



repair

The logo for the 'repair' project features the word 'repair' in a lowercase, sans-serif font. The letters 're' are blue, while 'pair' is black. Above the letters 'e', 'a', and 'i' are several grey, multi-pointed starburst symbols. To the right of the text is a blue shield-shaped icon containing a white stylized building or structure.

EVALUATION REPAIR PROJECT
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1.1 REPAIR Project in brief

The withdrawal of the military presence from an urban area often happens suddenly leading to extremely adverse circumstances for the economy and communities affected. Former military or heritage sites provide excellent potential to act as the catalyst for urban regeneration, many consist of historic buildings dating back over centuries and the source of rich cultural heritage. The challenge is to transform these abandoned sites into thriving sources of economic activity, employment and social cohesion. The challenge for REPAIR is the vital need for the “successful socio-economic re-use of abandoned military heritage sites to harness sustainable urban development”.

REPAIR has brought together 11 partners – mainly urban local authorities – from different EU Member States. Partners joining for REPAIR include the cities of Opava, Kaunas, Avrig and Paola Corradino, all from new EU Member States, along with the city of Florence. All REPAIR network partners recognise that the socio-economic re-use of military sites, and therefore the local “Lisbon Agenda” achievements in relation to economic competitiveness, will ultimately be undermined in the medium to long term if sustainable urban development is not placed at the heart of this heritage site regeneration.

The network of partners has focused on the development of innovative new local policy, which places sustainable urban development at the heart of regeneration action to achieve the socio-economic re-use of redundant military heritage. This recognises that it is not sufficient solely to focus on achieving local economic competitiveness goals in line with the “Lisbon Agenda”. Instead have emphasized that in the medium to long term such local competitiveness is not sustainable without adhering to the local delivery of the EU Sustainable Development Strategy.

The overall outcome of the project is based the on the interrelationship of four pillars taken from the principles laid down in the Gothenburg Agenda. We refer to these Four Pillars in simple terms as Energy, Preservation, Transport and Local Jobs.

The project was organised in 3 stages: First the development phase, where the policy framework was built. Second the implementation phase where the policies were tested in PRA's (Pilot Regeneration Action). And third, the end of the project, policy recommendations were made based on the experiences obtained during the REPAIR project. Finally, questionnaires were sent out to all the partners for evaluation. The evaluation of these questionnaires was carried out being part of the lead experts assignment to assist in the implementation of the REPAIR URBACT project. The result is a report with a summary and assessment of all the experiences of the different partners

1.2. Methodology for evaluation

This report is based on qualitative information obtained out of a detailed questionnaire (see annex for questions) with both open ended questions and a few questions to be ranked or graded. The questionnaires that were sent back and evaluated are from the cities Paola, Medway, Avrig, Florence, Opava, Leipzig, Karlskrona and Kaunas.

2. Evaluation of the questionnaire

Partners were asked to rank the REPAIR pillars based upon importance, where 4 was the most important and 1 was the least important. The results are displayed in the below figure.

