candidature to host the national horticultural show in 2031 is an important sign for the citizens and the economy in our region. Meanwhile the Koblenz city council decided to support the financial and organisational plan and to pave the way to a successful application.

The Fort Asterstein will be one of the main event areas of the show.



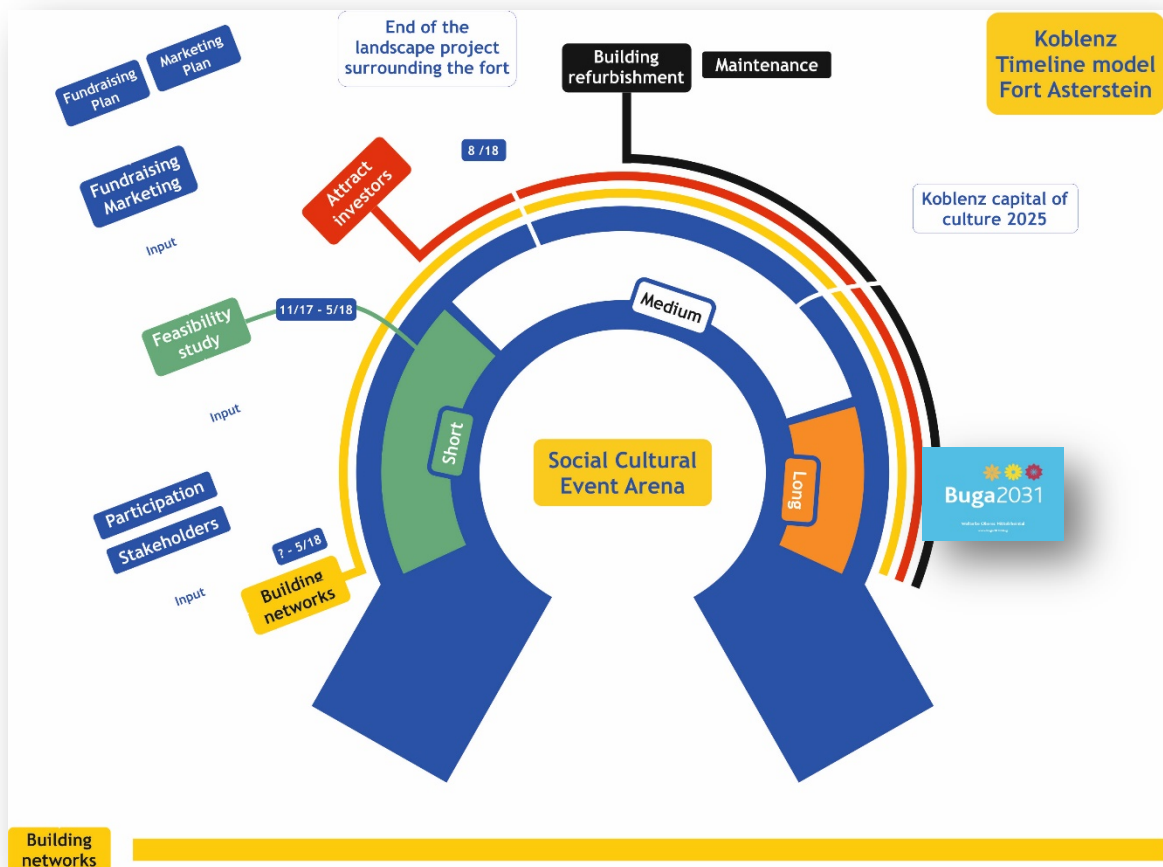
From Ruin to Arena

The purpose of the MAPS Project is to bring people from all over Europe together and let them share their experiences. With its special methods and tools, it is an opportunity to develop solutions that will not be found in a usual domestic process.

So we made in a long discussion step by step, led by the experts, a huge progress in giving the process of the Fort not only a name, but showed the way how we can proceed towards our goal; the reuse of the Fort.

We used for the presentation of the combination of the timeline and the actions the unique shape of the Fort. In the short-term period you can see the essential element of the development; the feasibility study. Underlying of the whole process is the building of networks. At least in different directions. What means that the ULG has still keep the contact to the many different stakeholders you could already recognise above.

In the second and third level you can imagine all the small under projects that need to be done, like setting up a marketing plan or a much more precise financial scheme.



13 the visual integration of the IAP (ill. by Luca Lanzoni)

Chapter 3 /

Actions and Schedule

There are several possibilities to gather the many different actions, which are necessary in the next few years to reach our common goal, to return a constant use to the Fort.

Moreover, of course there are things to do first to make other utilizations possible. You will find this order in the next chapter in the suggested timeline of the project.

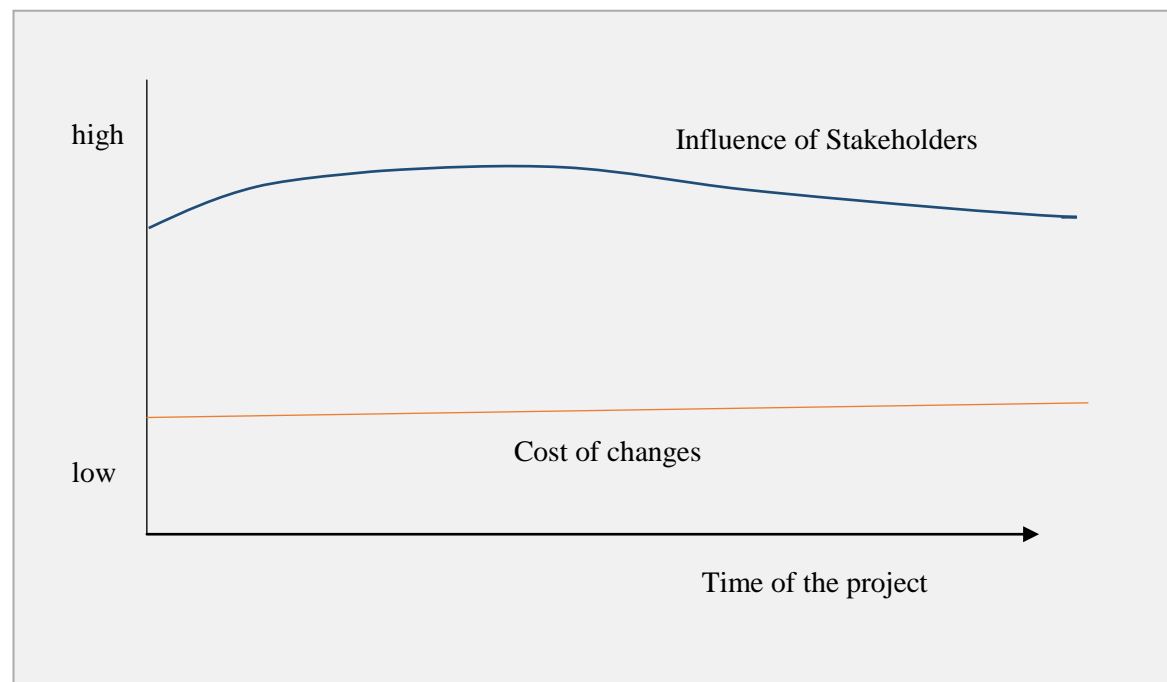
As the IAP itself, this listing is 'work-in-progress', actions will be added and some actions will be cancelled at a certain point of the development.

Process planning poured in concrete?

Somehow, the development of the Fort Asterstein towards a reuse seems to be a kind of an agile project management. Some principles of agility could be adopted for the process concerning the Fort in the next few years, such as:

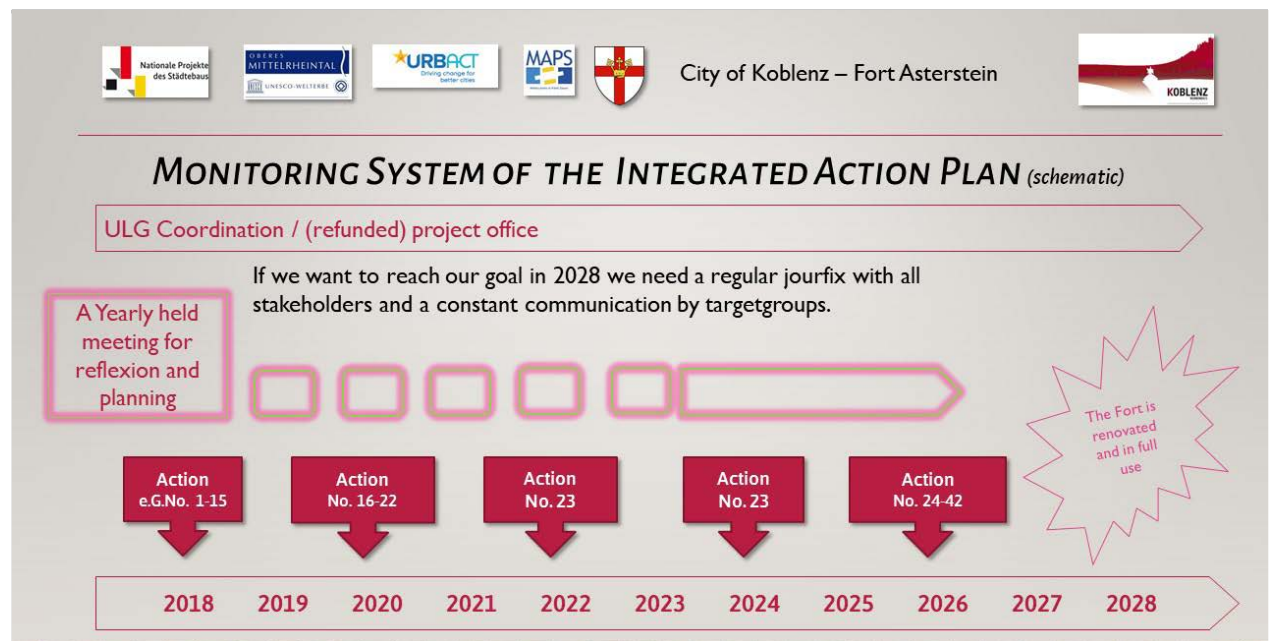
- *Individuals and their interactions are more important than process and tools*
- *A working solution is more important than the documentation*
- *Collaboration with the stakeholders is more important than making contracts and laws*
- *Responding to change is more important than following a plan.*

Agility does not mean 'chaos', but means high flexibility and a high influence of the stakeholders.

