



Thematic Report Pilot Regeneration Action

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Corradino, Paola (Malta)



EUROPEAN
PROGRAMME
FOR
SUSTAINABLE
URBAN
DEVELOPMENT



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1

Pilot Regeneration Strategy PRA Paola

INTRODUCTION

1. Introduction

This Thematic Report represents one of the final phases of the REPAIR project. It presents all the previous PRA steps, i.e. LAP analysis, PRA site visits with consultations with Managing authorities, PRA project managers, relevant local authorities and members of the ULSG and strategic advice. The Thematic Report aims at providing all the PRA components in a structured order to allow PRA site to increase access to EU funding programmes, to have LAP and local activities better anchored in regional urban development strategies and to ensure a bottom-up approach in all stages of the project development. The report consists of following chapters:

- 1) Introduction
- 2) Pilot regeneration strategy
- 3) Spin-off projects
- 4) Funding strategy
- 5) Implementation plan
- 6) Conclusions

The report was drafted by **Hen Gerritse**, Lead Thematic Expert, URBACT, with technical and thematic support by Miriam Markus-Johansson (Environmental Expert, Grants Europe).

1.1. Background to REPAIR project

There is an untapped potential for regeneration of military heritage sites to harness sustainable urban development, provided a number of major local policy development challenges are addressed. Previous military sites often have excellent potential as catalysts for urban regeneration due to their strategic location. However, ample investments are often needed both to transform these military sites to easily accessible premises for value of local population and tourists. The challenge is to transform the military heritage sites into thriving sources of economic activity, employment and social cohesion while maximising environmental potential to ensure sustainable development at regional level.

10 Partners came together to define methods for realising extensive socio-economic regeneration of old military heritage sites. These partners are ; Medway (UK, LP), Rostock (Germany), Kaunas (Lithuania), Karlskrona (Sweden), Paola (Malta), New Dutch Waterline (the Netherlands), Avrig (Romania), Opava (Czech Republic, Charente-Maritime (France), and Florence (Italy).

The REPAIR partners share several characteristics such as sense of place and identity. Also it appears that there are no imminent environmental or safety concerns in terms of brown-field dangerous pollution and that all the partners have a vision to use the sites for the betterment of the local population also setting an example for socio-economic regeneration project at a larger economic and geographical level.

However, there are also several factors that diverge the REPAIR partners, such as the wide variety of sizes and types of military sites, their state of condition, their state of development, their geographic placement (rural or urban), the available financial resources, the policy and political framework etc. This variety raises different issues of conservation and possible uses and access to

the sites as well as the sites' potential of influencing socio-economic developments in the vicinity areas.

The overall project results and outcome are based on a policy framework and recommendations centred around four pillars taken from the principles laid down in EU 2020 and the Gothenburg Agenda, i.e. 1) energy and waste management, 2) preservation, 3) sustainable transport and accessibility and 4) local jobs. The REPAIR partnerships focus 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 to attain the local delivery of the EU Sustainable Development Strategy.

REPAIR is a continuation of the ASCEND project (Achieving the Socio-Economic Re-use of Former Military Land and Heritage), whose main output was the development of a replicable model management framework for re-use of military land and facilities. In addition, the REPAIR sets out a clear and concise policy framework and guidelines to facilitate the transfer of best practices and knowledge with the view of enhancing the use of such sites for the betterment of the surrounding areas, realising socio-economic regeneration of military sites also taking into account environmental considerations.

REPAIR consists of three main phases:

- joint policy development and best practices exchange
- development of individual local action plans using knowledge exchange in thematic Pillar working Groups
- testing the relevance of the policy recommendations using the method of Pilot Regeneration Actions (PRA) at two PRA sites, i.e Corradino, Paola, Malta and Le Murate, Florence, Italy.

1.2. Introduction to PRA

REPAIR project has several objectives, but the key task is to explore how the successful regeneration of former military sites can also act as a catalyst for broader sustainable urban development and to develop concrete policy recommendations to be used at local, national and EU level.

All the partners' military regeneration projects should be assessed in relation to REPAIR policy framework and recommendations in terms of successfully regenerate former military sites acting as vehicle of broader sustainable urban development generating socio/economic benefits locally and regionally. The partners have chosen two PRA sites; Le Murate in Florence, Italy and Corradino, Paola, Malta.

The specific objectives of PRA are to:

- provide assistance in preparing and realising the Local Action Plan (LAP),
- facilitate the process of planning and accessing EU funds (especially ERDF funding),
- test the correlation and relevance to the 4 REPAIR pillars,
- leverage the experience and knowledge between partners

The selection of PRA sites followed a predefined methodology, which involved meeting PRA partners and visiting PRA sites and managing authorities, specific assessment of PRA sites and their LAPs.

PRA is a cost-efficient way of providing targeted assistance with concrete direct benefits to both the selected PRA locations and to the other partnership organisations. Assistance is provided both by the thematic experts and through the gathered knowledge of all REPAIR partners. PRA allows more in-depth, hands-on project activities with results that could be extrapolated to the overall project and its partners. There are also spin-off benefits for the other non- PRA sites since all project partners will be able to follow, comment, contribute to and gain knowledge from the PRA activities and outcomes.

1.3. Short summary of Corradino PRA project

The project on redeveloping the former Corradino prison started in early 2009, right at the onset of the REPAIR project. Some parts of the project – the redevelopment of the Corradino Detention Barracks – in terms of restoring some parts for museum and interpretation centre started already in 2007. The Corradino project is not just aiming at redeveloping the prison but also to bring added value to the Paola Town. A Baseline Study was prepared in 2009 as well as Terms of Reference for the Action Plan.

The initial project steps included amongst others:

- Policy Framework (working groups, baseline document, consultation/review process)
- Publicity event
- Mini local action plan
- Peer review of local action plans
- Setting up Urbact local support groups
- Involving Managing Authorities
- Pilot Regeneration Actions
- Progress reports

Paola Council has been actively involved and represented in all URBACT REPAIR meetings.

During the whole project process Paola Council and the key project development team has consulted the ULSG which is represented by all the main socio-economic and political stakeholders.

The Corradino project is centred around 4 main SPUR regeneration projects plus a later defined "Green Corridor" project.