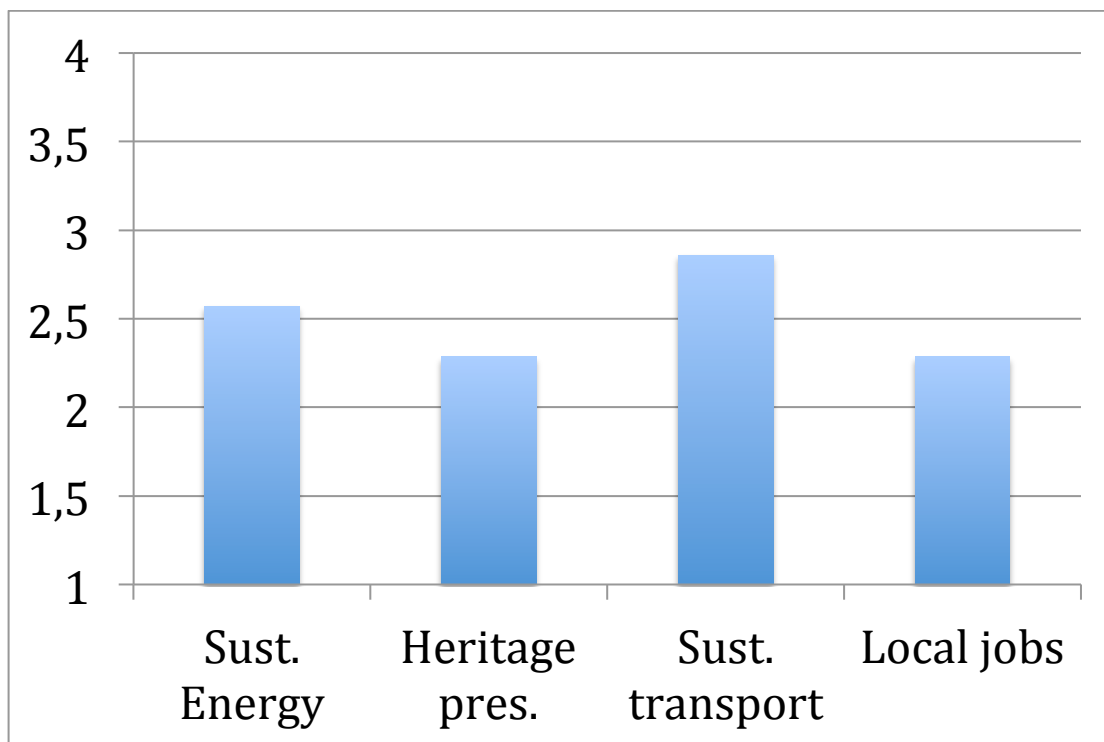


Table 1. Importance of REPAIR pillars

Conclusion

Sustainable transport was on average perceived as the most important pillar. The reason for this may be because sustainability is an important EU principle, and besides that in the REPAIR project the main focus is on sustainability as well. Local Jobs was on average perceived as the least important.

Partners were asked to rank the relevance of the LAP review, the policy recommendations and the case studies, where 5 was the most important and 1 was the least important. The results are displayed in below figure.