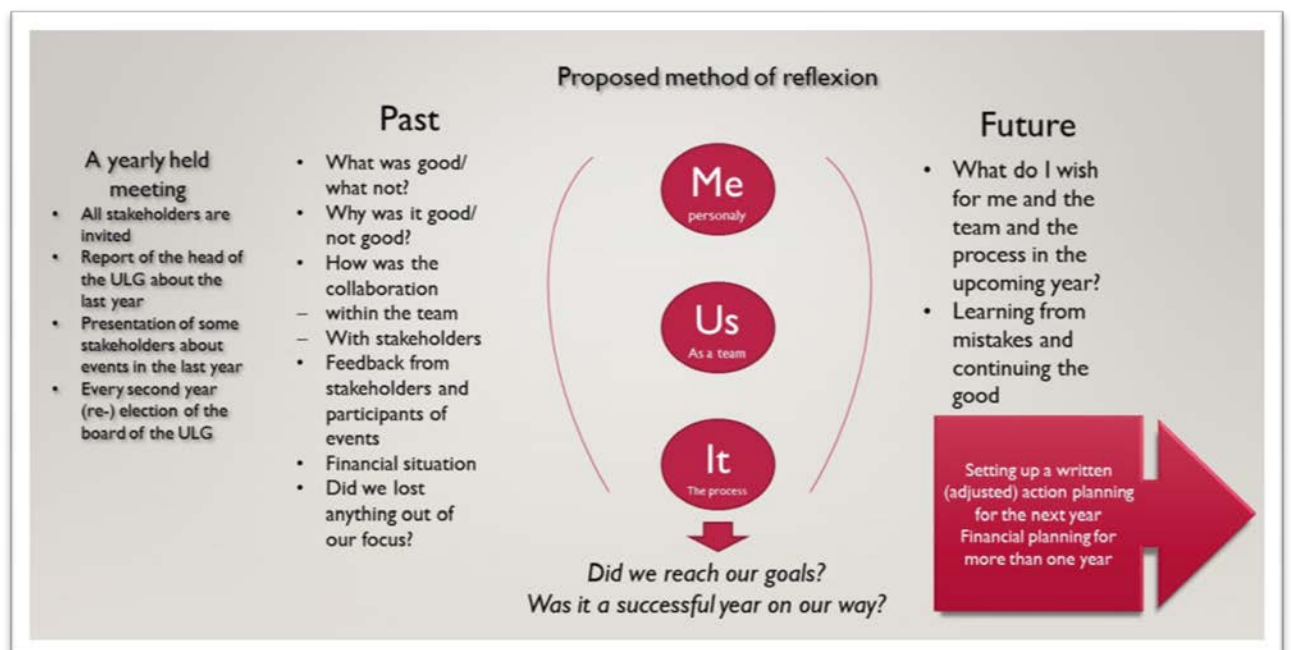


Monitoring the success

If you implement a plan, it is necessary to control and monitor the measures that has been taken. In Koblenz, we are lucky that the ULG became an association having legal capacity. Therefore, the yearly held meeting will also be the date to monitor the achievements of the last year. The board of the association should not only give a report, but also should ask the stakeholders about achieving or failing common goals.



14 Monitoring System



The feasibility Study as an essential requirement for the use of the Fort Asterstein

The result of our MAPS project and the participation of so many stakeholders showed, that the labelling of the venue as a “*social and cultural event arena*” could be the bracket for the next years to continue with identifying good usage of the old building in the future.

The content of the feasibility Study must still be specified and coordinated between the stakeholders, but in general, the analysis should follow some important issues:

- What are the requirements of the
 - Historic monuments protection authority for the renovation?
 - Security agencies (Police, Fire brigade, regulatory authority, etc.)
- What kind of usage would the different stakeholder prefer in the Fort?
- What is possible from a constructive view (e.g. Wellness, Hotel, workshops, etc.)
- What are the exact requirements to get the Fort into a comprehensively useable shape
 - A dry roof
 - A drying of the Fort from beneath
 - A new usage of the cellar
 - A structural safety of the building and its adjoining building
- What could be the part of the Fort within the ‘Buga 2031’
- How much funding is necessary
- Which kind of measures should be done first?
- Are there limits of using the Fort according to the number of attendants (e.g. more or less 199/ 499/ 999 visitors)?

To be fair with the further planning it is absolutely essential to find market-prizes for the measures which should be realised.

However, if we want to have an accurate figure for this IAP, the following numeration can help:

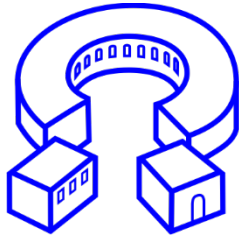
<i>Action</i>	<i>Financial means (estimated)</i>
Feasibility Study (incl. calc. of absolute necessary actions)	25.000 €
Personnel Costs for a coordinating office	20.000 €p.a.
Operating costs	15.000 €p.a.
A roof above the court yard (compulsory for 10 years)	250.000 €
Repairing the roof	up to 2 Mio €
Construction drying of the Fort	1,5 Mio. €
Renovating the floors	25.000 €
Renovating walls inside and outside	50.000 €
Windows	100.000 €
Electricity	20.000 €
Interior fittings	50.000 €
Security (windows, doors etc.)	15.000 €
	4.070.000 €

Categories

We wanted to categorize all the actions, which we can think about now. This is helpful to see the great variety of a possible use of the Fort Asterstein in the near and far future.

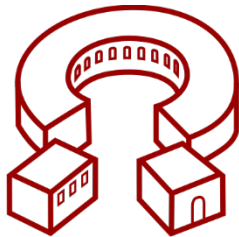
To distinguish the categories from one another, we have chosen different colours for the Logo of the Fort.

The actions only describe the 'big-view' of the development.



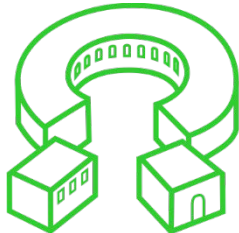
management
Organisation

R	0
G	0
B	255



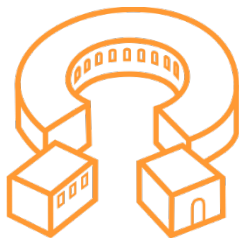
tradition
history
heritage

R	153
G	0
B	0



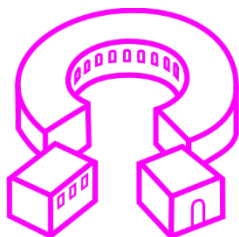
events
culture

R	51
G	204
B	51



education
Bildung

R	255
G	153
B	51



corporate
Unternehmen

R	255
G	0
B	255





1. *Management and organisation*



On the following pages, you will find exemplary actions, which are related to the organisation of the project as a whole and the management of the Fort in particular, e.g.

- The ULG
- The Stakeholders
- The Feasibility study
- Landscape
- Marketing
- Funding
- Monitoring
- Self-sustainment of the venue



Integrated Action Plan Fort Asterstein Koblenz

<i>Consecutive number</i>	<i>Category</i>	<i>Dimension</i>	
Action No. 1.1		Social or Physical or Environmental or Economic/ funding	
<i>name of the action</i>			
Setting up the Integrated Action Plan			
<i>Description of the action</i>			
Setting up the plan is essential for the whole process of the collective development towards a permanent use of the Fort.			
<i>Objectives/ results</i>			
<ul style="list-style-type: none"> To have a final document 			
<i>Lead actor/responsible</i>	<i>Activ Partners</i>	<i>Who else should know? Be involved?</i>	
<ul style="list-style-type: none"> ULG Dep.ec.Dev. 	<ul style="list-style-type: none"> ULG Dep.ec.Dev. MAPS network 	<ul style="list-style-type: none"> AWO City Council Citizens All stakeholders 	
<i>Begin</i>		<i>End</i>	
Mid 2016		First step: May 3 rd 2018	
<i>Timescale</i>			
			
<i>Communication</i>			
<i>Intern</i>		<i>Extern</i>	
<ul style="list-style-type: none"> Scheduled communication with the municipality Regular communication with the MAPS network 		<ul style="list-style-type: none"> Newspaper/ magazine ,our Asterstein‘ Internet/ own Homepage MAPS Website 	
<i>Funding</i>			
<ul style="list-style-type: none"> For the first phase till 5‘2018 we have mixed sources (URBACT, City of Koblenz, refunding from events) 		For the next stages we need federal and local financial help and a grant from the EU	
<i>Result Indicators</i>			
<ul style="list-style-type: none"> The IAP as a document is completed 		<ul style="list-style-type: none"> The IAP, as the main goal of the first stage, can be presented to the City Council 	
<i>Monitoring</i>			
<ul style="list-style-type: none"> Presentation to the different Departments of the Municipality Jour fix in early spring to prepare the national heritage day 		<ul style="list-style-type: none"> According to our monitoring scheme (s.p. 42) there will be an annually ‘General Report’ presented at the meeting of members of the ULG 	



Integrated Action Plan Fort Asterstein Koblenz

<i>Consecutive number</i>	<i>Category</i>	<i>Dimension</i>
Action No. 1.2		<ul style="list-style-type: none"> • Social or • Physical or • Environmental or • Economic/ funding
<i>name of the action</i>		
<h3 style="color: #4F81BD;">Feasibility Study</h3>		
<i>Description of the action</i>		
<ul style="list-style-type: none"> • For the use of the Fort it is important to know what kind of events are possible by means of Statics, entrance and exit situations, power supply, 		
<i>Objectives/ results</i>		
<ul style="list-style-type: none"> • A comprehensive handbook of the Fort for everyone who is interested to use the venue. • <i>Precise as possible</i> 		
<i>Lead actor/ responsible</i>	<i>Activ Partners</i>	<i>Who else should know? Be involved?</i>
<ul style="list-style-type: none"> • City of Koblenz 	<ul style="list-style-type: none"> • ULG • Construction companies 	<ul style="list-style-type: none"> • Most important is here the collaboration with all Stakeholders
<i>Begin</i>		<i>End</i>
Autumn 2018		Spring 2019
<i>Timescale</i>		
		