Table 1.4.1: PRA projects

<p>SPUR 1 a</p> <p>The Corradino Detention Barracks – Interpretation Centre – Heritage Trail</p> <p>Implementation period: 2007-2012</p>	<p>SPUR 1 focuses on socio-cultural elements of local society with a mission to diversify the local tourism product through culture and sports. The detention barracks have been used as sports centre since 80's. Sports complex has become national centre for several sports and in hosting international games.</p> <p>Project's main elements: restoration of 3 cell blocks and installation of a museum and a Hostel. The museum and school will also serve as a sports and culture hub for research and development.</p> <p>In 2007 first phase begun in restoring some parts for museum and interpretation centre. AS Hibernians now aims at continuing this including a Sports School and Hostel Complex – to be ready in late 2012. It would become an economically viable, self-sustaining complex.</p> <p>It is expected that the project will have the following spin off effects: further private sector involvement, investments in socio-economic regeneration, positive identification and heritage aspects for local population, providing funding for implementing the Conservation Management Plan, devise components for the sectors of the Conservation Management Plan and attract grants for further project implementation.</p>
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<p>SPUR 1b</p> <p>Solar PV Farm Corradino – Alternative Energy Sources for the Locals</p> <p>Implementation period: 2010-2013</p>	<p>Aim is to improve quality of life of the local population and spur SMART growth through addressing energy efficiency and renewable energy resources. The aim is to use available areas for generation of alternative energy.</p> <p>SPUR 1b is closely linked to SPUR 1a, as it concerns same area mainly used for sports activities but with potential as complex tourism package. The target opening date is latest 2013. Energy will primarily be used for running the sports and culture complex. There will be possibilities for households to lease areas for producing pv energy. Among the beneficial elements are the economic impact on overall project, social inclusion and heritage aspects. It is envisaged that the solar farm will generate around 5MW at peak, which would rank it around 10 largest pv power plants in EU.</p>
<p>SPUR 2</p> <p>Paola Square Upgrade – new market and transit station</p> <p>Implementation period: 2010-2012</p>	<p>This project is linked to developing a transit system inducing modal split, implementing a green transport regime, creating alternative transport modes and take care of pedestrian safety. Closely in line with the TOD project.</p> <p>Main nodes will be developed for extending the effects of harbour area regeneration to the core of the town. Possible projects promoting modal split through 2 main mechanisms, i.e. controlled vehicular access and introduction of alternative transport modes (e.g. electric taxis and sea ferries) envisaged. Plans are drawn up for re-designing the square and upgrade traffic management. The public transport upgrade is expected to take effect from mid-2011.</p> <p>These activities are expected to be funded by the Urban Improvement Fund (local fund) targeting 2 MEUR initially.</p>
<p>SPUR 3</p> <p>St Ulbaldesca and Environs – Sustainable Tourism Initiatives</p>	<p>Project's main aim is to revive the urban and historical heritage (e.g. WWII Air Raid Shelters recently discovered) through creating a Brief which highlights the sight's national and international significance.</p> <p>The project is currently in its first phase which includes securing the area surrounding the church, extending the parvis area, redeveloping parking, traffic management and amenities and install new services and surfacing. Also the air-raid shelters have been made accessible and a Conservation Management Plan drafted. The project's second phase comprises maintenance and conservation works to rehabilitate the church. The value and functions of the church will pinpoints its importance from religious, socio-cultural and heritage perspectives. Links and partnerships will community groups, schools etc are being examined. The church will be part of tourism package and Heritage Trail.</p>
<p>GREEN CORRIDOR</p> <p>Sustainable Tourism, Social Regeneration and Alternative Transit initiatives</p>	<p>The Green Corridor project mainly aims at providing a green linkage between the various Corradino buildings and complexes. These areas would be public and could be used for recreational purposes and would be attractive places for young and old as well as tourists. The green corridor will consist of park areas, walking and bicycling paths. The work will be contracted out to local workers and volunteers.</p>

2

Pilot Regeneration Strategy PRA Paola

PILOT REGENERATION STRATEGY

2. Pilot Regeneration Strategy

The first component of the Thematic Report PRA Paola will cover what has been done already and the strategy the PRA City and Paola Council have set out in the LAP. The LAP was analysed by the Lead Expert and a strategy and implementation plan was developed to build on the activities in the LAP in a way to strengthen the local and regional impact and increase the access to EU funding programmes.

2.1. Local Action Plan

The local authorities in Paola, Malta, drafted its LAP at an early stage of the REPAIR project. The LAP covers all the REPAIR pillars and Pillar 3 on sustainable transport has been regarded as one the key challenges for Corradino area. To the extent possible links are being established between the Corradino project and infrastructural or other urban developments at local, regional or national level. For instance, the LAP is proposing several projects which go beyond the Corradino project, e.g. the possibility to link modifications to the public transport service contemplated in LAP to developments at national level.

It has a larger development goal, reflecting all 4 policy pillars of REPAIR, and many defined projects (referred to SPURs). The LAP is an extensive policy paper and platform for development activities around Corradino and it is in generally more comprehensive and ambitious than the purposes and scope of the REPAIR project.

The LAP was developed in consultation of local stakeholders and has received extensive political support from local authorities and socio-economic stakeholders. The LAP is likely to provide the platform for action and decision-making regarding the Corradino facilities for a period of between 3-5 years. However it should be emphasised that several parts of the LAP have already been implemented by local parties mainly with the assistance of regional and local funding sources. Hence, implementation is already ongoing and although the implementation plan still covers some of the main elements of the LAP with a view to provide further sense of direction and guidance its main focus will be on the identified pilot actions (e.g. SPURs) as well as some envisaged or recommended spin-off projects. The implementation plan should also be more elaborate on pilot action level since these activities often are linked to EU funding opportunities which are available according to set schedule.

Table 2.1: Summary of findings of analysis of LAP

Strengths:

- LAP takes an integrative, holistic approach corresponding to the objectives and approach set out in general EU strategic documents (e.g. EUSDS, EU 2020 Strateg), REPAIR 4 pillars and the Operational Programme. Paola Council and LAP also seek to maximise synergies between Corradino activities with those at larger regional or national level such as regarding changes planned to local public transport system including the current Transit Oriented Development approach to current transport trends - directing investments towards a high quality transport node in a centrally located area.
- The PRA actions are accessible for a number of EU funding programmes, especially if carried out in a comprehensive subsidy package to ensure integration, sustainability and synergies.
- Project is driven by an efficient project management comprising representatives of the Council, key contracted consultants (Heritage Foundation), engineers, environmental planners etc. Also extensive stakeholder consultations involving USLG having taken active part of the project from the beginning.
- Urban regeneration is planned in accordance with the Structure Plan of 1990 (strategic guidance on land use in the Maltese Islands), planning legislation, the general urban policy framework (e.g. political decision to regenerate Grand Harbour area which sets target for urban renewable projects until 2015) to encourage socio-economic development of Malta. LAP also bases action focusing on built environment on principle of Baukulture promoted through the Leipzig Charter.
- Action providing new jobs is based on the principle of Sustainable Communities. New opportunities will mainly be centered around the area of the Easter Inner Harbour zone in terms of tourism, industry (ship-building, wholesale and retail, storage) and commerce. LAP aims at promoting community renewals flexible enough to respond to economic, social and cultural trends.