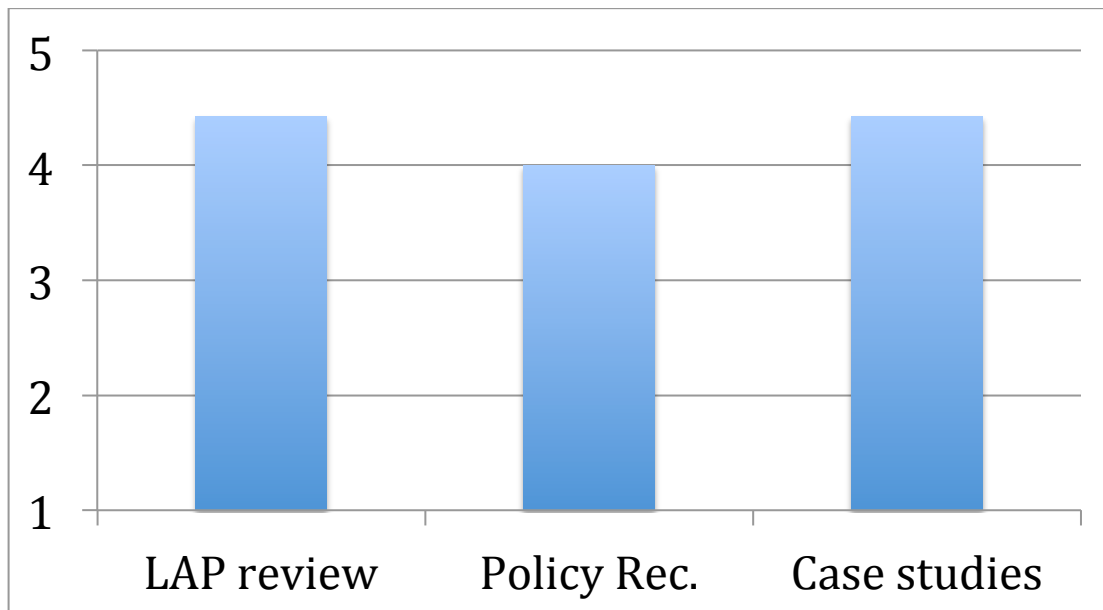


Table 2. Importance of LAP review, Policy recommendations and Case studies.

Conclusion

The LAP review and case study were perceived as the most important, whereas the policy recommendations also got a high score close to the other two. All three aspects were perceived as being important, which implicates that the implementation methodology was effective and appreciated.

Partners were asked which of the 4 thematic pillars was the most relevant and if they missed any themes.

- According to the partners, no themes were missed, except for a theme or a guide for promoting the results and outcomes to the public.
- A more holistic approach in addition to the four separate pillars would have been beneficial because in principle the pillars were considered as a related process. This is more evident when the Priority Axis of the URBACT OP would have been strongly considered as a benchmark.
- In the Murate Project in Florence the Heritage preservation is the most relevant programme because this project is based upon the delicate balance between conservation and transformation, inserting new architecture in a historical listed building without losing the memory of the function. For the next city program for former barracks, sustainable energy will be the most relevant pillar.
- Sustainable transport was mentioned twice; Opava has experienced problems with roads and heavy transit traffic which causes difficulties for inhabitants walking or moving on bicycles and the Repair project has offered them some good practice on how to deal with this problem.

Conclusion

For each city a different pillar was important, each pillar was mentioned at least once. The choice of the most important pillar was based on historical problems, past experiences or future projects. What was mentioned twice is the lack of an holistic approach of the four pillars. The cross pillar impacts was covered by the PRA but it would have been good if this approach was implemented in all partner cities

The partners were asked what the project has brought to them in terms of policies and practices contributing to their own local problems/challenges.

- Many of the respondents mentioned the positive impacts of the cooperation with the other partners; knowledge sharing, learning from best practices and

experiences, inspiring with new ideas as well as creating a network of partners with common problems and conditions.

- The results of the project activities, the recommendations for EU and higher authorities in each country will generate advantages in future financing the regeneration plans. This was already the case in the case of Paola. They have a clearer understanding of the wider EU policies and learned how these are associated to funding programmes.

The partners realize that it is an essential requirement to link the policies to the actions required and the importance of political support which is the key to opening the gates for funding

- The project has provided tools on how to design local action plans making use of good practice examples of the project partners.
- The project has provided professional guidance from the Lead and Thematic Experts on levels of project planning and realization.
- The project has demonstrated the significance of volunteers while planning and realizing local projects.
- Florence mentioned the positive impacts of an integrated approach in urban regeneration programs which they have chosen since a few years. Thanks to the REPAIR project they have worked which helped to clarify the project and to work together with the stakeholders.

Conclusion

The partners acknowledge that involving politics and gaining political support is essential to project funding. Cooperation and learning from other partners was also vital in gaining a thorough understanding on the success factors of projects dealing with the revitalizing of abandoned areas.

The partners were asked to indicate the most useful practice found and how has this been used in your local actions.

- The Triple Helix approach in Karlskrona was most often perceived as best useful practice. It is inspiring to see that successful cooperation amongst key-players (from university and business to local authority) is possible. Triple Helix demonstrated that an integrated process, diversity and a sustainable and structured communication could contribute to business, employment and education.
- Other interesting projects that were mentioned are Utrecht; reusing their fort in harmony to its surroundings and close collaboration with the public.
- The Maltese holistic approach and for their knowledge about preservation of historical buildings (heating, humidity, water).
- Le Murate prison in Florence; a good example on how to link a closed area's to the public space
- Opava: how reinforcement of positive marketing messages can affect a change in the motorist's behaviour.