<i>Communication</i>		
<i>Intern</i>		<i>Extern</i>
<ul style="list-style-type: none"> • Dep.ec.Dev. • City Council • historic monuments protection authority 		<ul style="list-style-type: none"> • Interested companies • Newspapers • National publications for the Heritage
<i>Funding</i>		
<ul style="list-style-type: none"> • The funding has to come from the Koblenz administration with assistance of the state and federal sources 		
<i>Result Indicators</i>		
<ul style="list-style-type: none"> • The study is presented to the City Council and all Stakeholders 		
<i>Monitoring</i>		
<ul style="list-style-type: none"> • <i>the implementation of the outcomes of the study has permanently to be observed by the ULG</i> 	<ul style="list-style-type: none"> • <i>According to our monitoring scheme (s.p. 42) there will be an annually ‘General Report’ presented at the meeting of members of the ULG</i> 	

Integrated Action Plan Fort Asterstein Koblenz

<i>Consecutive number</i>	<i>Category</i>	<i>Dimension</i>
Action No. 1.3		<ul style="list-style-type: none"> • Social or • Physical or • Environmental or • Economic/ funding
<i>name of the action</i>		
Installation of an coordination office		
<i>Description of the action</i>		
<ul style="list-style-type: none"> • If the Fort should be used as much as possible, a permanent office is necessary to coordinate the use. 		
<i>Objectives/ results</i>		
<ul style="list-style-type: none"> • The office is arranged and funded 		
<i>Lead actor/ responsible</i>	<i>Activ Partners</i>	<i>Who else should know? Be involved?</i>
<ul style="list-style-type: none"> • City of Koblenz 	<ul style="list-style-type: none"> • ULG 	<ul style="list-style-type: none"> • EU Programs for support
<i>Begin</i>		<i>End</i>
2019		Evaluation every 3 years
<i>Timescale</i>		
		
<i>Communication</i>		
<i>Intern</i>		<i>Extern</i>
<ul style="list-style-type: none"> • Dep.ec.Dev./ Dep. of Culture • City Council • Dep. of Tourism 		<ul style="list-style-type: none"> • With potential funders
<i>Funding</i>		
<ul style="list-style-type: none"> • The funding has to come from the Koblenz administration with assistance of the state and federal sources. Also it should be possible to win over companies to sponsor even parts of the office. 		
<i>Result Indicators</i>		
<ul style="list-style-type: none"> • An office is established 		
<i>Monitoring</i>		
<ul style="list-style-type: none"> • 		<ul style="list-style-type: none"> • According to our monitoring scheme (s.p. 42) there will be an annually 'General Report' presented at the meeting of members of the ULG

Integrated Action Plan Fort Asterstein Koblenz

<i>Consecutive number</i>	<i>Category</i>	<i>Dimension</i>	
Action No. 1.4	 Organisation management	Social or Physical or Environmental or Economic/ funding	
<i>name of the action</i>			
Revaluation of the surrounding of the Fort			
<i>Description of the action</i>			
Modelling the landscape around the Fort and building barrier-free pathways lies the groundwork of the use of the Fort.			
<i>Objectives/ results</i>			
<ul style="list-style-type: none"> The surrounding of the Fort is reshaped and the Fort much easier to access 			
<i>Lead actor/responsible</i>	<i>Activ Partners</i>		<i>Who else should know? Be involved?</i>
<ul style="list-style-type: none"> Dep.of Public Green City Council 	<ul style="list-style-type: none"> Landscape architects National office of city development 		<ul style="list-style-type: none"> Citizens of Koblenz
<i>Begin</i>		<i>End</i>	
End 2015		End of 2019	
<i>Timescale</i>			
			
2015	2016	2017	2018
		2019	2020
<i>Communication</i>			
<i>Intern</i>		<i>Extern</i>	
<ul style="list-style-type: none"> The project is part of the regular communication within the administration. 		<ul style="list-style-type: none"> Newspaper Local TV Internet 	
<i>Funding</i>			
<ul style="list-style-type: none"> The investment of 2,4 Mio. € comes from the federal Government and additional 10% had to come from the Koblenz municipality. 			
<i>Result Indicators</i>			
<ul style="list-style-type: none"> The new 'park' is opened to the public. 			
<i>Monitoring</i>			
<ul style="list-style-type: none"> Within the project, there are several guidelines to report the progress of work. From the project manager to the financiers. 		<ul style="list-style-type: none"> According to our monitoring scheme (s.p. 42) there will be an annually 'General Report' presented at the meeting of members of the ULG 	





2. Tradition/ history/ heritage


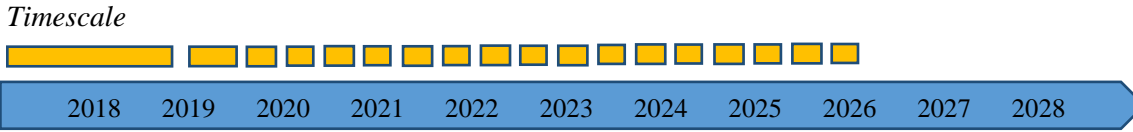
On the following pages, you will find exemplary actions related to the history of the Fort itself, the people, associations and researchers who are dedicated to the tradition and the preservation of the heritage, e.g. about

- the historic building
- the Prussian and military traditions
- the scientific discourse


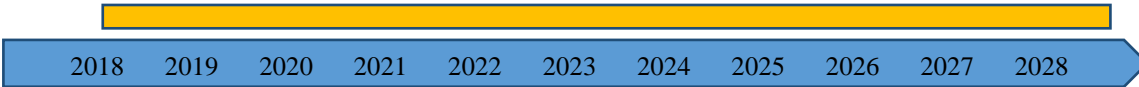
Integrated Action Plan Fort Asterstein Koblenz

<i>Consecutive number</i>	<i>Category</i>	<i>Dimension</i>
Action No. 2.1		Social or Physical or Environmental or Economic/ funding
<i>name of the action</i> National heritage Day every year as the central event		
<i>Description of the action</i> The Open Day is a fixed date every year, accompanied by a broad nationwide coverage.		
<i>Objectives/ results</i> <ul style="list-style-type: none"> The Fort will be recognised local and nationwide 		
<i>Lead actor/responsible</i> <ul style="list-style-type: none"> ULG Dep of Culture 	<i>Activ Partners</i> <ul style="list-style-type: none"> ULG AWO 	<i>Who else should know? Be involved?</i> <ul style="list-style-type: none"> Tradition keeping groups
<i>Begin</i> Every year at the 2 nd weekend in September		<i>End</i>
<i>Timescale</i>		
		
<i>Communication</i>		
<i>Intern</i> <ul style="list-style-type: none"> Scheduled communication with the municipality Jour fix in late spring 	<i>Extern</i> <ul style="list-style-type: none"> Newspaper Local TV Internet Website of the national Heritage Day 	
<i>Funding</i> <ul style="list-style-type: none"> ULG Fort Asterstein with help of the City of Koblenz and federal sources 		
<i>Result Indicators</i> <ul style="list-style-type: none"> Number of press coverages. 		

Integrated Action Plan Fort Asterstein Koblenz

<i>Integrated Action Plan Fort Asterstein Koblenz</i>		
<i>Consecutive number</i>	<i>Category</i>	<i>Dimension</i>
Action No. 2.2		Social Physical Environmental Economic/ funding
<i>name of the action</i>		
Presenting history to the public		
<i>Description of the action</i>		
This could be at the National Heritage Day but also with guided tours throughout the year. As well as by information on the website, articles in newspapers and scientific discussions.		
<i>Objectives/ results</i>		
<ul style="list-style-type: none"> Preserving the history of the Fort within the general history. 		
<i>Lead actor/responsible</i>	<i>Activ Partners</i>	<i>Who else should know? Be involved?</i>
<ul style="list-style-type: none"> ULG 	<ul style="list-style-type: none"> Living History Groups 	<ul style="list-style-type: none"> Scientific community
<i>Begin</i>		<i>End</i>
Mid 2016		Everlasting task
<i>Timescale</i>		
		
2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 2028		
<i>Communication</i>		
<i>Intern</i>		<i>Extern</i>
<ul style="list-style-type: none"> ULG historians 		<ul style="list-style-type: none"> Newspaper Local TV Internet/ div. homepages
<i>Funding</i>		
<ul style="list-style-type: none"> ULG Sponsors 		
<i>Result Indicators</i>		
<ul style="list-style-type: none"> Feedback of users 		
<i>Monitoring</i>		
<ul style="list-style-type: none"> According to our monitoring scheme (s.p. 42) there will be an annually 'General Report' presented at the meeting of members of the ULG 		

Integrated Action Plan Fort Asterstein Koblenz

<i>Consecutive number</i>	<i>Category</i>	<i>Dimension</i>											
Action No. 2.3		Social or Physical or Environmental or Economic/ funding											
<i>name of the action</i>													
Support of the scientific discourse													
<i>Description of the action</i>													
The scientific discourse about fortresses and military history is not finished and with Fort Asterstein as an example, the discussion can still be productive.													
<i>Objectives/ results</i>													
<ul style="list-style-type: none"> To publish new developments in the historic or social research concerning Fort Asterstein 													
<i>Lead actor/responsible</i>	<i>Activ Partners</i>	<i>Who else should know? Be involved?</i>											
<ul style="list-style-type: none"> ULG Dep. of Culture 	<ul style="list-style-type: none"> ULG Universities Heritage research institutions 	<ul style="list-style-type: none"> Local witnesses 											
<i>Begin</i>		<i>End</i>											
Mid 2017		without											
<i>Timescale</i>													
													
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 8.33%;">2018</td> <td style="width: 8.33%;">2019</td> <td style="width: 8.33%;">2020</td> <td style="width: 8.33%;">2021</td> <td style="width: 8.33%;">2022</td> <td style="width: 8.33%;">2023</td> <td style="width: 8.33%;">2024</td> <td style="width: 8.33%;">2025</td> <td style="width: 8.33%;">2026</td> <td style="width: 8.33%;">2027</td> <td style="width: 8.33%;">2028</td> </tr> </table>			2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028			
<i>Communication</i>													
<i>Intern</i>		<i>Extern</i>											
<ul style="list-style-type: none"> Scheduled communication with the municipality Continuous contact with the scientific community 		<ul style="list-style-type: none"> Newspaper Local TV Internet Scientific publications 											
<i>Funding</i>													
<ul style="list-style-type: none"> ULG Anyone interested in the research 													
<i>Result Indicators</i>													
<ul style="list-style-type: none"> References in scientific publications 													
<i>Monitoring</i>													
<ul style="list-style-type: none"> According to our monitoring scheme (s.p. 42) there will be an annually 'General Report' presented at the meeting of members of the ULG 													





3.