Challenges:

- To integrate Corradino project with public transport network and overall transport and access policy priorities. LAP is mainly focusing on bus lines, possible extension of pedestrian areas and a bicycling path connecting to Corradino. Paola might consider a more comprehensive transport approach involving a modal shift. Transport costs have been estimated to represent the highest monthly expense for Maltese people.
- To maximise the job opportunities and other socio-economic contribution to the more senior population of Paola. In the core area of Paola close to interventions under SPUR 2 (Paola Square) and SPUR 3 (St Ulbaldesca Church) there is a clear majority of senior population. According to Malta statistics senior people represent the highest share of unemployed. Hence the challenge lies in finding a niche in the projects for these people.

2.2.PRA Site Visit

In total two PRA site visits have been carried out by Hen Gerritse, Thematic Expert. The first visit took place in October 2010 mainly to discuss the analysis for the LAP and the proposed PRA projects as well as to discuss the objective and content of the PRA implementation plan. Since the LAP is extensive and is part of a larger vision and strategic framework for local/region economic development and spatial planning, it was agreed that the REPAIR implementation plan will be mainly based on the core parts of the LAP and especially the SPURs. At the site visit, the core project management team of Corradino project was present as well as several members of the USLG. The Paola representatives basically agreed with the findings of the LAP analysis and also approved the objective, approach and structure proposed for the implementation plan. Among the priorities of the PRA project and the assistance of the Thematic Expert were identification of funds, improved access and strategy regarding cooperation with Managing Authority and in general strategic advice to enhance accessibility to external funding.

One important result of the first PRA visit is Malta's participation in the INTERREG IVC's AT FORT project which was submitted on 30 March 2011.

A second and last PRA visit by Hen Gerritse will be carried out in mid April 2011 with the main aim of meeting with the Managing Authorities and to decide on next steps in implementation of the project and in particular how to realise a sufficient number of viable, EU funded projects.

2.3. Development goal

The development goal is versatile aiming at maximising regeneration of the Corradino prison and its socio-economic impact in the town of Paola and its surroundings. The first SPUR regeneration project (Corradino barracks) is based on some of Malta's primary strengths, i.e. sports, language education and tourism. However, the SPUR regeneration projects have been designed and planned in a way to ensure linkage with all 4 REPAIR pillars, also energy, sustainable transport, accessibility and local jobs. The development goal has been strongly supported by City Council and all the key stakeholders consulted.

2.4. Status and results

In terms of project status, these planned pilot activities are in advanced stage (at least mid-term status) and local partners have already contributed with their visions and proposed initiatives. Initial consultations, feasibility studies and architectural and technical planning have been realised. Building activities have yet to start except for SPUR 1a on the Corradino Detention Barracks – where some construction is already ongoing. The implementation activities so far have been relatively successful and timely but one of the essential tasks now ahead is to attract the necessary funds. For this, it will be important to take an integrative approach, explore various alternatives and construe package(s) which optimise the chances for access to both local, regional and EU funds.

Table 2.4: State of the Art

Project	Impl period	Activities completed	Remaining tasks
SPUR 1a The Corradino Detention Barracks – Interpretation Centre – Heritage Trail	2007-2012	<ol style="list-style-type: none"> 1. Brief and Conservation Management Plan compiled; 2. In 2007 first phase begun in restoring some parts for museum and interpretation centre; 3. AS Hibernians now aims at continuing this including a Sports School and Hostel Complex – to be ready in late 2012. An application for ERDF Funding has been lodged 	<ul style="list-style-type: none"> • Tender Stage • Finalise the construction and furnishing • Launch on Tourism route
SPUR 1b Solar PV Farm Corradino – Alternative Energy Sources for the Locals	2012-2015	<ol style="list-style-type: none"> 1. Planning and design stage, a feasibility study and stakeholder consultation will ensue. 2. PPP Arrangement is being contemplated. 3. Opening of farm envisaged in 2014 	<ul style="list-style-type: none"> • Public procurement and tendering • Construction • Identify funding package
SPUR 2 Paola Square Upgrade – Regeneration and transit station	2011-2013	<ol style="list-style-type: none"> 1. Brief Developed 2. Planning application lodged 3. Public Consultation launched 4. Funding identified 	<ul style="list-style-type: none"> • Finalise design • Tendering • Construction Management Plan • Start Works (Partial commencement with Transit Station 2011)
SPUR 3 St. Ulbaldesca and Environs – Sustainable Tourism Initiatives	2011-2014	<ol style="list-style-type: none"> 1. Brief and Conservation Management Plan compiled 2. Planning application to be lodged 3. Submission for ERDF Funding 	<ul style="list-style-type: none"> • Identify funding • Permit/approval • Public procurement and External contracting • Tendering • Works Partial regeneration (Square upgraded in 2009).
GREEN CORRIDOR Sustainable Tourism, Social Regeneration and Alternative Transit initiatives	2012-2015	<ol style="list-style-type: none"> 1. Brief and Conservation Management Plan compiled 2. Planning application to be lodged 3. Consultations with stakeholders underway 4. Alternative Transit options are being investigated 	<ul style="list-style-type: none"> • Full designs • Permit/approval • Feasibility studies • Public procurement, tendering and contracting • Construction Phase

2.5. Next steps

Since Corradino has a wide, integrated development goal with multi-sectoral dimensions, it stands excellent chances for attracting major funds and to serve as a demonstration case in best practices in regeneration of old military and prison (brown field) structures. To ensure a wider local and regional impact and achieve the integration with Paola local strategies as well as national sustainable transport strategies etc. the following steps are recommended.

Table 2.5: Next steps

- Further strengthen links with REPAIR pillar on energy and waste and transport and accessibility as well as pillar on preservation to supplement the focus on sports, culture/history, language education, mainly through devising additional spin-off projects.
- Engage on an engineering exercise to explore, combine various funding opportunities. The mix should at least comprise two Objective 2 projects and two interregional cooperation projects (e.g. Interreg). In addition, seek funding from other relevant EU programmes linked to culture, education, energy, sustainable transport and environment.
- Boost branding/imaging of Corradino as a best practice and case study for successful regeneration of dismissed brownfield site with tangible socio-economic objectives.
- Take ambitious steps to attract tourism, mainly targeting tourists interested in culture, history and sports events. Ensure sufficient PR/marketing and promotional activities.
- Continuously monitor, evaluate and seek feed-back from key stakeholders and target groups, mainly through the management and coordination mechanisms and through ULSG group and other discussion forum.
- Discussions with the political decision-makers and MAs in the placing of Corradino project within the general local/regional investment strategy. Has the project received political support also from a larger regional level? Is something missing from the project in terms of its chances for ERDF funding?