Conclusion

Many example projects were a very valuable learning experience because every city has similar sites which could be used for e.g. creating social housing, community centres or cultural areas. Not every best practice has been intended to apply as an example in their own local projects yet but this will surely be the case for the future.

The Partners were asked if the implementation methodology chosen for REPAIR was a useful experience and added value.

- For all partners this approach has worked very well and has been of added value. Especially the PRA (Pilot Regeneration Action) was useful because it was fundamentally not oriented towards or specific to the selected sites but it was transferable to all partners.

- The thematic exchange and the flow of knowledge between the partners has been a valuable input as well.
- Building a Local Support Group provided an opportunity of learning how to work together with parties with conflicting interests .

Conclusion

The approach chosen to work from building up knowledge to practical implementation support was usefull. This will surely be of help for future local projects. The approach of starting from the theory of a general policiy framework to the practice of testing the policies in PRA's was proven to be an effective one.

The partners were asked if the policy framework could serve as a basis for updating future local policies on revitalisation of military sites and urban planning in general.

- The Political Framework can be very well used as a basis for plans for reusing military sites as well as for other projects. It is useful as a guide and it mentiones all important fields that should be taken into account when a city wants to re-use abandoned sites.
- In Avrig adjustments in the policy framework specific to the city are needed. It needs to be adjusted according the neccesities of the town and the particularities of the location of the military site.
- In Florence the Policy Framework has been embedded in the newly approved structural plan of the city, Medway has not yet accepted this methodology as its standard.

Conclusion

The policy framework has proven to be useful as a source of inspiration, but it also acts as practical guide when a city has plans to re-use abandoned sites guide or it can be used in local strategic planning documents when a city has plans to re-use abandoned

sites in the future. In some cases the policy framework needs to be adjusted to local needs of the city. However in the case of Florence the policy framework acts as a standard or is embedded in structural plans of the city.

Partners were asked what the most interesting idea was linked to the revitalisation of the cities resulting from the local debates in their ULSG, if some of these ideas will be taken up in their coming activities and if they are planning to continue to involve the USLG.

- The ULSG was very influential in guiding the action plan and project development. Parts of the ULSG network are involved in the development of the local projects.
- In Leipzig the ideas presented by the USLG were implemented (Kropeliner Tor) and even after implementation the USLG will keep being involved.
- In Florence the ULSG was involved in an architectural workshop, where they were faced with the themes of the new urban pole, the preservation versus destruction of the prison wall and the relationship with the city.
- In Avrig the most interesting idea taken into consideration by the local support group referred to the creation of work places. For the implementation of local action plans, the members of the local support group are the main participants. The local support group is involved in many projects of the municipality.
- Involving an ULSG, discussing the ideas and follow up with activities can bring long term sustainability of the idea and the project itself. It is interesting to see that once a project gains support from the public, it is difficult for politicians to change it, so to gain political support ULSG's are effective.

Conclusion

ULSG's are effective in many ways, they can be involved in different phases of the projects; from idea generation to implementation and evaluation of the project. In addition, they serve as a positive spokesperson for gaining political support. As a result,

it is recommended to continue using and involving ULSG's for urban development projects.

Partners were asked if they agreed with the conclusion that the debates in the PRA sites were more pragmatic because of the focus on implementation.

- It is clear that the focus on implementation makes it more pragmatic but only if there exists a strong idea and if this is supported by politicians.
- The ULSG gives the possibility of being more pragmatic, by putting the focus more on implementation and delivery of projects. Pragmatism also comes through the hands-on experience of stakeholders.

Conclusion

It is clear that all partners agree on the fact that a focus on the implementation phase makes a project it more pragmatic and tangible. Other important factors are the presence of the managing authority who leads the discussion and a strong and well presented idea with great potential or positive support from politicians.