*Events
/
Culture*
On the following


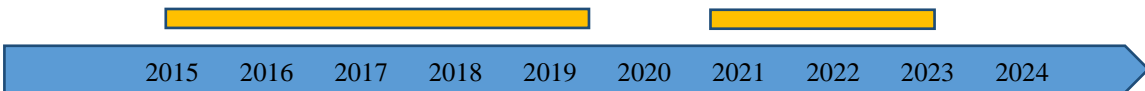
pages, you will find exemplary actions related to the use of the Fort as an Event Arena. This could be one of the main purposes of the venue in the mid and longer-term future. We have to ask e.g. for

- the infrastructure in and around the Fort
- the positioning of this location within the local event-places
- the usability of the whole area for the very diverse range of activities



Integrated Action Plan Fort Asterstein Koblenz

<i>Consecutive number</i>	<i>Category</i>	<i>Dimension</i>
Action No. 3.1		Social or Physical or Environmental or Economic/ funding
<i>name of the action</i>		
The Fort Asterstein as an event Arena		
<i>Description of the action</i>		
Setting up the feasibility study is essential for the establishment of the event arena. Primarily the costs of the restoration as an outcome of the study are important to plan the different events		
<i>Objectives/ results</i>		
<ul style="list-style-type: none"> • The Fort can be used inside the courtyard and later also around the Fort as an event spot. • In the next years only in the summer months, later the whole year long 		
<i>Lead actor/responsible</i>	<i>Activ Partners</i>	
<ul style="list-style-type: none"> • ULG • Dep. Of Tourism 	<ul style="list-style-type: none"> • Event agencies • Project office of the 'Festungsstadt' 	
<i>Begin</i>		<i>End</i>
2020		
<i>Timescale</i>		
		
2018	2019	2020
2021	2022	2023
2024	2025	2026
2027	2028	
<i>Communication</i>		
<i>Intern</i>	<i>Extern</i>	
<ul style="list-style-type: none"> • Scheduled communication with the municipality and • with the sponsors 	<ul style="list-style-type: none"> • Newspaper • Local TV • Internet 	
<i>Funding</i>		
<ul style="list-style-type: none"> • By the users of the venue 		
<i>Result Indicators</i>		
<ul style="list-style-type: none"> • It is possible to use the Fort for very different types of events 		
<i>Monitoring</i>		
<ul style="list-style-type: none"> • According to our monitoring scheme (s.p. 42) there will be an annually 'General Report' presented at the meeting of members of the ULG 		

Integrated Action Plan Fort Asterstein Koblenz

<i>Consecutive number</i>	<i>Category</i>	<i>Dimension</i>
Action No. 3.2		Social Physical Environmental Economic/ funding
<i>name of the action</i>		
Improving the surrounding of the Fort		
<i>Description of the action</i>		
The accessibility of the Fort is essential for the success of the concept. Phase 1 should be finished until End of 2019. Phase 2 is also necessary, but not yet planned.		
<i>Objectives/ results</i>		
<ul style="list-style-type: none"> There will be one or more barrier-free accesses to the venue. There are enough parking spaces and the connection via public transport is optimized. 		
<i>Lead actor/responsible</i>	<i>Activ Partners</i>	<i>Who else should know? Be involved?</i>
<ul style="list-style-type: none"> Dep. of public green Dep.ec.Dev 	<ul style="list-style-type: none"> Architects Construction companies 	<ul style="list-style-type: none"> ULG Other stakeholders
<i>Begin</i>		<i>End</i>
Autumn 2015		December 2019 (Phase 1)
<i>Timescale</i>		
		
<i>Communication</i>		
<i>Intern</i>	<i>Extern</i>	
<ul style="list-style-type: none"> Scheduled communication with the ULG Regular reports to the City Council With the architects and the construction companies 	<ul style="list-style-type: none"> Newspaper (local and nationwide) Local TV Internet 	
<i>Funding</i>		
<ul style="list-style-type: none"> Federal, local and EU funding 		
<i>Result Indicators</i>		
<ul style="list-style-type: none"> The Fort is accessible for everyone 		
<i>Monitoring</i>		
<ul style="list-style-type: none"> The monitoring is totally up to the leader of the project, the department of public green. Within the monitoring system of the ULG will be regularly updates of the project. 		

Integrated Action Plan Fort Asterstein Koblenz

<i>Consecutive number</i>	<i>Category</i>	<i>Dimension</i>	
Action No. 3.3	 events culture	Social Physical Environmental Economic/ funding	
<i>name of the action</i>			
The Fort as a social hub			
<i>Description of the action</i>			
The Fort will become a social meeting point for clubs and initiatives.			
<i>Objectives/ results</i>			
<ul style="list-style-type: none"> The local clubs use the Fort for their purposes. 			
<i>Lead actor/responsible</i>	<i>Active Partners</i>		
<ul style="list-style-type: none"> ULG 	<ul style="list-style-type: none"> Clubs Initiatives 		
<i>Begin</i>		<i>End</i>	
2020			
<i>Timescale</i>			
			
<i>Communication</i>			
<i>Intern</i>		<i>Extern</i>	
<ul style="list-style-type: none"> Regular communication with the initiatives Constant communication with clubs which are not part of the ULG 		<ul style="list-style-type: none"> Newspaper Local TV Internet 	
<i>Funding</i>			
<ul style="list-style-type: none"> ULG The clubs themselves Outcome of events 			
<i>Result Indicators</i>			
<ul style="list-style-type: none"> The clubs are using the venue for meetings or their own events 			
<i>Monitoring</i>			
<ul style="list-style-type: none"> According to our monitoring scheme (s.p. 42) there will be an annually 'General Report' presented at the meeting of members of the ULG 			


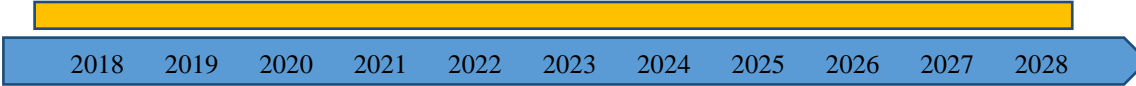


4. Education



On the following pages, you will find exemplary actions related to working with schools and similar institutions, providing the public with information about the Fort via the internet or guided tours.

- Working together with schools
- Working together with chamber for craft
- Developing of concepts of Living History
-



Integrated Action Plan Fort Asterstein Koblenz

<i>Consecutive number</i>	<i>Category</i>	<i>Dimension</i>	
Action No. 4.1	 education Bildung	Social Physical Environmental Economic/ funding	
<i>name of the action</i>			
History and Future - schools as partners			
<i>Description of the action</i>			
We want to show teachers and students the options of learning outside the school.			
<i>Objectives/ results</i>			
<ul style="list-style-type: none"> Schools are using the Fort as place for extracurricular learnings. 			
<i>Lead actor/responsible</i>	<i>Active Partners</i>		
<ul style="list-style-type: none"> ULG 	<ul style="list-style-type: none"> Dep.of Culture Schools/ University 		
<i>Begin</i>	Mid 2017	<i>End</i>	
<i>Timescale</i>			
			
<i>Communication</i>			
<i>Intern</i>		<i>Extern</i>	
<ul style="list-style-type: none"> ULG and the department of Culture 		<ul style="list-style-type: none"> Newspaper Local TV Internet 	
<i>Funding</i>			
<ul style="list-style-type: none"> ULG/ schools 			
<i>Result Indicators</i>			
<ul style="list-style-type: none"> The schools are using the Fort regular as one of “their” places 			
<i>Monitoring</i>			
<ul style="list-style-type: none"> According to our monitoring scheme (s.p. 42) there will be an annually ‘General Report’ presented at the meeting of members of the ULG 			

Integrated Action Plan Fort Asterstein Koblenz

<i>Integrated Action Plan Fort Asterstein Koblenz</i>														
<i>Consecutive number</i>	<i>Category</i>	<i>Dimension</i>												
Action No. 4.2		Social or Physical or Environmental or Economic/ funding												
<i>name of the action</i>														
Living History														
<i>Description of the action</i>														
Initiating a place where tradition keepers can act/ live in the way, people did 200 years ago.														
<i>Objectives/ results</i>														
<ul style="list-style-type: none"> The Fort Asterstein is known as a spot, where history becomes alive. 														
<i>Lead actor/responsible</i>	<i>Active Partners</i>													
<ul style="list-style-type: none"> ULG Dep.of Tourism 	<ul style="list-style-type: none"> Role-play/ cosplay clubs or individuals 													
<i>Begin</i>		<i>End</i>												
Mid 2018														
<i>Timescale</i>														
														
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 10%;">2018</td> <td style="width: 10%;">2019</td> <td style="width: 10%;">2020</td> <td style="width: 10%;">2021</td> <td style="width: 10%;">2022</td> <td style="width: 10%;">2023</td> <td style="width: 10%;">2024</td> <td style="width: 10%;">2025</td> <td style="width: 10%;">2026</td> <td style="width: 10%;">2027</td> <td style="width: 10%;">2028</td> </tr> </table>				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028				
<i>Communication</i>														
<i>Intern</i>		<i>Extern</i>												
<ul style="list-style-type: none"> Spreading the infos within the ULG 		<ul style="list-style-type: none"> Newspaper Local TV Internet 												
<i>Funding</i>														
<ul style="list-style-type: none"> The clubs themselves 														
<i>Result Indicators</i>														
<ul style="list-style-type: none"> The Fort is used for historic role-play every year. 														
<i>Monitoring</i>														
<ul style="list-style-type: none"> According to our monitoring scheme (s.p. 42) there will be an annually ‘General Report’ presented at the meeting of members of the ULG 														

Integrated Action Plan Fort Asterstein Koblenz

<i>Consecutive number</i>	<i>Category</i>	<i>Dimension</i>	
Action No. 4.3		Social Physical Environmental Economic/ funding	
<i>name of the action</i> The new Homepage as a starting point for various information			
<i>Description of the action</i> Installing the new homepage of the ULG (FFF Asterstein) and filling the page with content.			
<i>Objectives/ results</i> <ul style="list-style-type: none"> The homepage of the Fort Asterstein should be the most comprehensive source for the history of the Fort, along with the articles in Wikipedia. 			
<i>Lead actor/responsible</i> <ul style="list-style-type: none"> ULG 	<i>Active Partners</i> <ul style="list-style-type: none"> AWO Anyone who has information to share 		
<i>Begin</i> Mid 2018		<i>End</i>	
<i>Timescale</i> 			
<i>Communication</i>			
<i>Intern</i> <ul style="list-style-type: none"> Keeping the contact to anyone who can provide information about the Fort Looking for Photos, Documents 		<i>Extern</i> <ul style="list-style-type: none"> Newspaper Local TV Internet MAPS Website 	
<i>Funding</i> <ul style="list-style-type: none"> ULG, AWO 			
<i>Result Indicators</i> <ul style="list-style-type: none"> click rate of the homepage 			
<i>Monitoring</i> <ul style="list-style-type: none"> According to our monitoring scheme (s.p. 42) there will be an annually 'General Report' presented at the meeting of members of the ULG 			