2.6. Adopt an integrated approach

The integrated approach is nowadays common practice in the EU and most of the EU funding programmes request project partners to take a highly integrative approach to the design, development and implementation of funded projects. This is also a fundamental aspect of the REPAIR project which is manifested through the REPAIR methodology, e.g. its pillars, guidelines and policy recommendations. The REPAIR methodology is developed with close attention to all the main socio-economic policies (e.g. EUSDS, EU 2020, Lisbon, Goteborg Agenda) and energy and environmental priorities. It will be demonstrated in REPAIR final outputs that taking the ASCEND model management approach and adhering to REPAIR methodology will optimise the socio-economic results through integrated and sustainable approach to redevelopment of former military sites as well as maximise the access to various funding schemes.

Given that the Corradino project was defined at an early stage of REPAIR, that the ULSG with its member from various sectors have been involved in project definition from the start, and that the local decision makers had a clear vision of its multi-functional objectives, it has a strong integrative approach with linkage to the 4 REPAIR pillars. The REPAIR pillars that still might benefit from some additional attention are perhaps the pillar on local jobs in terms of more precisely developing a goal in terms of creation of local jobs and other socio-economic advantages for the locals.

Also it is recommended that the projects are reflected and recognised in a larger policy context, e.g. in local/regional urban planning and strategy documents, especially as a best practices example of how to integrate social, economic, cultural objectives benefiting a larger audience.

Table 2.6: Recommendations on integrated approach

1. The social cohesion and local business perspectives could be strengthened with the view to create concrete local jobs as well as social/recreational facilities for the senior citizens of Paola. Hence, the project could relate to cohesion on the intergenerational level, focusing on integrating older persons into the labour market. Aim at linking in with the relevant EU strategies focusing on combating high unemployment rates or otherwise create more favourable conditions for senior citizens to increase quality of living but also avoid early retirement. The EU is increasingly recognising the problem of growing poverty and social exclusion and especially for the elderly. 2010 was the European Year for Combating Poverty and Social Exclusion with the main aim to raise public awareness about these issues and renew the political commitment of the EU and its Member States to combat poverty and social exclusion.
Added value:
 - *increase access to European Social Fund, Cohesion Fund*
 - *direct linkage to Malta Operational Programme, Priority Axis 6 - Urban Regeneration and Improving the Quality of Life*
 - *additional jobs for Paola citizens, especially middle-aged or older persons*
 - *improving living quality and social integration of seniors of Paola*

2. Streamline the existing and develop additional spin-off projects combining existing SPUR and green corridor project with greater focus on sustainable transport, sustainable energy, competitiveness and innovation and Information Technology. To the extent possible also involve and/or support development of new SMEs, especially in innovation, research and development, sustainable energy and sustainable tourism sectors.
Added value:
 - *Link to Malta Operational Programme, Priority Axis 2 on the promotion of sustainable tourism and Priority Axis 1 on enhancing knowledge and innovation*
 - *Enhance accessibility to EU funding programmes in the field of transport, energy (also energy efficiency management), as well as increasing access to DG Enterprise directly related funding programmes focusing on SMEs*

3. Integrate the approach of preservation of cultural buildings, including use of artisan building methods and building material, with sustainable energy concepts (i.e. use of RES and efficient energy management in buildings).
Added value:
 - *increased access to energy funding programmes at EU level*
 - *supporting local RES producers and local producers of EE technology*
 - *Link with Malta Operational programme, Priority Axis 4 – Mitigation and Adaptation to Climate Change*

The take up and transfer of good practices with other REPAIR partners. At least 6 good practices identified by the PPs should be integrated into the project. It is also recommended that the project provide good practices to be shared with the REPAIR partners providing added value to their local regeneration activities.

The REPAIR partners all have valuable experience and know-how in the re-use and regeneration of military land and there are ample best practices that could be tapped in the development and implementation of the PRAs. This integration of best practices could be carried out in a stepped, coordinated manner ensuring a win-win situation for all partners involved. For instance, REPAIR partners that are actively assisting in the process could also be suitable partners for spin-off projects and the process of exchange of practices could be documented and shared with all partners.

The most relevant best practices are those which fit the project conditions, objectives and the local factors.

In general the REPAIR partners can transfer useful experience to Corradino, e.g.

1. How to maximise local sustainable jobs including tackling unemployment (Dutch Waterline and Le Murate)
2. How to engage in efficient stakeholder involvement (Dutch Waterline, Karlskrona). A triple-helix, bottom-up approach involving key stakeholders should be an integrated part of the management and implementation of the project.
3. How to develop and implement a decision-making and regulatory framework in the form of an administrative agreement to develop a site/project together with ministries and provinces (Dutch Waterline). This approach can help in providing a long-term development platform for Corradino and the surrounding areas.
4. How to facilitate access to site emphasising sustainable transport modes, e.g. (public transport and biking (Dutch Waterline, Le Charente-Maritime).
5. How to achieve sustainable energy consumption, waste production and higher uptake of RES (Dutch Waterline, Karlskrona)

Table 5.3.6: Recommended exchange of best practices

PRA activity	Link to REPAIR policy recommendation	Transferable REPAIR best practice
SPUR 1a Corradino Detention Barracks, Interpretation Centre, Heritage Trail	Pillar IV on local jobs, with some elements relating to Pillar I on energy and waste, Pillar III on sustainable transport, as well as PillarII on preservation	<ul style="list-style-type: none"> - Detailed development plan (Telecom City, Karlskrona) - Maximise energy efficiency, management of waste production and increase energy efficiency technology and RES (Dutch Waterline, Fort aan de Klop) - Combine rehabilitation of historic building and integrated elements of RES and efficient energy installations without infringing stringent regulations on heritage protection (Leopoldine monastery, Florence, Zejtun, Malta) - Carbon neutrality, zero waste concepts (Telecom City, Karlskrona) - Private investment in military heritage (Fort Aan de Klop, New Dutch Waterline, Utrecht)
SPUR 1b Solar PV Farm – Corradino – Alternative Energy Sources for the Locals	Pillar I on energy and waste management	<ul style="list-style-type: none"> - Carbon neutrality (Telecom City, Karlskrona) - Triple helix as generator of small entrepreneurship and employment (Telecom City, Karlskrona) - Paving way for private investment (New Dutch Waterline, Utrecht)
SPUR 3 St. Ulbaldesca and Environs – Sustainable Tourism Initiatives	Pillar IV on local jobs, Pillar II on preservation/conservation	<ul style="list-style-type: none"> - Development of local jobs, especially linked to conservation of church and sustainable tourism initiatives (Charente-Maritime) - Involvement of local government and local action groups leading regeneration of historic sites. Political backing in terms of local and national funding. This approach can also result in more local jobs (Chatham Historic Dockyard, UK) - Triple helix as generator of small entrepreneurship and employment (Telecom City, Karlskrona)
Paola Square, Market and Transit Station	Pillar III on transport and access Pillar IV on local jobs, Pillar I on energy and waste if sustainable transport modes are envisaged	<ul style="list-style-type: none"> - Global transportation plan aiming to use all modes of transport which can extend to connect military sites to touristic areas and develop cycle and walking paths (La Charente-Maritime) - Use existing infrastructure and innovation for sustainable transport (e.g. Beerboat and cargohoppa, Utrecht)
Green Corridor	Pillar I on energy and waste management, Pillar III on transport and access	Urban mobility and co-modality (bike and walking paths)

3

Pilot Regeneration Strategy PRA Paola

SPIN-OFF PROJECTS

3. Spin-off projects

Further pilot actions could be envisaged that are streamlined to fit the priorities of EU funding programmes and to create synergies between the individual projects as well as with relevant, external projects.