The partners were asked if they linked the revitalisation of military sites to the broader urban development in the city and what further actions would be needed for that.

- In Medway this link is essential. The intention of linking it to broader urban development recognises the need for not keeping former military sites in isolation. It is essential that the development around such sites is taken into a broader context to make the benefits available to all.
- The Paola action plan permeates directly on the interconnectivity of the site or from the heritage sites to the core of the town. This plan actually contemplates the interconnectivity, accessibility and connectivity of the heritage site with the city.

- In Opava this has not been done yet. It was recommended by REPAIR to link the re-use of the site with benefits to the whole city. They have now the ideas, experiences and tools how to implement this.
- In Avrig in the Local Action Plan, they perceived the development and regeneration of the abandoned military site as an integrated part of the town. The military site will be fully regenerated according to the integration principles discussed with Repair.
- In the case of Le Murate the revitalisation of the site has been a factor for the broader development of the district but also for the whole city because of the historical value of the district. Le Murate has improved the quality of life of the district by creating social and public spaces, two urban squares, meeting points, a literary cafe and restaurants.
- In Karskona the integration approach is part of their City planning since 20 years and the same applies for Leipzig
- In Kaunas, the start of development of Aerodrome territory will make the positive impact to further development of big abandoned territories and buildings in Kaunas city.

Conclusion

All partners acknowledge the need for linking the revitalisation to a broader context of the city. By improving the interconnectivity the benefits are made available to more citizens. Integrating the revitalisation of the site with the city creates 2 way benefits.

The partners were asked about the main barriers in accessing sufficient funds for brownfield regeneration.

- For Florence this is a complicated issue because of the high costs of land reclamation. Especially when it concerns polluted ground, the local authorities have to deal with high costs of reclamation, because in Italy it is still hard to apply

the concept of “who pollutes pays”. This blocks the process of proceeding with projects and accessing sufficient funds. REPAIR could, with their philosophy of creating new jobs and economic development, play a significant role in involving private developers and convince them to participate in reclamation expenses.

- In the Czech republic the main barrier is that the ERDF funds have been nearly committed but they also did not define the main, exact and detailed principles of rehabilitation, so they have to wait until the next programming period.
- For Medway, funding is a difficult issue in general, let alone the ‘brownfield sites’. Reparation costs are high and the developers needed to reconstruct the sites are logically profit oriented. However demonstration of the REPAIR concept could help them realize that there lies significant value in such a development.
- For Leipzig many urban development funds have flown into the restoration of the city centre. Funds are as well provided for creating recreation areas (Kröpeliner Tor) linked to rehabilitation.
- For Sweden, the main barrier is the lack of willingness of staff to participate in this kind of projects, because these projects are mostly projects that come on top of their ordinary work. Funding is not the biggest issue.
- For Paola funding for his project was successful in a few areas; the LAP definitely helped in starting up the project and smoothing the (internal) processes.
- In Avrig funding was difficult because proposed objectives of the project are partially referred to already existing proposals at government level or EU funds. REPAIR helped in the first stages of regeneration of the military site by experience exchange and elaboration of the Local Action Plans
- In Kaunas, the restrictions of using culture heritage objects and territories and an imperfect juridical base (land usage etc.) are the main barriers to acquire EU structural funds and support. An option would be to invite private investors to participate in planned activities.

Conclusion

Regeneration of brownfield sites requires huge amounts of money. Each country has its own difficulties in accessing sufficient funds. An alternative could be inviting private investors to participate. Clear is that REPAIR has brought more than a helping hand in consultation, the exchanges of best practices and starting up the projects processes.

The partners were asked to describe the support or lack of support of local authorities and managing authorities in the regeneration actions and how this influenced the quality of their input in REPAIR.