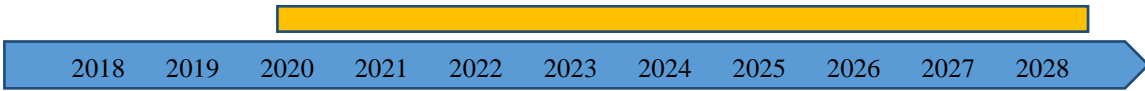


5. *corporate*


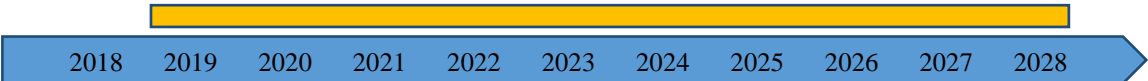
On the following pages, you will find exemplary actions, which can help to attract corporations to use the Fort for their purposes, e.g.

- Company outings
- Presentations
- Photo shootings
- Investments in the building
- CSR-activities


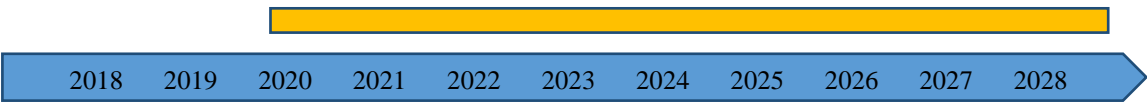
Integrated Action Plan Fort Asterstein Koblenz

<i>Consecutive number</i>	<i>Category</i>	<i>Dimension</i>												
Action No. 5.1	 corporate Unternehmen	Social Physical Environmental Economic/ funding												
<i>name of the action</i>														
The Fort as a good place for business														
<i>Description of the action</i>														
This Action combines everything necessary to attract companies to use the Fort for short events or midterm usage.														
<i>Objectives/ results</i>														
<ul style="list-style-type: none"> The Fort will be used by companies for their presentations, fairs, company outings 														
<i>Lead actor/responsible</i>	<i>Active Partners</i>													
<ul style="list-style-type: none"> ULG Dep.ec.Dev 	<ul style="list-style-type: none"> All possible companies IHK with all members HWK 													
<i>Begin</i>		<i>End</i>												
Mid 2020														
<i>Timescale</i>														
														
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 8.33%;">2018</td> <td style="width: 8.33%;">2019</td> <td style="width: 8.33%;">2020</td> <td style="width: 8.33%;">2021</td> <td style="width: 8.33%;">2022</td> <td style="width: 8.33%;">2023</td> <td style="width: 8.33%;">2024</td> <td style="width: 8.33%;">2025</td> <td style="width: 8.33%;">2026</td> <td style="width: 8.33%;">2027</td> <td style="width: 8.33%;">2028</td> </tr> </table>				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028				
<i>Communication</i>														
<i>Intern</i>		<i>Extern</i>												
<ul style="list-style-type: none"> Good and regular communication between Dep.ec.Dev and ULG/ AWO 		<ul style="list-style-type: none"> Newspaper Local TV Internet/ homepage Fort and Koblenz 												
<i>Funding</i>														
<ul style="list-style-type: none"> The requirements are part of the renovation of the Fort Renting the venue or part of it must include all the costs thereby incurred. 														
<i>Result Indicators</i>														
<ul style="list-style-type: none"> 														
<i>Monitoring</i>														
<ul style="list-style-type: none"> According to our monitoring scheme (s.p. 42) there will be an annually 'General Report' presented at the meeting of members of the ULG During the year there must be a good reflexion about things gone wrong to improve the conditions for companies 														

Integrated Action Plan Fort Asterstein Koblenz

<i>Consecutive number</i>	<i>Category</i>	<i>Dimension</i>	
Action No. 5.2		Social or Physical or Environmental or Economic/ funding	
<i>name of the action</i>			
Preserve the craftsmanship			
<i>Description of the action</i>			
In cooperation with the HWK and their member companies, we want to provide a space to show and to practise former artisanship from the time of the construction of the Fort.			
<i>Objectives/ results</i>			
<ul style="list-style-type: none"> The Fort or part of its booths is used for workshops or presenting old technics 			
<i>Lead actor/responsible</i>		<i>Active Partners</i>	
<ul style="list-style-type: none"> ULG Dep.ec.Dev. 		<ul style="list-style-type: none"> HWK IHK 	
<i>Begin</i>		<i>End</i>	
Begin 2019		It depends on the usage towards the Buga 2031	
<i>Timescale</i>			
			
<i>Communication</i>			
<i>Intern</i>		<i>Extern</i>	
<ul style="list-style-type: none"> 		<ul style="list-style-type: none"> Newspaper Local TV Internet Homepage of the City of Koblenz 	
<i>Funding</i>			
<ul style="list-style-type: none"> The requirements are part of the renovation of the Fort Renting the venue or part of it must include all the costs thereby incurred. 			
<i>Result Indicators</i>			
<ul style="list-style-type: none"> The Fort is used to present old craftsmanship to the public and helps the craft enterprises to train their trainees 			
<i>Monitoring</i>			
<ul style="list-style-type: none"> According to our monitoring scheme (s.p. 42) there will be an annually 'General Report' presented at the meeting of members of the ULG During the year there must be a good reflexion about things gone wrong to improve the conditions for companies 			

Integrated Action Plan Fort Asterstein Koblenz

<i>Consecutive number</i>	<i>Category</i>	<i>Dimension</i>												
Action No. 5.3	 corporate Unternehmen	Social Physical Environmental Economic/ funding												
<i>name of the action</i>														
The Fort as a commercial place														
<i>Description of the action</i>														
One of the proposals is to locate a hotel inside the building														
<i>Objectives/ results</i>														
<ul style="list-style-type: none"> A Hotel keeper leases the Fort or parts of it to establish a Hotel 														
<i>Lead actor/responsible</i>	<i>Active Partners</i>													
<ul style="list-style-type: none"> ULG Dep.ec.Dev. 	<ul style="list-style-type: none"> Dehoga HWK 													
<i>Begin</i>		<i>End</i>												
Earliest Mid 2020		Usually after 30 years												
<i>Timescale</i>														
														
<table border="1" style="width: 100%; text-align: center;"> <tr> <td>2018</td><td>2019</td><td>2020</td><td>2021</td><td>2022</td><td>2023</td><td>2024</td><td>2025</td><td>2026</td><td>2027</td><td>2028</td> </tr> </table>				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028				
<i>Communication</i>														
<i>Intern</i>		<i>Extern</i>												
<ul style="list-style-type: none"> Decision-making process within the administration and in the city council 														
<i>Funding</i>														
<ul style="list-style-type: none"> Full funding from the investors 														
<i>Result Indicators</i>														
<ul style="list-style-type: none"> Up to 2025 the usage of the Fort as a Hotel must be clear. 														
<i>Monitoring</i>														
<ul style="list-style-type: none"> According to our monitoring scheme (s.p. 42) there will be an annually ‘General Report’ presented at the meeting of members of the ULG 														

Chapter 4 /

Funding Scheme

Like every undertaken nowadays we as the driving Core-ULG cannot rely on only one source for a funding to bring the Fort Asterstein sooner or later in reuse again.

- Result of the actions and the estimated costs.
- General description of the financial situation of Municipality, AWO and FFA

Above we already talked about an approximated sum of in total more than 4 Mill. Euros to reach our goal of using the Fort again.

In order to tackle a major project such as the reactivation of Fort Asterstein, the use of different funds is necessary. The municipal budget alone cannot afford this. In addition to public funding from the EU, Nation and state, the acquisition of private money is required.

Also access to volunteer work in the form of work force, which is quite common in Germany, should be used. The financial position of the FFA is not very important in the overall financing context.

The costs derived from the measures can be categorized:

- Urgently required safeguards
- Measures of structural replacement for temporary solutions
- Investments in infrastructure and quality improvement,
- Marketing
- running costs, maintenance

The aim is to reduce some ongoing costs by investing and to increase the income through better use / rental income. The long-term goal is a self-sustaining object.

Municipal budget

The municipal budget is as if everywhere in Germany difficult, and leaves little scope for voluntary services, such as culture, sports, etc. The release of financial resources is always subject to the city council.

Given the political will to maintain and develop Fort Asterstein, necessary measures can be financed over the next few years. The basis is an appraisal that describes necessary measures based on different uses and estimates the costs.

Without further funding from EU, federal and state, the Fort Asterstein will not be adequately developed.

States funding

The state of Rhineland-Palatinate already has great experience in the reactivation of old Prussian fortress charges. The states'

Directorate-General for Cultural Heritage is involved in the project.

Different funds of the country are conceivable as a financing tool. This not only in field of investment, but also in the form of vocational training, further education or integrative labour measures is conceivable

Programs:

- Urban renewal
- Experimental urban design
- Remedial measures
- ERDF
- ESF funds
- Municipal cultural institutions
- ECOG not possible
- Possible BUGA 2031

Federal funds

Likewise, federal funds can be used. Even today, parts of the fortifications, including the surroundings of Fort Asterstein, are being renewed with federal funds.

Programs:

- Urban Design
- Historic preservation program
- Regional economic structure
- (Innovation)

EU funding

The EU funding is versatile. In addition to the funds that will be spent by the country as managing authority on the operational programs for ERDF and ESF, project-related funds will be searched in the future.

ERDF-Fund:

- Regions operational program
- Urbact
- Interreg VA, B, C), + VI?
- Urban Integrated Actions

ESF-Fund

- Regions operational program
- Labour measures

LEADER:

- LAG WOM (World heritage Upper Middle Rhine valley)

Other programs:

- Europe for citizens
- European Solidarity Corps
- FSJ
- Erasmus
- AMIF

Training tool

Individual crafting measures may be provided through trainings of the Chamber of Crafts or vocational schools. Paving, plastering, dry stone walls, green roofs, The handling of historical buildings can be taught directly at the object.