Some projects have objectives and effects that are more suitable for Objective 2 projects or simply national or regional/local funds. Especially where the projects do not directly correspond to EU objectives nor have impact or effect beyond the specific location of action. Such projects can be difficult to simply adapt them to make them applicable under EU financial programmes. In such cases it is more appropriate to develop separate but inter-related projects to be funded by EU funds. This could be the case for SPUR 2 and SPUR 3 on Paola square and St. Uibaldesca. For instance these could be further extended to create local jobs and to realise a more sustainable transport solution with modal shift towards more public transportation and walking and biking.

Table 3: Further spin-off projects

SPIN-OFF PROJECTS	LINKED PROJECT	PROPOSED FUNDING
PILLAR 1: ENERGY AND WASTE		
<p>An environmentally focused project corresponding to Priority Axis 6 of Operational Programme. Environmental-focused activities could cover:</p> <ul style="list-style-type: none"> Waste management of construction waste (demolition and building) Environmental monitoring of wastewater discharges to harbour area Integrated waste management and recycling schemes (with waste islands, innovative recycling of organic waste, composting schemes, sewage treatment gases). 	<p>Particularly SPUR 1a on Corradino Detention Barracks</p>	<p>Malta Operational Programme</p> <p>Life+</p> <p>INTERREG IVB MED Operational Programme (OP MED), with focus on</p> <ul style="list-style-type: none"> environment and promotion of sustainable territorial development (priority axis 2)

<p>Such project has to be coordinated with existing efforts such as activities carried out by local councils (e.g. the bring-in-sites campaign).</p> <p>Operational Programme is underpinning the gap in waste management practices as one weakness. There is still a need for more public awareness raising activities on waste management and collection. Such efforts have to be coordinated with existing actions and policies at central and local level including the work carried out by the „Waste to Energy Committee“.</p>		
<p>Use of EE technology and EE management in all main buildings (holistic project comprising heating, lighting etc)</p>	<p>Corradino Barracks</p>	<p>Intelligent Energy Europe (call for proposal with closure in May) could support EE and RES in buildings. For instance, under “INTEGRATED INITIATIVES” action combines fields for instance to achieve integration of EE and RES in sectors of the economy and combining various instruments, tools and actors. One of the 2 instrument supported is: energy efficiency and renewable energy in buildings</p>
<p>Take local leadership in sustainable energy management</p> <p>A project which aims at assistant local authorities overcomes shortcomings related to technical and financial capacity.</p>	<p>Could be extended beyond Corradino to have larger impact</p>	<p>Intelligent Energy Europe, i.e. Integrated Initiatives, Local Energy Leadership for actions at local level for sustainable energy management and greenhouse gas emission mitigation. (Indicative budget: 27 MEUR).</p>
<p>Sustainable transport project for Paola in line with TOD and applicable regional urban planning document</p>		<p>IEE, i.e. STEER focusing on energy-efficient transport (reduce demand for travel by car, shifting to more efficient transport modes) and clean and energy efficient vehicles. Within the energy-efficient transport stream the programme will support actions increasing energy efficiency in leisure travel to change people’s travel behaviour and reduce energy use.</p>
<p>PILLAR 2: PRESERVATION</p>		
<p>Use artisanal building material, especially from local producers/suppliers to enhance cultural heritage value</p>	<p>All the building activities including construction or of road links</p>	<p>n/a</p>
<p>PILLAR 3: TRANSPORT AND ACCESSIBILITY</p>		

<p>Measures to reduce the travel by car to Corradino, which can include measures to change behaviour of local people as well as increased access to Corradino by bus (closer bus stop and more frequent route)</p> <p>Also possibly introduce controlled vehicular access</p> <p>Introduction of alternative transport modes (e.g. electric taxis and sea ferries). This will contribute to the public transport upgrade, which is expected to take effect from mid-2011.</p>	<p>All SPURs</p>	<p>Intelligent Energy Europe (component STEER) focusing on more energy efficient travel modes and less reliance on cars if part of a larger project</p> <p>INTERREG IVB MED Operational Programme (OP MED), with focus on improving mobility and territorial accessibility (priority axis 3)</p>
<p>Innovative approaches to deal with accessibility/mobility management in historically and culturally vulnerable areas.</p> <p>This project should deal with research as well as management models especially focusing on innovative approaches (ICT or other relevant technology). It should bring added value to the already implemented projects in the field. For instance the Malta spin-off project could build on and extend the (RENAISSANCE), ENERGY-2007-8.5-01 "Testing innovative strategies for clean urban transport" Project (see next column).</p>	<p>In particular SPUR 1a and SPUR 3</p>	<p>FP7 on Culture Heritage (especially collaborative projects), normally linked to energy or environmental components. Focus on better assessing and understanding the reasons for damage to cultural heritage and finding measures and means to ensure that tangible cultural heritage is protected.</p> <p>In particular, the sub-activity 'Protection, conservation and enhancement of cultural heritage, including human habitat' – embedded in the sub-theme 'Environmental technologies' - will support the development of advanced methodologies, technologies and tools which could be applied to a wide range of cultural heritage assets and specific damage risks. Supported project could cover integration and rational management of cultural heritage in urban and historic sites; archaeology and cultural landscapes; as well as the protection of submerged-maritime and coastal cultural heritage.</p> <p>The projects should demonstrate a high transferability of research results especially to sensitive cultural heritage sites in Europe and beyond.</p> <p>Examples of FP7 funded projects linked to historic/cultural heritage (normally under collaborative projects):</p> <ol style="list-style-type: none"> 1. Efficient ENergy for EU Cultural Heritage (3ENCULT), EeB.ENV.2010.3.2.4-1 "Compatible solutions for improving the energy efficiency of historic buildings in urban areas" (http://cordis.europa.eu/fetch?CALLER=FP7_PROJ_EN&ACTION=D&DOC=1&CAT=PROJ&RCN=97086) 2. Testing innovative strategies for clean urban transport for historic European cities (RENAISSANCE), ENERGY-2007-8.5-01 "Testing innovative strategies for clean urban transport" (http://cordis.europa.eu/fetch?CALLER=FP7_PROJ_EN&ACTION=D&DOC=1&CAT=PROJ&RCN=92895)