- In Florence and Paola the support of city administration has been constant during the whole process and the REPAIR project. Even the Management Authority has been involved and participated actively. This was partly due to their status of being a PRA.
- In Opava the support of the local and managing authorities was strong from the beginning of the project and they declared their support in the future as well. There was also a strong political link with the regional authorities.
- In Leipzig, the local authorities gave some practical advices and they regularly informed the Managing Authorities about the project.
- The support in Kaunas was at a medium level because of local authorities weak interest in “soft” projects.
- In Medway the key people involved in the project REPAIR were mildly interested. Attempts were made to bring together the various departments and key players through the ULSG and individual meetings. However, commitment stayed disappointing and sporadic. There was a considerable interest in the subject areas Sustainable Transport and Waste Minimization. Yet the force of this interest was not sustained, this would have been the case if representatives had been granted approval to travel to site visits. Disappointingly, the managing Authority was uninterested in the REPAIR Project and unaware of the URBACT programme. This was also because the assigned Management Authority was

disbanded and it took considerable time before a replacement MA was found. These facts have caused that Medway has been slow to realise the improvements sought and will have to continue the task of persuasion.

Conclusion

Most of the partners have received attention and sometimes even strong support of the Management Authorities, the local or regional authorities and other key players. The support varies from political support, to financial support or active participation. However, there was one partner where, unless all the attempts of involving several relevant players a considerable lack of support was a dominant factor. The reason for this could be, like in Kaunas, the lack of interest in so called 'soft' projects.

Partners were asked how they are planning to use the experience of the project further into the local and regional urban development planning related to military or other heritage sites and if the PRA implementation plans will be used as a source of inspiration.

- In Medway, they indicated that the urban planning system has fixed processes and principles that are derived from National Law and Processes. However they will make a presentation of the REPAIR methodology and outputs to their planning and other colleagues to convince them and take these into account in future local urban regeneration projects.
- For Paola the PRA serves not only as inspiration but also as a working or project document for future investments.
- In Avrig the project experience will contribute to the other integrated projects of urban development, including the UM 935 military site and Patrimony site.
- The experience that Kaunas city built up from participating in project REPAIR will help to plan further activities in reusing former military objects: Kaunas forts, barracks etc.

- In Leipzig they will make use of the contact and expert data base for getting advices from other EU partners and discussing similar problems. They are planning to continue their ULSG meetings to improve the accessibility and orientation guidance to and inside the Ramparts.
- In Opava they indicated that the content, approaches and procedures used within Repair are very usefull and will definitely will be used as inspiration for future projects.
- In Florence the Policy Framework has been embedded in the newly approved structural plan of the city and will be the basis for the city program for reusing former military sites. Nevertheless, the urban planning system in Italy is strongly hierarchic, with principles that descend from Regional laws and plans to province plans for the cities urban plans. This makes it difficult to implement the REPAIR methodology and principles, but they will be surely taken into account and used as a source of inspiration.

Conclusion

For sure the REPAIR project experience and implementation plans act as a source of inspiration and will be used as an example for future projects. However, sometimes partners are comitted to fixed processes and principles legally binded by National Law. This inhibits the REPAIR implementation plans from being easily applied into future projects.

3. Overall Conclusion

The four pillars identified by REPAIR are for each city of different importance. However, if sustainable development and rehabilitation (a factor that has been defined as an important subject in the project) is to main aimbe all pillars need to be taken into account. For the future, the holistic approach of the four pillars or the relation and interlinkages between them has to be taken into account as well.

The methodology of REPAIR (starting from the theory of a general policiy framework to the practice of testing the policies in PRA's to upgrade the theory of policy recommendations) was perceived as an effective one and gave the partners the added value, experience, education and support for current and future projects. The policy framework will be used as a source of inspiration and can act as a practical guide, but in some cases needs to be adjusted to the local needs.

The strong and strucured cooperation between the partners in the REPAIR project was a very vital part of the project. It delivered them substantial knowledge on the succesfactors for revitalizing previous military site and it provided them with best practices, valuable learning experiences and in addition the partners inspired each other tot hink of new joint initiatives.

