



EXECUTIVE SUMMARIES
OF THE
IMPLEMENTATION PLANS

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PP1 New Dutch Waterline



World Heritage Nomination

In the process of nomination as a UNESCO World Heritage Site, the New Dutch Waterline has to prepare an extensive application dossier. Being an extension of an existing World Heritage Site 'the Stelling van Amsterdam', the nomination is unique for the Netherlands. The implementation plan is used to convince the National Government to accept and prioritise the nomination. It includes subject as identification, boundaries, Outstanding Universal Values, comparative analysis, integrity and authenticity, maintenance, governance and planning.

The format used for the implementation plan is based on the outlines of the Dutch Cultural Heritage Agency. The At Fort meetings on World Heritage Sites have greatly contributed to the quality of the implementation plan. In 2015 a 3rd international expert meeting is planned on this subject.

Financial Strategy

In 2014 the national program office of The New Dutch Waterline developed a new funding strategy. In 10 years The New Dutch Waterline has been able to redevelop about two thirds of the old Dutch defense line –restoring cultural heritage sites and reinventing them by giving forts and bunkers new functions; fitting in modern society, with respect for the past. But the financial challenges in the final phase of the restoration and upkeep of the defense line present major challenges: in a time of recession, with receding funding for 'bricks and mortar', some of the largest and most challenging heritage sites are still to be tackled.

Against this backdrop the program office started with a review of the work that still needs to be done. This resulted in 37 project sheets, across 6 regions. Each project sheet containing information about the work to be done, funding required and stakeholders involved. The project sheets were prioritized according to projects that made the most and the least chance for funding – based on stakeholder engagement, strategic themes and importance to The New Dutch Waterline. This formed the baseline information for the funding strategy for the period 2015 – 2020. This new strategy focuses less on (diminishing) public funding from provinces for cultural heritage and more on community projects with strong and varied local stakeholder groups. The project sheets were developed during the period April - July 2014. The funding strategy was presented in July 2014.

PP2 City of Venice

Forte Marghera

The City of Venice considers Forte Marghera as cluster of excellence of representativeness of the fortified heritage of the same Venetian Defence System: a real anthology of 112 military architectures settlements that ranges from the Middle Ages until the eve of World War One. Forte Marghera barycentre location between the Venetian lagoon and the mainland represents a milestone in the evolution of the defence of Venice from the new threats from the mainland. Nowadays Forte Marghera represents the green gateway between Venice and the mainland. The appointment by the City of Venice of Marco Polo System geie of the valorisation of the fortified heritage has lead in few years the outstanding results that the site has become an unanimously recognized international crossroad of fortified heritage through the implementation of 45 EU or Veneto Region funds projects. At the same time, with a spontaneous bottom-up process of the active involvement of the local community, of the artists and of the NGOs has transformed Forte Marghera into the real cultural heart and pivot of the Venetian mainland This is the unique and excellent context that has lead the Marco Polo System geie to pursue the goal of the settlement of the Centre for Studies of the Valorisation of the Military Architectures and of the Defence Systems, with the funding of Veneto Region of 1.891.000 € and 119.000 € by EU funds.

CITTA' DI
VENEZIA



This Centre is the "summa" of the outstanding and enthusiastic experience of the decennial activities implemented both at local and regional level as well as at international level in a contest of bilateral and multilateral cultural cooperation activities that had as common denominator the site of Forte Marghera with its unique and outstanding valence of rediscovered cultural, historical, environmental heritage element of identification for the local community with an unanimously acknowledgement of this tangible and intangible heritage values also at international level.

The mission of the Centre is to offer to the international community a well located site hosting qualified data collection on all fortified heritage related topics, with specific focus to highlight best practices in conservation, management and valorisation of the fort, with the purpose to offer research, assistance, dissemination, training, as well as networks establishment and support to fund-raising.

PP3 Network of Vauban's major sites



Reconversion of fortified heritage, preservation through development: European case studies

The Vauban Network participated from 2012 to 2014 in the INTERREG IVC project "At Fort: Powering local sustainable development". With ten other sites and networks in Europe, all affected by the issues regarding reconversion and redevelopment of fortified heritage, pooling of experience by the major Vauban sites and fortifications such as Suomenlinna (Finland) and the New Dutch Waterline (The Netherlands) was vital to the success of the project.