PILLAR 4: LOCAL JOBS		
<p>Redevelopment of the Corradino Industrial Park</p> <p>Redevelopment of the MCAST Campus</p> <p>Maritime techno-park</p>		<p>IEE, SAVE: Energy efficiency (indicative budget: 12 MEUR) focusing on energy-efficient products and industrial excellence in energy (increase competitiveness of industry, especially SMEs by energy savings)</p> <p>INTEGRATED INITIATIVES (indicative budget: 27 MEUR) where action combines fields for instance to achieve integration of EE and RES in sectors of the economy and combining various instruments, tools and actors. Two initiatives supported in this stream:</p> <ul style="list-style-type: none"> a. "local energy leadership" regarding sustainable energy management and GHG emission mitigation measures taken at local/regional level b. energy efficiency and renewable energy in buildings <p><u>European Progress Microfinance Facility (EPMF)</u> Aims to support the creation and development of small enterprises and self-employment in the EU. It applies to the unemployed, persons at risk of losing their jobs, the non-working population, persons facing the threat of social exclusion and vulnerable persons</p> <p>EIP - Entrepreneur and Innovation Programme (2007-2013) Budget: EUR 2 172.78 million http://ec.europa.eu/enterprise/policies/sme/index_en.htm The specific objectives of EIP are to facilitate access to finance for SMEs through "CIP financial instruments" which target SMEs in different phases of their lifecycle and support investments in technological development, innovation and eco-innovation, technology transfer</p>

4

Pilot Regeneration Strategy PRA Paola

Funding Strategy

4. Pilot Regeneration Strategy

4.1. Practical steps to access funding

Some important steps have been taken to attract funds for the projects, especially for:

- SPUR 1a on Corradino Detention Barracks where an **application for ERDF funding has been submitted** to co-finance the sports school and hostel complex (estimated to be finalised in late 2012)
- SPUR 3 on refurbishment of St. Ulbaldesca and Environs as part of Sustainable Tourism Initiatives. This will also include partial redevelopment of a square. **Application for ERDF funding will soon be submitted.**
- SPUR 1b on Paola square upgrade and regeneration and transit station where **funding has been identified.**
- Contemplating **PPP for financing the Solar PV farm**

In this section recommendations are given on practical steps to be taken to develop a realistic funding portfolio and to maximise the chances for successful applications.

4.2. Building up a funding portfolio and strategy

It is recommended that the funding portfolio and strategy is based on the following foundation:

- 2-3 projects under Objective 2 (Structural Funds) projects, e.g.
 - SPUR 1a (ERDF funding for sports school and hostel complex)
 - SPUR 3 (St Ulbaldesca and Environs)
 - SPUR 1b on Paola square upgrade and transit station
- 2 interregional cooperation projects (Interreg IVC, FP7, EnpiCPMED, ProgrammeMED), e.g.
 - Green Corridor (in terms of state of art, best practices)
 - Spur 1a on Corradino Detention Barracks in regard to the integrated investment concept, e.g. sustainable tourism linked to sports activities
- Specific thematic EU funding programmes such as IEE, Life, Altener, SAVE:
 - overall energy efficiency management in built environment, i.e. in detention barracks including sports premises, recreational premises and sports/language school, in St Ulbaldesca
 - Spur 1b on Paola square and especially regarding transit station (focusing on modal shift, relying more on sustainable transport modes like public transport, cycling, walking). Also provide strong links to Green Corridor project

Spin-off projects, e.g. investments into RES and energy efficient technology in the building structures as well as projects focusing on cultural, educational elements and sustainable transport are primarily eligible under sector-specific EU funding programmes.

In the following table the eligible funding are described before and after recommended adaptations. The development of additional spin-off projects (refer to next section) will further enhance accessibility to ERDF and other EU funds.

Table 4.2: Additional projects and funding opportunities

Project	Accessibility/eligibility	Proposed adaptation	Additional funding
SPUR 1a: The Corradino Barracks – Interpretation Centre – Heritage Trail	Operational Programme and Structural Funds (ERDF)	<p>Establish a centre of excellence focusing on sports/education/culture/tourism</p> <p>Also elements of vocational training focusing on sports, languages</p> <p>Relying on RES (solar power) and energy efficient technology and management</p> <p>Underlining accessibility/mobility issues in protected historical sites</p>	<p>Interreg IVC: Center of Excellence, developing best practices, knowledge networks</p> <p>Structural Funds: possibility of funding sustainable tourism-related projects through the European Regional Development Fund (ERDF) in support of social and economic development.</p> <p>Leonardo da Vinci: vocational training, particularly placements for young workers and trainers in enterprises outside their own country, and cooperation projects linking vocational training institutes and businesses.</p> <p>Grundtvig funds adult education programmes, particularly trans-national partnerships, networks and mobility.</p> <p>IEE funding programme, i.e. support through ALTENER: new and RES (indicative budget: 16 MEUR) for action that intends to increase use of RES in the EU in pursuant with new RES Directive. Actions supported include renewable heating/cooling and production and use of bioenergy</p> <p>INTERREG IVB MED Operational Programme (OP MED), with focus on</p> <ul style="list-style-type: none"> • innovation (priority axis 1) • environment and promotion of sustainable territorial development (priority axis 2), • improving mobility and territorial accessibility (priority axis 3)
SPUR 1b: Solar PV Farm Corradino – Alternative Energy Sources for the Locals	ERDF Priority Axis 4 of Operational Programme, ERDF	Emphasise the size of the investment and the energy potential and involvement of locals as users and investors in solar PV farm.	<p>FP7: Solar energy is an important area with significant potential for renewable electricity production and is being further supported under the current Framework Programme (FP7). On 7 April 2011 a relevant call closed: ftp://ftp.cordis.europa.eu/pub/fp7/docs/calls/cooperation/energy/ect-201102_en.pdf</p> <p>Intelligent Energy Europe: with focus on accelerated mobilisation of energy efficiency, RES and sustainable transport (emphasise clear objectives, high impact and high European added value). ALTENER: new and RES (indicative budget: 16 MEUR) for action that intends to increase use of RES in the EU in pursuant with new RES Directive. Actions supported include renewable heating/cooling and production and use of bioenergy</p>