Involving politics and gaining political support is essential for future project funding. ULSG's can serve as a positive spokesperson for gaining political support. Yet project funding remains a difficult area, and each country has their own difficulties in accessing sufficient funds. However REPAIR has provided them the tools for starting up the project processes and mobilize enough support. The support of Management Authorities, local or regional authorities and other key players is essential for achieving succes. During the REPAIR project, most of the partners have received considerable support. The support varies from political support, to financial support or active participation.

Repair provided evidence of the added value and importance of linking the revitalisation of the military sites to the broader development and planning context of the city. By

improving the interconnectivity it makes the benefits available to more citizens, which in return can create more local support and better chances support for project funding.

4. Annex: Questionnaire

The REPAIR project has come to an end and we must evaluate the benefit to partners and communities alike. The 10 partners in the project have worked intensively during the last months to deliver the outputs in the workplan and to realise the project aims.

All Partners submitted Local Action Plans which have been evaluated and turned into an article for dissemination to a wider audience. The work at the Pilot Regeneration Action sites will continue since the activities go beyond the timeframe of this project. The Partners have endorsed the final REPAIR recommendations and have committed to disseminate them widely. Already now, there are concrete ideas and concept for a spin-off project.

QUESTIONS WITH RATING

- 1) **Which REPAIR pillar is the most important and relevant in your region?** (Please rank your answers in order of importance using 1 as the most important and 4 the least important)

Pillar 1 on Sustainable Energy and Waste Management

Pillar 2 on Heritage Preservation

Pillar 3 on Sustainable Transport and Accessibility

Pillar 4 on Local Jobs

- 2) **How do you rate the importance of the LAP and the LAP review?** (Please rank your answers using 1 as most relevant and 5 the least)

- 3) **How do you rate the Policy Recommendations (1-5)** (Please rank your answers using 1 as most relevant and 5 the least)

- 4) **How do you rate the Case Studies (1-5)** (Please rank your answers using 1 as most relevant and 5 the least)

OPEN-ENDED QUESTIONS:

- 1) **Repair was built on 4 thematic pillars. Which theme was for you most relevant ? Did you miss any themes? Please specify.**

Comments:

- 2) **Describe what the project has brought to you in terms of policies and practices contributing to your own local problems/challenges.**

Comments:

- 3) **Exchange of practices was an important part of the project. What was for you the most useful practice found and how has this been used in your local actions?**

Comments:

- 4) **Was the implementation methodology chosen for Repair (from thematic exchange to policyframework, testing policies in PRA's and using this experience for the drafting of the policy recommendations) a usefull experience and added value. Please describe!**

Comments:

- 5) **Is the Policy Framework for you a document which could serve as a basis for updating future local policies on revitalisation of military sites and urban planning in general. Please comment!**

Comments:

- 6) **What was the most interesting idea linked to the revitalisation of the cities resulting from the local debates in your ULSG. Will some of these ideas be taken up also later in your activities? Do you plan to continue to involve ULSG?**

Comments:

- 7) **We had the impression that the ULSG debates in the PRA sites were more pragmatic because of the focus on implementation. Do you support this conclusion?**

Comments:

- 8) **Repair had the intention to link the revitalisation of military sites to the broader urban development of the city. Has this been done in your city? If not what further actions would be needed?**

Comments:

- 9) **Briefly summarise the main barriers in accessing sufficient funds for brownfield regeneration actions in your country? Did or will Repair help you in this process?**

Comments:

- 10) **Briefly describe the support or lack of support of local authorities, managing authorities in the regeneration actions. How did this influence the quality of your input in REPAIR?**

Comments:

- 11) **How do you plan on using the experience from this project further in the local and regional urban development planning relating to military or other heritage sites? More specifically are you going to use the PRA implementation plans as a source of inspiration in your future activities?**

Comments: .

Thank you for your contribution!