All the projects met with the same constant challenge of reconciling issues of preservation and adaptation to new uses. In the case of Vauban fortifications, World heritage listed since 2008, respect for authenticity and the outstanding universal value of these sites is the number one priority. The costs of maintaining these immense edifices, gradually transferred by the State to local authorities, sometimes lead to innovative choices. Safeguarding fortifications should go hand in hand with developing new uses, which are both compatible with these structures and economically viable. By allowing these fortresses to remain living spaces, adapting them to the needs of our time, we can ensure their long term preservation.

The twelve major Vauban sites belong to the same network which gives each one of them not only more visibility in the public eye, but is also source of much inspiration for subjects such as the use of renewable energy resources, the organisation of access, governance, their relationships with the town and the surrounding areas, or even their role in the local economic, cultural or social fabric of the area as well as commitments to their restoration.

Redeveloping a fortified site is a constant process, much like urban planning and governance of a district or town in a particular area. Issues often overlap; managing fortified sites is always a transversal and integrated process. Frequently, the answer lies beyond the city walls. This was one of the most valuable lessons from the At Fort learned by the Vauban Network.

The aim of this pooling of experiences is to present you with a selection of the approaches used for Vauban's major sites and their partners and to contribute to European practices for preservation and redevelopment of fortified spaces.

PP4 Department Spandau of Berlin (Citadel Spandau)



The “At Fort” project gave the necessary impulses to work on an implementation plan for the Citadel of Spandau. The best practices in fortresses all over Europe were inspiring and the exchange of experience with the partners was a very helpful instrument to sort out priorities and fix intentions.

The Elements of the Implementation Plan are:

I Becoming the “Island of History”

A major step will be done when the new museum “Unveiled. Berlin and its monuments” will open this autumn.

II Accessibility (barrier free) on the Citadel

A feasibility study was completed in December 2014, including routes to the public buildings and on the curtain wall, a guidance system and the access to the public buildings. It was discussed with stakeholders and we are now in the period of money raising.

III Access to the Citadel / Visibility

A feasibility study was completed in December 2014, concerning the surroundings of the fortress and including e.g. a route guidance system, parking and visual axes. A closer connection with the city centre Spandau shall also be generated. Therefore some of the aims can be realized as part of the 'Integrated city building concept' (ISEK) in the frame of a funding programme for the city centre.

IV Communication

A new website is in preparation. The basic structure is completed in spring 2015. In this context the team of the Citadel also discusses the target image of the citadel and its representation. This experience of “At Fort” and the developed network will be of a long-lasting value.

PP5 Kaunas City Municipal Administration



Implementation Plan for Kaunas Fortress 6-th Fort Adaptation for Public Needs

The 6th fort – is a defensive fortification built by the Russian Empire at the end of the XIX century and is a part of the Kaunas fortress complex. The Kaunas fortress 6th fort is a real-estate cultural heritage object of national significance, a State protected object.

Having in mind the actual requirements regarding the restoration of cultural heritage set in the Lithuanian law and the results obtained after the analysis of the historical, architectural and polychromic values of the fort the concrete suggestions for its adaptation for public needs have been elaborated in Cultural heritage chapter. The suggested solution is to adapt the fort's buildings and territory for public (museum) function, without damaging any of its valuable properties. Some of the suggested solutions on how to adopt the object for public function include organizing the Vytautas' the Great War Museum (branch), which will create a possibility to stop the deterioration of the object, stabilize its condition, reduce its pollution and increase its visual characteristics. In line with the museum function much attention was paid to multifunctional use and therefore functional zoning solutions are presented where inside museum function is matched with the other possible functions: visitor information, conference, accommodation, open air war machinery exposition, events, cafes, leisure zones, child play areas, etc. Anyway, having in mind that the fort's buildings and area are currently not used and this caused especially much damage to the largest structure of the fort it is suggested that:

- the fort surroundings should be cleaned from the less significant trees and bushes urgently, first,
- ensuring the security (getting rid of the remaining explosives and garbage, fencing) should follow then,
- restoring of the buildings and internal areas, of the historic landscape fragments should be implemented finally.