The financing of the material has to be agreed.

Sponsoring concepts

Finding sponsors is a task that should be performed primarily by the FFFA.

Sponsors can donate money or offer equivalent values. The FFFA is approved as a non-profit organization and can issue donation receipts.

Special form of sponsorships: Godparent/adopter Godparenthood is a special form of sponsorship. They include both financial benefits for individual measures and work performance. In addition, a adoptor should ensure a long-term or everlasting care of a measure.

Thus, sponsors / adoptors could finance a measure and care for maintenance, embellishments, further developments, etc. Therefor they received naming rights or are named on signage, boards, ...

Examples:

- A casemate is prepared and maintained by a club "Sample" and is called the "Sample's Casemate".
- A window manufacturer takes over the window installation. All windows receive a small sign with name of the company
- A private person sponsors a staircase or the electrical installation. He is thanked on a sponsor board.

Investments

The investments are linked to some action as described in the action sheets.

Minimum:

Urgently needed safeguards must be financed by the city budget or made by staff.

This also applies to structural replacement measures for temporary solutions that serve the current use and are relevant to building regulations.

Revenues of the AWO that exceed the running costs are reinvested.

In addition, volunteer work on the FFFA association can be used.

Investments in expansion and quality improvement the financing of these measures has not been finally clarified. They only work from a mix of the city budget and various financing options, and overall should increase the attractiveness as a venue.

The aim is for individual measures to be implemented through sponsorship or adoption..

The order of the investments depends mainly on the financing. However, some investments also depend on each other, as shown in the Gantt diagram.

If the BUGA 2031 is approved, there are time constraints and financial possibilities.

Marketing

The marketing as a venue is the operator. In addition, the organizers of individual events and the department of tourism as the municipal advertise agency in urban context.

The costs are expected to increase as the location becomes more popular.

Ongoing maintenance costs

The running costs should be covered by revenue. The use of revenue by the AWO is regulated by contract. The goal is to increase this revenue. In the long term, the fort should carry itself.

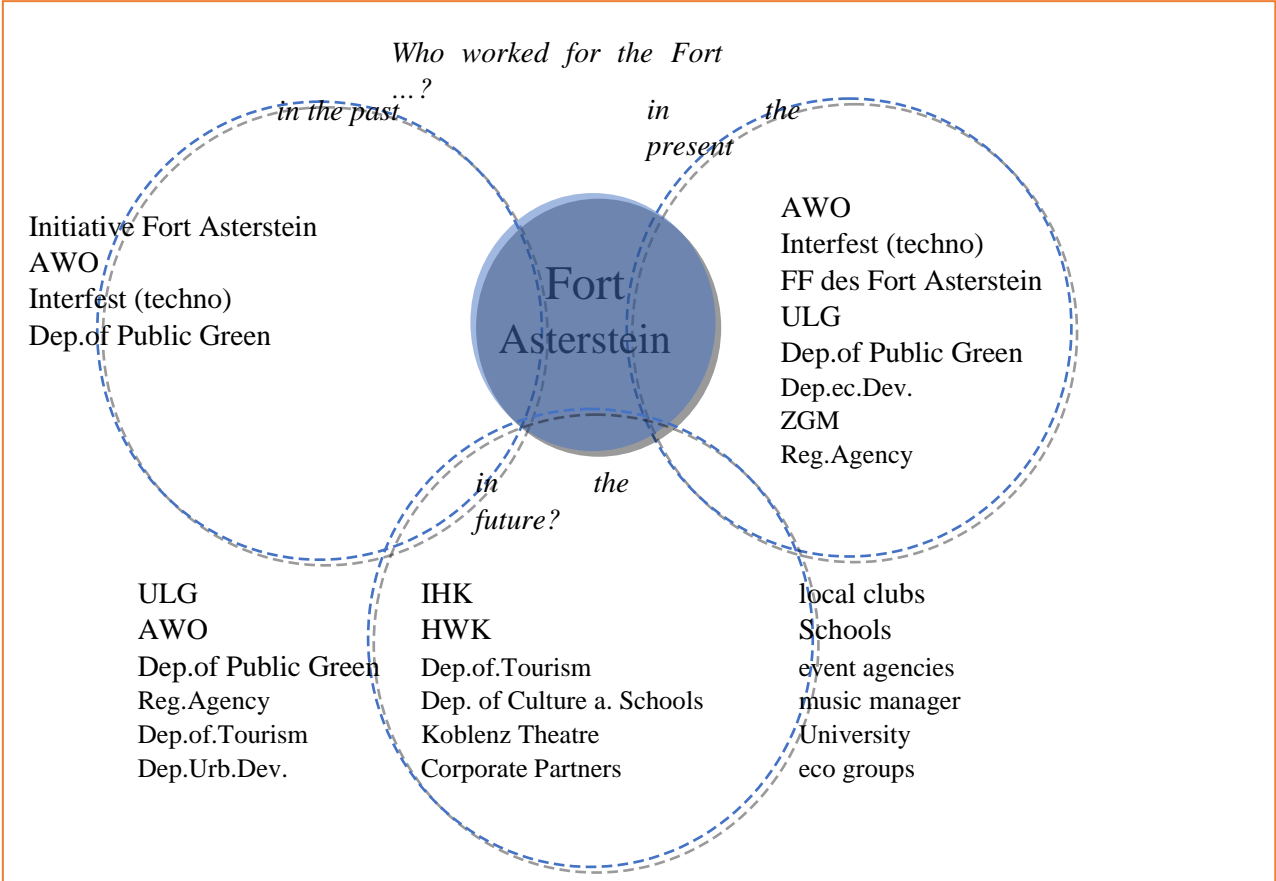
Chapter 5 /

Framework for delivery

Despite of our hope and despite of the intensity of our work, we all know that there will not be a ‘fast-track’ delivery.

What we did with this IAP is laying the ground of an ongoing development. Sometimes things will be cancelled by partners, sometimes brought on their way without consultation even of the important stakeholders.

We think that it is relevant for the success of our efforts in the last two years that we have a continuing and open communication between the stakeholders. We identified the ULG as the institution in the middle and it is important to have jour-fix dates around the year with the participants to hear about ideas and plans. If this task and the carrying out should be possible on the long run only on a voluntary basis is debatable.

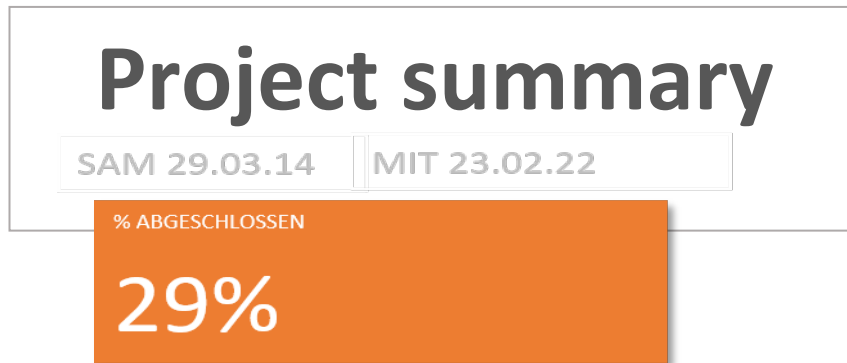


What you see here very easy is, that by the MAPS Project, the involvement of people and institutions increased massive and we can work on a continuing basis.

Detailed Project overview

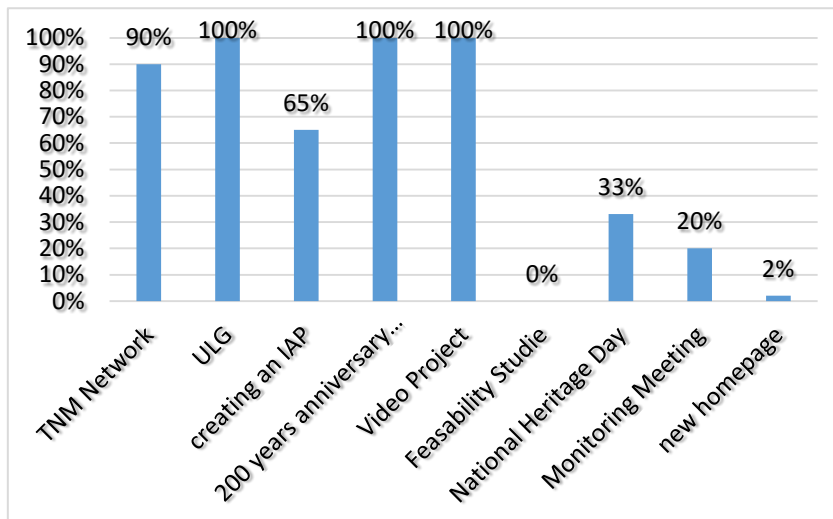
Here you see the recorded actions that are linked to the IAP. The dates are collected in MS Project. In Chapter 3, you find the overview, the cluster. In addition, here are all the small things that already happened on a daily basis.

The names in the right column are not all the participants, but the responsible persons. In addition, you find here only the persons from Koblenz. We have the MAPS-Network partner in mind, but did not listed them here.