			<p>INTERREG IVB MED Operational Programme (OP MED), with focus on</p> <ul style="list-style-type: none"> environment and promotion of sustainable territorial development (priority axis 2), <p>This programme can hence finance projects focusing on renewable energy activities (such as solar energy)</p>
<p>SPUR 2 Paola Square Upgrade – new market and transit station</p>	<p>Urban Improvement Fund (targeting 2 MEUR initially)</p>	<p>Emphasise the modal split, with dual approach – controlling vehicular access and introducing alternative transport modes</p> <p>Taking an approach optimising sustainable transport elements and accessibility features (e.g. elevated side walks, bike route, adapted for handicapped etc.)</p>	<p>ERDF funds: could mainly be used for some features of this development (e.g. technological features, road safety features) but where the impact is not only local but regional or transnational (e.g. bicycle paths connecting two countries)</p> <p>INTERREG IVB MED Operational Programme (OP MED), with focus on</p> <ul style="list-style-type: none"> environment and promotion of sustainable territorial development (priority axis 2), improving mobility and territorial accessibility (priority axis 3)
<p>SPUR 3 St Ulbaldesca and Environs – Sustainable Tourism Initiatives</p>	<p>Malta Operational Programme and Structural Funds</p> <p>Annual European Union Prize for Cultural Heritage / Europa Nostra Awards for best practices in the conservation of tangible cultural heritage, to stimulate the trans-frontier exchanges throughout Europe. Categories include:</p> <ul style="list-style-type: none"> -Conservation -Education, Training and Awareness-Raising 	<p>Highlight concept of close integration of history and culture and its potential for developing specific tourism segment, highlighting sustainable tourism.</p>	<p>Malta OPII (ESF funded): co-finances projects targeting educational programmes and training in order to enhance productivity and the quality of employment and services in the tourism sector.</p> <p>'Leonardo da Vinci' programme (part of the new "Integrated Lifelong Learning Programme") on mobility programme for apprentices and young persons in initial vocational training. Sustainable tourism is seen as possible pilot sector.</p> <p>The 'Competitiveness and Innovation Framework Programme: supports the competitiveness of EU enterprises and especially SMEs.</p> <p>FP7: support for Research, Technological Development and Demonstration activities, which may result in benefits for the tourism sector as for example, research on information and communication technologies, satellite applications, cultural heritage and land use.</p>
<p>GREEN CORRIDOR Sustainable Tourism, Social Regeneration and Alternative Transit initiatives</p>	<p>Malta Operational Programme ERDF Objective 2</p>	<p>The Maltese Green Corridor project is different from the Green Corridor concept at EU level.</p> <p>The Green Corridor to be able to</p>	<p>INTERREG IVC: aiming at improving the effectiveness of regional policies and instruments. For instance, could finance feasibility studies, developing and transferring best practice.</p> <p>FP7 Green Corridor calls (research or implementation) and T-NT programme. Consortia could include local/regional governments, industry, research institutes.</p>

		<p>access EU funding linked to green corridors should address:</p> <p>1) transport avoidance (more efficient spatial planning, efficient logistics and shift from fuel traction to physical traction (e.g. walking/cycling)</p> <p>2) reduction of energy use per ton/km and modal shifts also from private to public transport;</p> <p>3) Reduction of harmful emissions per ton/km</p> <p>For instance, the EU funded project “Green Corridors Network” joins six countries to ensure that in the nearby future one could travel the length of the trans-European motorways without any trouble to find alternative fuels</p> <p>To access cooperation funding programmes such as Interreg IVC, envisage a project which improves effectiveness of regional policies and instruments.</p>	<p>IEE, STEER: focusing on energy-efficient transport (reduce demand for travel by car, shifting to more efficient transport modes) and clean and energy efficient vehicles. Within the energy-efficient transport stream the programme will support actions increasing energy efficiency in leisure travel to change people’s travel behaviour and reduce energy use.</p> <p>INTERREG IVB MED Operational Programme (OP MED), with focus on</p> <ul style="list-style-type: none"> • innovation (priority axis 1) • environment and promotion of sustainable territorial development (priority axis 2), • improving mobility and territorial accessibility (priority axis 3)
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4.3. Enhance eligibility

Several steps have to be taken to make the projects applicable for funding. The detailed requirements and conditions are described in the various EU programmes. However, in general it is crucial to have a leading partner that is a public entity, not to mix national and EU funds and for transnational projects ensure a sufficiently solid partnership. Where a mix of national and EU sources is foreseen it is advisable to develop linked ancillary projects to avoid ineligibility.

The accessibility, objectives and eligibility criteria are different from Structural Funds and other funds managed by the Managing Authority, the transnational/interregional cooperation funds and other more soft financial instruments, e.g. Jessica, Jeremie.

4.4.Relevant EU Funding Programmes

Malta Operational Programmes

1. Operational Programme 1 (2007-2013):

The Malta Operational Programme (OP), financed through ERDF, has the overall objective of Investing in Competitiveness for a Better Quality of Life.

This overriding objective aims to develop and generate economic growth based on competitive economic activities, underpinned by adequate physical infrastructure, leading to a better quality of life for the Maltese citizens. This general objective will be achieved through the attainment of a number of specific objectives, clustered in two main strategic objectives of sustaining a growing and knowledge-based competitive economy and improving Malta's attractiveness and quality of life.

- Priority Axis 1 – Enhancing Knowledge and Innovation;
- Priority Axis 2 – Promoting Sustainable Tourism;
- Priority Axis 3 – Developing the TEN-T;
- Priority Axis 4 – Mitigation and Adaptation to Climate Change;
- Priority Axis 5 – Safeguarding the Environment;
- Priority Axis 6 - Urban Regeneration and Improving the Quality of Life;
- Priority Axis 7 - Technical Assistance

Various territorial cooperation programmes available at: <http://www.ppcd.gov.mt/territorial?l=1>

2. Operational Programme 2 (2007-2013)

The Operational Programme 2 titled “Empowering People for More Jobs and Better Quality of Life” was adopted by the Commission in 2007. It is financed through the European Social Fund (ESF), set up to reduce differences in prosperity and living standards across EU Member States and regions, and therefore promoting economic and social cohesion.

ESF funding is available through the Member States and regions. The ESF does not fund projects directly from Brussels. Each Member State, together with the European Commission, agrees on one or more Operational Programmes for ESF funding for the 2007-2013 period, as do those regions that have their own Operational Programmes. Operational Programmes set the priorities for ESF intervention and their objectives.

The Operational Programmes are implemented through individual projects run by participating organisations, e.g. public administrations, NGOs and social partners active in the field of employment and social inclusion. The participating organisation designs a project, applies for funding and, if this is granted, implements the project. Potential beneficiaries in ESF actions should contact the ESF Managing Authority in their own Member State or region.

There are priorities set out for the regions of each EU Member States but also priorities applicable for the whole country. For Malta, the priorities are:

- Priority 1: improving education and skills
- Priority 2: Investing in employability and adaptability of the workforce
- Priority 3: Promoting an equal and inclusive labour market
- Priority 4: Strengthening of institutional and administrative capacity

European Progress Microfinance Facility (EPMF)

This funding possibility is new (introduced in 2010) and aims to support the creation and development of small enterprises and self-employment in the EU. It is aimed at persons encountering difficulties in accessing conventional credit.