The Investment chapter analyses how to match up the function of the museum with leisure and entertainment, public catering and/or hospitality and public activity functions in the future from investment point of view. So, future project context defined, identifications of problems and limits suggested, presentation of participants, description for analysis of the project implementation possibilities and alternatives, financial, economic, risk and sensitivity analysis conducted. The following phases are proposed:

Stage I of the Project	<ul style="list-style-type: none"> • Preparation of general infrastructure of the Fort (including preparatory works of territory cleaning and relief revival). • Restoration of the Fort buildings meant for Vytautas The Great War museum department of military hardware; • General trimming of the Fort territory (except for the territory close to non-restored structures) and its preparation for visitors; • Establishment of Vytautas the Great War museum department of military hardware at the Fort.
Stage II of the Project	<ul style="list-style-type: none"> • Restoration of other buildings meant for Vytautas The Great War museum department of military hardware; • Development of the parking infrastructure near the Fort; • Trimming of the territory close to the restored structures of the Fort; • Development of the activity (exhibits) of Vytautas the Great museum department of military hardware.

Stage III of the Project	<ul style="list-style-type: none"> • Restoration of other buildings of the Fort meant for commercial and other public purposes; • Trimming of the territory around the Fort structures; • Establishment of commercial and/or other public organisations at the Fort.
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According to problems and needs analysis, it can be said, that Kaunas Fortress 6-th Fort Adaptation for Public Needs is not recouped in financially but is economically - socially useful project. The project economic assessment results show that this non-profit project is appropriate to implement adapting fort for museum, leisure and entertainment, catering and / or accommodation and community activities functions.

Finally, the analysis of current state marketing and communication, connections with already implemented and ongoing projects in Lithuania and other related issues was conducted in Marketing and management chapter and development recommendations that are offered as guidelines for the Vytautas the Great War museum and PC "Kaunas Fortress project" elaborated. The recommendations cover internet webpages, social network Facebook, information spread in mass media and creating a positive image, Vytautas the Great War museum cooperation and integration, marketing plan financial requirements and related issues. The marketing plan is prepared for 5 year period (maximum, optimum and minimum options). The responsibility for the Kaunas fortress 6th fort marketing plan 5 year outlook implementation lies with the foreseen operator, the PC "Kaunas Fortress project".

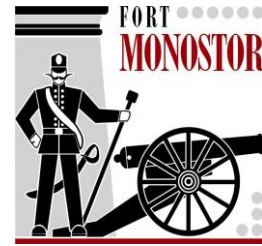
As the result of Kaunas IP multifunctional re-use instead of primary single museum function was suggested and the idea of the War Techniques museum accompanied with additional leisure and entertainment, catering and / or accommodation services, community activities functions was developed in Kaunas Implementation Plan from cultural heritage, investment and marketing/management point of views.

Kaunas City Municipality is going to apply for EU structural funds support for hard investments in the new 2014-2020 period in order to start hard investment project in the fort. Kaunas IP will be the essential justifying document for application.

PP6 Fort Monostor Non-profit Ltd.

Marketing Strategy and Brandbook of the Fort Monostor Military Cultural Centre in Komárom

The (updated) marketing strategy and the new Brandbook are the results of the implementation phase of the ATFORT project.



The main results of the surveys:

- ✦ The transboundary Fortress System of Komárom(HU) and Komárnó (SK) has 6 elements: 3 fortification in Hungary and 3 fortification in Slovakia.
- ✦ The fortification system was nominated to the UNESCO WH List. The nomination documentation is under preparation.
- ✦ The Fort Monostor is a part of the portfolio of the Fort Monostor Non-profit Ltd, which is a property management company.
- ✦ The development of the fort Monostor was started in 2000, when the Non-profit Ltd. was established.
- ✦ The Modular Revitalization Programme for the restoration, maintenance and redevelopment of the fort was prepared in 2002, and it was approved by the owner of the fort: the Hungarian State.
- ✦ The realization of the revitalization programme started in 2003, and it is still under realization.
- ✦ The fort Monostor has a great potential on the cultural tourism market.
- ✦ The fort has many services for visitors, not just guided tours, but also thematic interactive programmes, team-building programmes, and so on...
- ✦ The main competitors on the market are the historical monuments in the Central Trans-Danubian Region in Hungary, and the neighbouring counties.
- ✦ There is a great potential in the cooperation with neighbouring touristic attractions like the thermal spa in Komárom, or the fortified monastery in Pannonhalma (WH), and others.
- ✦ The main group of the visitors of the Fort Monostor are the youngs, in organized group, and the elderly people. They mostly came from neighbouring counties in Hungary and from the area of the left bank of the river Danube.
- ✦ There is a lack of the strategic planning on the marketing and PR actions.
- ✦ The main challenge for the fort is to finance the running cost of the company, and the marketing actions. The most part of the budget is the amount of the staff costs, which is general in the tourism. The lowest amount is for marketing, which is a mistake.
- ✦ The planned, organized and well managed marketing and PR actions can help to fulfil the aims of the re-use of the fortifications. It is a very important pillar of the management, the basic of the sales.
- ✦ Without money, it is not possible to organize the marketing, and without marketing, it is very hard to make the Fort Monostor Military Cultural Centre a self-sustainable attractions.
- ✦ It is very important to know your potential partners, the costs and benefits of cooperation, and to be well-prepared, up-to-date on the trends.
- ✦ It is necessary to have enough money for marketing. There are some possibilities on re-evaluation of the structure of the company, or the budget.
- ✦ Involving more financial support is important, as like the most useful combination of the use of this support.

- ✚ To be in present on an international market is an option, the cooperation with European fortifications could be very useful.
- ✚ It is important to have a clear vision of future, simple but well established Corporate Identity, and Brandbook for a coherent visibility on the market.

The surveys and the strategy stated, that there is a great potential of the re-use of the former military sites as like the Fort Monostor. But, when a company established a management plan for the former military sites, they could be very careful. This sites has a special historical background. Many of them are the place of memories of wars, crimes. People were killed, tortured or prisoned inside, before the changing of its functions. Every site manager should respect this history, and should focus on the interpretation of this part of the history of the buildings. The forts are not just buildings, bricks, monuments. They are the fingerprints of the former builders, generations of craftsman, overall, they are part of our common European history, cultural heritage. It is the respect of this generation to use them on a right way, and protect them for the next generations.

PP7 Provincial Government of Antwerp



Fortress belts around Antwerp

An implementation plan means a number of concrete steps to be undertaken to reach a goal. Based on the conceptual vision developed, visible results must be achieved. Overall, we propose that the outline plan serves as a vision statement and stepping stone for the development of the Fortress Belts in the broadest sense. The implementation plan must be such that the plan can be implemented step by step and thus facilitate an overall approach. The actions proposed are given legitimacy and concrete form on the basis of the four strategic goals established. Per strategic goal we give two proposals for action as example:

1. Development of a platform for consultation
 - Development of a knowledge platform
 - Draw up a funding guide
2. Creation of a green belt around the City of Antwerp
 - Draw up a proposal to translate the outline plan implementation plan into a bat conservation management plan
 - Draw up a development concept for information booths
3. Cohesion through recognisability (presentation, promotion and programme)
 - Draw up the communications plan
 - Look into the possibilities of a fort label as a quality mark for an approach to conservation, restoration, revitalisation and architecture of forts and redoubts
4. Cohesion through perception of the forts (routes, diversity and information booths)
 - Connection of the visitor forts and optimisation of the existing connecting routes
 - Organisation and support for events

The implementation plan is not a document just giving an exhaustive list of actions. It is always possible that other actions which are not yet known may emerge in the future.

PP8 Paola Local Council

The implementation process for the Corradino Lines Recreational Park is two pronged. As presented earlier a separate Action Plan for Phase 1 encompassing the cleaning of the Ditch and securing the same was presented in December 2014.

Corradino Lines Recreational Park

Through the first quarter of 2015 discussions with the Ministry for Infrastructure and the Consultative Council for the South of Malta were underway. Currently the project is being linked to a more extensive regeneration process as proposed in the Consultation document and a fully fledged park is being considered to link the Cottonera Lines and the Corradino Lines into one Recreational Park integrating the Three Cities, Zabbar, Fgura and Paola.

The cleaning phased approach with the Ditch as the main target area has been postponed to Spring-Summer because of the type of vegetation and to facilitate cleaning by hand and through the limited use of machinery.