% ENCLOSED

Status for all actions of the highest level.(status April, 15th)



Vorgangsname	Dauer	Anfang	Ende	Ressourcennamen
ULG	0 Tage	Sam 29.03.14	Sam 29.03.14	
Futurworkshop of the pre-ULG	1 Tag	Sam 29.03.14	Sam 29.03.14	Carl-Bernhard von Heusinger; M.-Th. Hammes-Rosenstein; Uwe Diederichs-Seidel; Rene Güls
1. Meeting of the ULG	1 Tag	Mit 14.01.15	Mit 14.01.15	Günther Neffgen; Heribert Heinrich; M.-Th. Hammes-Rosenstein; Uwe Diederichs-Seidel
2. Meeting of the ULG	1 Tag	Die 09.06.15	Die 09.06.15	Günther Neffgen; Heribert Heinrich; M.-Th. Hammes-Rosenstein; Uwe Diederichs-Seidel
3. Meeting of the ULG	1 Tag	Mit 07.10.15	Mit 07.10.15	Günther Neffgen; Heribert Heinrich; M.-Th. Hammes-Rosenstein; Uwe Diederichs-Seidel; Frank Hastenteufel; Michael Osterburg
4. Meeting of the ULG	1 Tag	Mon 07.12.15	Mon 07.12.15	Günther Neffgen; Heribert Heinrich; M.-Th. Hammes-Rosenstein; Uwe Diederichs-Seidel
Meeting ULG with Adm.	1 Tag	Fre 28.04.17	Fre 28.04.17	Frank Hastenteufel; Uwe Diederichs-Seidel; Manfred Diehl
ULG planning session	1 Tag	Fre 08.09.17	Fre 08.09.17	Günther Neffgen; Hans Neffgen; Uwe

				Diederichs-Seidel
Meeting ULG with Adm.	1 Tag	Don 28.09.17	Don 28.09.17	Frank Hastenteufel; Manfred Diehl; Uwe Diederichs-Seidel
Meeting ULG with Adm.	1 Tag	Fre 10.11.17	Fre 10.11.17	Frank Hastenteufel, Günther Neffgen; Jan Hofmann; Oliver Hoffmann; Tim Buchroth; Uwe Diederichs-Seidel; Michaela Joeres; Thomas Hammann
ULG meeting with AWO	1 Tag	Don 16.11.17	Don 16.11.17	Günther Neffgen; Uwe Diederichs-Seidel
ULG becomes an association having legal capacity	1 Tag	Mon 01.01.18	Mon 01.01.18	ULG
ULG meeting with skyliner	1 Tag	Fre 12.01.18	Fre 12.01.18	Felix Lenz; Uwe Diederichs-Seidel
first Monitoring meeting of the ULG	1 Tag	Mit 28.02.18	Mit 28.02.18	Andreas Drechsler; Carl-Bernhard von Heusinger; Günther Neffgen; Hans Neffgen; Harald Gittler; Heribert Heinrich; M.-Th. Hammes-Rosenstein; Manfred Diehl; Oliver Hoffmann; Sandra Wenzel; Uwe Diederichs-Seidel

Vorgangsname	Dauer	Anfang	Ende	Ressourcennamen
National Heritage Day	1305 Tage	Sam 10.09.16	Sam 11.09.21	ULG;Dep of Culture
National Heritage Day 1	1 Tag	Sam 10.09.16	Sam 10.09.16	
National Heritage Day 2	1 Tag	Sam 09.09.17	Sam 09.09.17	
National Heritage Day 3	1 Tag	Sam 08.09.18	Sam 08.09.18	
National Heritage Day 4	1 Tag	Sam 14.09.19	Sam 14.09.19	
National Heritage Day 5	1 Tag	Sam 12.09.20	Sam 12.09.20	
National Heritage Day 6	1 Tag	Sam 11.09.21	Sam 11.09.21	

Vorgangsname	Dauer	Anfang	Ende	Ressourcennamen
TNM Network	0 Tage	Mon 03.10.16	Mon 03.10.16	
TNM Kick-Off meeting Cartagena	4 Tage	Mon 03.10.16	Don 06.10.16	Oliver Hoffmann; Reinhardt Kallenbach
TNM Koblenz	4 Tage	Mon 23.01.17	Don 26.01.17	Claus Hoffmann; Frank Hastenteufel; Günther Neffgen; Jan Hofmann; Manfred Böckling; Mario Neuneier; Oliver Hoffmann; Reinhard Kallenbach; Thomas Hammann; Tim Buchroth; Uwe Diederichs-Seidel
Presentation	1 Tag	Die 24.01.17	Die 24.01.17	Günther Neffgen; Manfred Böckling; Mario Neuneier; Oliver Hoffmann; Thomas Hammann; Tim Buchroth
TNM Espinho	4 Tage	Mon 01.05.17	Don 04.05.17	Günther Neffgen; Mario Neuneier; Uwe Diederichs-Seidel
Presentation	1 Tag	Die 02.05.17	Die 02.05.17	Günther Neffgen; Mario Neuneier; Oliver Hoffmann
TNM Telsai	4 Tage	Mon 16.10.17	Don 19.10.17	Mario Neuneier; Reinhard Kallenbach; Uwe Diederichs-Seidel
Presentation	1 Tag	Die 17.10.17	Die 17.10.17	Mario Neuneier; Reinhard Kallenbach; Uwe Diederichs-Seidel
TNM Szombathely	3 Tage	Mon 11.12.17	Mit 13.12.17	Uwe Diederichs-Seidel
Presentation	1 Tag	Die 12.12.17	Die 12.12.17	Uwe Diederichs-Seidel
TNM Longford	4 Tage	Mon 12.02.18	Don 15.02.18	Mario Neuneier; Tim Buchroth; Uwe Diederichs-Seidel
Presentation	1 Tag	Die 13.02.18	Die 13.02.18	Uwe Diederichs-Seidel

TNM Serres	4 Tage	Mon 23.04.18	Don 26.04.18	Günther Neffgen; Mario Neuneier; Oliver Hoffmann; Reinhard Kallenbach; Tim Buchroth; Uwe Diederichs-Seidel
Presentation	1 Tag	Die 24.04.18	Die 24.04.18	Mario Neuneier; Oliver Hoffmann; Tim Buchroth; Uwe Diederichs-Seidel

Vorgangsname	Dauer	Anfang	Ende	Ressourcennamen
creating an IAP	1 Tag	Mon 10.10.16	Mon 10.10.16	
first Concept	5 Tage	Mon 03.04.17	Fre 07.04.17	Oliver Hoffmann; Tim Buchroth
first revision	5 Tage	Mon 05.06.17	Fre 09.06.17	Oliver Hoffmann; Tim Buchroth; Uwe Diederichs-Seidel
first draft	4 Tage	Die 21.11.17	Fre 24.11.17	Uwe Diederichs-Seidel
second draft	5 Tage	Mon 22.01.18	Fre 26.01.18	Uwe Diederichs-Seidel
first presenting	1 Tag	Mit 14.02.18	Mit 14.02.18	Uwe Diederichs-Seidel
first final version the IAP	6 Tage	Mon 19.03.18	Mon 26.03.18	Oliver Hoffmann; Tim Buchroth; Uwe Diederichs-Seidel
last roundup of infos to the IAP	14 Tage	Fre 30.03.18	Mit 18.04.18	Günther Neffgen; Mario Neuneier; Oliver Hoffmann; Tim Buchroth; Uwe Diederichs-Seidel

Vorgangsname	Dauer	Anfang	Ende	Ressourcennamen
200 years anniversary Festung Koblenz	267 Tage	Fre 14.10.16	Son 22.10.17	
Meeting ULG Festungsjubiläum	1 Tag	Fre 14.10.16	Fre 14.10.16	Günther Neffgen; Uwe Diederichs-Seidel
Development of the Program 2017	2 Tage	Don 27.10.16	Fre 28.10.16	Günther Neffgen; Uwe Diederichs-Seidel
Setting up the financial-Plan	2 Tage	Mon 19.12.16	Die 20.12.16	Günther Neffgen; Uwe Diederichs-Seidel
preparing Theatre at the Fort	1 Tag	Don 13.04.17	Don 13.04.17	Günther Neffgen; Heribert Heinrich ;Markus Dietze; Uwe Diederichs-Seidel
Theatre in the Fort	2 Tage	Son 16.04.17	Mon 17.04.17	Günther Neffgen; Heribert Heinrich ;Markus Dietze; Uwe Diederichs-Seidel; Daniel Meyer; Emma Seidel; Hans Neffgen; Harald Gittler
Preparing the 'Fest'	13 Tage	Die 27.06.17	Don 13.07.17	Günther Neffgen; Hans Neffgen; Heribert Heinrich ;Uwe Diederichs-Seidel
the 'Fest' in the Fort	1 Tag	Fre 14.07.17	Fre 14.07.17	Günther Neffgen; Hans Neffgen; Harald Gittler; Heribert Heinrich ;Uwe Diederichs-Seidel
preparing Lyric in the Fort	5 Tage	Mon 14.08.17	Fre 18.08.17	Günther Neffgen; Tim Huß; Uwe Diederichs-Seidel; Kalle Grundmann
Tucholsky reading	1 Tag	Mit 23.08.17	Mit 23.08.17	Günther Neffgen; Hans Neffgen; Heribert Heinrich ;Kalle Grundmann; Tim Huß; Uwe Diederichs-Seidel
Concert WoE	1 Tag	Sam 02.09.17	Sam 02.09.17	Andreas Birtel
Open Heritage-Day	1 Tag	Son 10.09.17	Son 10.09.17	Oliver Hoffmann; Uwe Diederichs-Seidel; Günther Neffgen; Hans Neffgen; Harald Gittler; Heribert Heinrich ;Klaus T. Weber
public guided tour	3 Tage	Die 12.09.17	Don 14.09.17	Freunde der Buga; Klaus T. Weber; Manfred Böckling; Uwe Diederichs-Seidel

Vorgangsname	Dauer	Anfang	Ende	Ressourcennamen
new homepage	0 Tage	Fre 01.12.17	Fre 01.12.17	Günther Neffgen; Uwe Diederichs-Seidel
first conception considerations	1 Tag	Mon 22.01.18	Mon 22.01.18	
register a domain	1 Tag	Mit 24.01.18	Mit 24.01.18	Günther Neffgen; Nils Kaminski
register a server	1 Tag	Mit 21.02.18	Mit 21.02.18	Uwe Diederichs-Seidel
first design	3 Tage	Mon 30.04.18	Mit 02.05.18	Uwe Diederichs-Seidel
collecting content	88 Tage	Mit 02.05.18	Fre 31.08.18	Uwe Diederichs-Seidel