Linking the Lines

In the meantime Paola Local Council is in the process of developing the digitally enhanced heritage trail through another EU funded project. The COSME project will see the interpretation and accessibility of the lines as part of a heritage trail (tourism package) for Paola. This app based mobile tool is a partnership project where the Corradino Lines as a Tentative World Heritage Site and the Hal Saflieni Hypogeum WHS (1 kilometre apart) will be joined up through KONNEKT project.

In the process of the development of this project the first phase includes the development of the Narrative which is currently being developed. On another level which is innovative but is well within the objectives of the management plan in April the Paola Local Council will be organising in conjunction with the Ministry of Tourism and the Ministry of Culture workshops on the launching of the Corradino Lines on an International level. The workshops in two sessions will be the following;

SESSION 1 -JOINT EUROPEAN NARRATIVE, WORLD HERITAGE AND TOURISM

In this first session, focus is first on raising awareness of the Outstanding Universal Value Malta's fortifications, based on the jointly developed narrative with partner fortifications in Europe. Specifically focus will be directed to the Corradino and Corradino Lines as part of the Harbour Fortifications ensemble as Tentative List World Heritage Sites.

SESSION 2: IDENTIFYING JOINT OPPORTUNITIES FOR A SUSTAINABLE TOURISM OFFER

This second session focuses on concrete action. The aim is to stimulate the cooperation between tourism professionals in the enhancement and promotion of the tourism offer and to match it with the (UNESCO) Outstanding Universal Value. Participants together will identify opportunities for cooperation and new product-market – combinations (aiming at specific target groups earlier identified).

These workshops will feed into the development of the final product and package to respond to the aspirations of the users, beneficiaries, tourists, agencies and heritage managers alike.

PP9 The Governing Body of Suomenlinna

Alternative labour-force, economic impact and landscape maintenance



**SUOMENLINNAN HOITOKUNTA
THE GOVERNING BODY OF SUOMENLINNA**

The Governing Body of Suomenlinna (GBS) choose to develop three topics: Alternative labour-force, the economic impact of Suomenlinna to Helsinki region and fortified landscape maintenance in its diversity. GBS elaborated cooperation with students of gardening. This educational collaboration took place in summer 2014 and shall be renewed years further. Other alternative labour was also studied in 2014 and shall result as a world heritage volunteers camp in Suomenlinna August 2015. A master's thesis on economic impact of the fortress was made using the same method as Natural Heritage Services use in national parks. The implementation plan of Suomenlinna landscape is still an ongoing project. It shall result on landscape maintenance cards as final product in May 2015.

PP11 Medway



Implementation Plan for Fort Amherst.

Radley House Partnership have been appointed by Fort Amherst Heritage Trust and Medway Council, to prepare a Feasibility Study which looks at reconnecting the Middle Lines, via the Army Tennis Courts and Royal Engineer's Bicentenary Bridge (2012) to the northeast, with the main restored sections of Fort Amherst comprising Belvedere Battery, Upper and Lower Cornwallis Battery's to the west.

The principal ambitions of the overall scheme are to redirect visitors to enter Fort Amherst via the Barrier Road Ditch to the south as well as allowing them to appreciate the vast scale and purpose of the fortifications in their integrity, by overcoming the current fragmentation of the various extant elements and place them back within their historical and strategic context. The appraisal area therefore comprises the surviving section of the Chatham Lines within Fort Amherst, which specifically include: Barrier Road Ditch; Spur Battery; Prince William's Battery and their respective approach via the ditches from Belvedere Battery (including the Amherst Caponier and Tenaille). In conjunction with the remainder of Fort Amherst, they form a significant part of the fortifications which once projected into the Great Lines field of fire.

The study will initially gauge the extent of repairs and safety works required to the surviving features of the scheduled monument if all of these areas are to be made publicly accessible. Alongside this, consideration is given to the associated landscape enhancement works for the complete area, which will include the formation of footpaths, installation of fencing and the creation of an events and performance facility within the Spur Battery casemates and sunken courtyard.

The report then concludes with the identification of the areas that are to be included within the initial phase of repair and enhancement works – all of which are priced within the cost estimate under Appendix A. The recommended works to the remaining areas will be carried out during future phases of repair and enhancement at Fort Amherst.