Vorgangsname	Dauer	Anfang	Ende	Ressourcennamen
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Video Project	0 Tage	Die 16.01.18	Die 16.01.18	Ludwig Tanne; Uwe Diederichs-Seidel
setting up the concept	4 Tage	Mon 22.01.18	Don 25.01.18	Uwe Diederichs-Seidel
recherché drone films	3 Tage	Fre 26.01.18	Die 30.01.18	Uwe Diederichs-Seidel
recherché existing film clips	5 Tage	Mit 31.01.18	Die 06.02.18	Uwe Diederichs-Seidel
lending of filmequipm.	1 Tag	Mon 05.02.18	Mon 05.02.18	Uwe Diederichs-Seidel
Interview G.N.	1 Tag	Don 08.02.18	Don 08.02.18	Uwe Diederichs-Seidel
Interview U.D.-S.	1 Tag	Don 08.02.18	Don 08.02.18	Uwe Diederichs-Seidel
Interview Th.H.	1 Tag	Don 08.03.18	Don 08.03.18	Uwe Diederichs-Seidel
filming the City	2 Tage	Mon 12.03.18	Die 13.03.18	Uwe Diederichs-Seidel
Interview M.D.	1 Tag	Fre 16.03.18	Fre 16.03.18	Uwe Diederichs-Seidel
Interview H.-J. H.	1 Tag	Fre 16.03.18	Fre 16.03.18	Uwe Diederichs-Seidel
Interview M.B.	1 Tag	Sam 17.03.18	Sam 17.03.18	Uwe Diederichs-Seidel
Interview O.H.	1 Tag	Son 18.03.18	Son 18.03.18	Uwe Diederichs-Seidel
sorting, cutting, sending	3 Tage	Mit 21.03.18	Fre 23.03.18	Uwe Diederichs-Seidel
speaking the off-text	1 Tag	Mon 26.03.18	Mon 26.03.18	Uwe Diederichs-Seidel

Vorgangsname	Dauer	Anfang	Ende	Ressourcennamen
Monitoring Meeting	1041 Tage	Mit 28.02.18	Mit 23.02.22	
Monitoring Meeting 1	1 Tag	Mit 28.02.18	Mit 28.02.18	ULG
Monitoring Meeting 2	1 Tag	Mit 27.02.19	Mit 27.02.19	ULG
Monitoring Meeting 3	1 Tag	Mit 26.02.20	Mit 26.02.20	ULG
Monitoring Meeting 4	1 Tag	Mit 24.02.21	Mit 24.02.21	ULG
Monitoring Meeting 5	1 Tag	Mit 23.02.22	Mit 23.02.22	ULG

Vorgangsname	Dauer	Anfang	Ende	Ressourcennamen
Feasibility Study	124 Tage	Mon 11.06.18	Don 29.11.18	Dep of econ Development
phase of the project definition	60 Tage	Mon 11.06.18	Fre 31.08.18	Dep of econ Development; hist monuments protection authority
execution of the study	96 Tage	Mon 03.09.18	Mon 14.01.19	
presentation	1 Tag	Don 31.01.19	Don 31.01.19	City Council; Dep of econ Development; hist monuments protection authority; ULG

All the responsible people who are involved in the Project in the present phase of the development. These is not a complete list of all stakeholders. However of the ones you see in the actions on the previous pages.

Name

Oliver Hoffmann	Tim Buchroth	Manfred Diehl
Günther Neffgen	Mario Neuneier	Tim Huß
Uwe Diederichs-Seidel	Benjamin Brehm	ULG
Heribert Heinrich	Jan Hofmann	Klaus T. Weber
Manfred Böckling	Markus Dietze	Freunde der Buga
Thomas Hammann	Andreas Drechsler	Michaela Joeres
M.-Th. Hammes- Rosenstein	Reinhard Kallenbach	Andreas Birtel
Stefanie Kunze	Carl-Bernhard von Heusinger	Dep of econ Development Hist. monuments protection authority
Felix Lenz	Michael Osterburg	City Council
Kalle Grundmann	Rene Güls	Dep of Culture
Michaela Joeres	Ludwig Tanne	Dep of Tourism
Claus Hoffmann	Daniel Meyer	Dep of public green
Frank Hastenteufel	Emma Seidel	Nils Kaminski
Hans-Jürgen Hoffmann	Hans Neffgen	
Sandra Wenzel	Harald Gittler	

Chapter 6 /

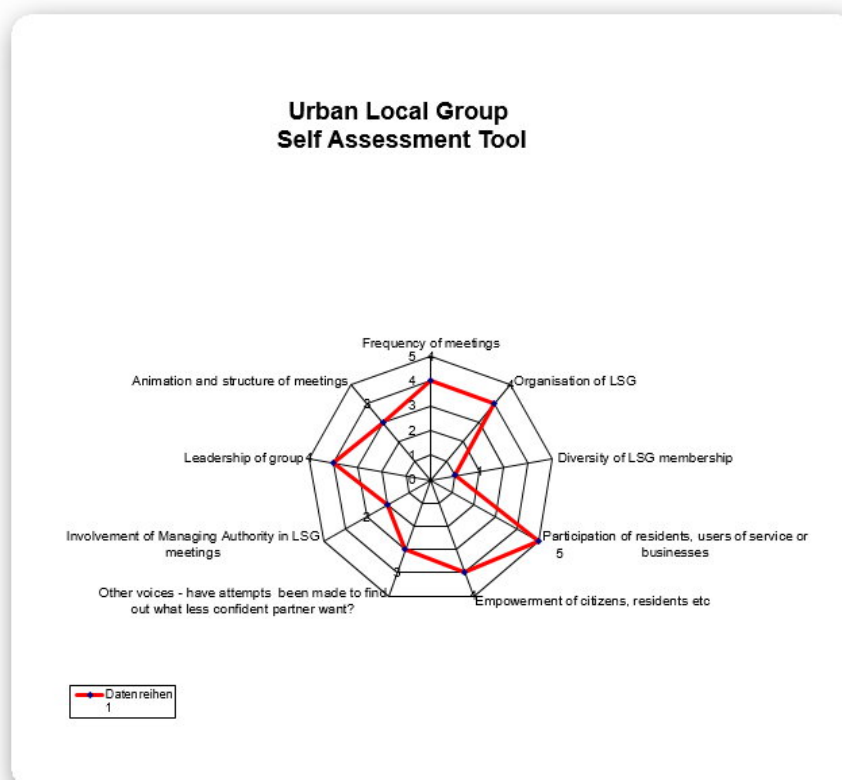
Description of the process

We already described the monitoring process above (s.p. 42). Therefore, we will install a process of reflection of the things we made in the past year. We have to ask our self, whether we reached our goals and where we had problems. Did the success depend on only a few people or was it a composite work?

Did the ULG work well?

One of the possibilities to evaluate the past work of the ULG is a simple tool, which is provided through the URBACT network. It helps to check the content of the local work and the ongoing process. It will help to add useful elements to your plan, and think about any gaps.

So, what is the outcome of this? We are good in empowering the people, participation of residents



and frequency of meetings. In addition, we have to improve our work in the involvement of the Managing Authority.

Chapter 7 / Risk analysis

‘no risk, no fun’? No, this is not a slogan for our project. We started the work within the MAPS project with the clear intention to find a good solution for the venue Fort Asterstein and perhaps a model for a process for the other parts of the fortress here in Koblenz.

However, of course, there are still risks in the project of the reuse of the building and we cannot predict the outcome, whatever how serious we are planning.

Let’s face some of the possibilities that can bring our project to a not intended end.

Fire

The Fort is a building and as it already happened in the past; again, it can burn down and destroy all our hopes and plans, beside the substantial values of the Fort.

➤ **What can we do?**

Find out if the owner of the Fort, the City of Koblenz, has an insurance for the venue. That doesn’t bring back the material values presented in a case of fire, but if there would not be such a financial help, the future will see a permanent ruin of the Fort.

The City of Koblenz has no financial range and cannot spend a cent for the Fort

Some years ago, the financial situation of the City was extremely under pressure and the surveillance authority ADD instructed the city administration to save money where they can.

➤ **What can we do?**

Of course, if the financial situation is as bad as or even worse than in 2009, the priority for decisions of the city council is not to renovate old buildings, but to spend the money in the social and economic field. The renovation of the Fort has to wait for several more years OR we can convince one or two companies to provide the necessary money.

The monument protection authority and the site supervision prohibits most of the usages we developed in the process

To be honest, we do not have so much important witnesses of the construction of fortresses in the early 19th century and therefore we have to be very careful with the usage of our Fort. Moreover, of course the historical precise reconstruction of the building is the greatest asset what we have to attract not only the residents, the tourists and the historians. It is also important to preserve these old walls to our following generations.

➤ **What can we do?**

It is important to stay in close contact to the authorities and to request their specifications and guidelines for the restoration. This is also one of the main intentions of the Feasibility Study, but this document too is not poured in concrete, but needs to be updated regularly. And if we do so, we hope to avoid getting bigger problems with these important authorities.

The EU does not support the work on a local level anymore.

We do not think that this will happen, but nevertheless it is possible that we cannot participate in the following programs. Perhaps because they do not fit our needs.

➤ **What can we do?**

We cannot rely totally on money and help from the different levels of state organisations. We have to strengthen our network, we have to keep on developing ideas and reinventing the image of the Fort – not by denying the past, but with a visionary mindset.

The Buga will not take place in the middle Rhine valley

Koblenz decided to apply for the Horticultural Show in 2031 and the City Council voted for a funding scheme for the next 14 years. However, the final decision is not made yet, so that there is a risk that we lose that important goal.

➤ ***What can we do?***

The necessary decisions are made, the financial plan is set up, a masterplan is already compiled, so we have to wait and then we are prepared because of our action plan for the Fort.

Political Problems

There is a remaining risk of a kind of a certain political discussion that could lead to a full stop of the efforts to find a reuse of the Fort. In consequence of this discussion it is possible that the city council even does not want to carry the own risk.

➤ ***What can we do?***

The formation of political opinions is not always a rational thing and from outside of political parties very difficult to predict. Therefore, it is very important to cultivate a regular discourse with the politicians and other stakeholders.

An important instrument to avoid the risks as much as possible is our Monitoring system, shown above (s. page 42)



15 aerial image 2017

Günther Neffgen Manager at the AWO, the main renter of the Fort and organiser of holidays for kids for over ten years now



The specific characteristic of the Fort Asterstein in my opinion is up to three reasons: the unique situation of the building like a roman arena, the situation in the middle of a small forest and the very astonishing acoustic. For the future I hope that the Fort will be not only a place for school holidays but as well where concerts will take place, where theatre productions are possible, where the clubs of the suburb of Asterstein might have some events and last but not least private parties and weddings should be possible. In my very specific dream for the Fort I see it as an hotel.



Talking about our visions



Hans-Jürgen Hoffmann
Chairman of the association
“General von Aster”

Closing Words

At the end, we would like to express our gratitude for this project and all the partners who took part in the several meetings around Europe.

We learned a lot and we are convinced that without the help of MAPS, the Lead partner and the Lead Experts, the project 'Fort Asterstein' would still be a theoretical approach.

Thank you for your help!