It applies to:

- a) the unemployed, persons at risk of losing their jobs, the non-working population, persons facing the threat of social exclusion and vulnerable persons;
- b) micro-enterprises, especially those in the social economy or those which employ socially-excluded persons.

Finance is allocated to public and private microfinance providers from EU countries. The EPMF is implemented through: guarantees and risk-sharing instruments; equity instruments; debt instruments; support measures, such as communication activities, monitoring, control, audit and evaluating the implementation of the facility.

The EPMF budget is EUR 100 million for the period 2010-2013. It is implemented in close cooperation with the European Investment Bank (EIB), the European Investment Fund (EIF) and international financial institutions.

ESF (European Social Fund) Better usage of linkages between the goals of ERDF and ESF for education and job creation

Culture 2007 Programme

The Culture 2007 Programme (2007-2013 with a total budget of 400 MEUR) intends to enhance the cultural area common to Europeans through the development of cultural cooperation between the creators, cultural players and cultural institutions of the countries taking part in the programme and to enhance Europe's shared cultural heritage through the development of cross-border co-operation between cultural operators and institutions. The programme aims at promoting transnational mobility of people working in the cultural sector, support the transnational circulation of works and cultural products and promote intercultural dialogue. The programme works with three different strands the most relevant being:

Support for Cultural Actions. Such actions can be multiannual cooperation projects involving at least six partners from six different countries (EU funding max 50%), cooperation measures promoting sectoral cooperation between European operators focusing on creativity and innovation (EU funding up to 200,000/year) as well as special actions to help raise the profile of EU cultural actions and increase cultural influences of Europe.

More information at: http://ec.europa.eu/culture/index_en.htm

FP7 - Seventh Framework Programme

FP7 (2007-2013) is the EU's main financial tool for supporting research and development activities covering most scientific disciplines, prioritising 10 specific research areas and in particular encouraging undertakings by small and medium-sized enterprises (SMEs), research centres and universities in their research and technological development activities. It not only finances research projects, but also actions aiming to support or coordinate research, as well as building and maintaining networks. Support is also available for actions aimed at enhancing research capacities for frontier research and for the mobility of researchers. It is implemented via **four major specific programmes, i.e. cooperation, ideas, people and capacities**. The primary aim of FP7 is to contribute to the strategic goals of the Lisbon Strategy and help Europe to become the most competitive and dynamic knowledge-based economy in the world, to promote world class research and to facilitate the uptake of science and technology by industry.



The Seventh Framework Programme (FP7) bundles all research-related EU initiatives together under a common roof playing a crucial role in reaching the goals of growth, competitiveness and employment; along with a new Competitiveness and Innovation Framework Programme (CIP), Education and Training programmes, and Structural and Cohesion Funds for regional convergence and competitiveness. It is also a key pillar for the European Research Area (ERA).

URBACT

URBACT is jointly financed by the European Union (European Regional Development Fund) and the Member States.

URBACT is a European exchange and learning programme promoting sustainable urban development. URBACT aims at enabling cities to jointly develop solutions to major urban challenges, reaffirming the key role they play in facing increasingly complex societal changes. Projects should develop pragmatic solutions that are innovative and sustainable integrating economic, social and environmental dimensions as well as to ensure wide sharing and dissemination of good practices and lessons learned with all professionals involved in urban policy throughout Europe. URBACT extends to 255 cities in 29 countries. Currently there are no open calls for proposals (more information on: <http://urbact.eu/en/header-main/news-and-events/open-calls/>)

INTERREG IVB MED Operational Programme (OP MED)

Under the European Territorial Cooperation, financed by the European Regional Development Fund, the Commission established the MED Operational Programme (2007-2013). The "Mediterranean" Programme falls within the framework laid out for the European Territorial Cooperation Objective and has a total budget of around €256 million. Community funding through the European Regional Development Fund (ERDF) amounts to some €193 million, which represents approximately 2.2% of the total EU investment earmarked for the European Territorial Cooperation Objective under the Cohesion Policy for 2007-2013. It applies to countries in the Mediterranean area. It aims at providing conditions so that Mediterranean countries better position themselves vis-a-vis other European regions, and use the exceptional opportunity that the Mediterranean Sea represents for international connections of European markets. OP MED prioritises projects with a strong strategic value in line with Lisbon and Gothenburg objectives, which will have a direct and significant impact on the competitiveness of local, regional, national and transnational economic systems of the Med space. Only transnational projects are financed and the priority areas include innovation (priority axis 1) environment and promotion of sustainable territorial development (priority axis 2), improving mobility and territorial accessibility (priority axis 3) and integrated development of the Mediterranean space (priority axis 4). These priority areas include projects focusing on renewable energy activities (such as solar energy), development of multi-modal transportation nodes, and promotion of Mediterranean cultural identity.

The Corradino project meets some of the priority areas, especially on sustainable urban development. However such cooperation projects have to involve other MED countries and be highly strategic and integrated with high quality partnerships to comply with the programme's implementation conditions.

Call for proposals:

A new call for proposal was published on 1 April, 2011. The most relevant for Corradino falls under Axis 3 and Objective 3.1 'Improvement of maritime accessibility and transit capacity' and Objective 3.2 'Support of the use of information technology for better accessibility and territorial cooperation. More information about this call and the application procedure can be found at: <http://www.programmemed.eu/>

Interreg IVC Programme

This programme applies to the whole territory of the EU and consists of two strands



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a) Regional Initiative Projects, which allow partners from Italy to work together with partners either from another Member State or certain non-EU members. Projects have to contribute directly to achieving the objective on shared regional policy issue, within the two thematic priorities of the programme's overall objective of improving the effectiveness of regional policies.

b) Capitalisation Projects focusing on the transfer of regional development good practice into mainstream EU, aiming at exchange and transfer of knowledge and best practice, which could be taken up by the EU Structural Funds (e.g. related to convergence, regional competitiveness and employment. partners. However the Capitalisation call is closed. Last and final call of Interreg IVC will be launched in January 2011 and only for regional initiatives. For knowledge transfer and bringing in expertise Interreg IVC is an excellent programme. Max size of projects is about 3 million with 10 EU partners.

The Programme supports activities such as:

- Exchange and dissemination of experience (e.g. thematic seminars, study visits, staff exchanges, web sites, newsletters & good practice guides)
- Transfer of Practices / Development of new approaches (e.g. regional policy tools, methodologies, software etc.)
- Joint development of new approaches (sub-projects to improve policies and strategies and mini-programmes).

The INTERREG IVC programme is part of the European Territorial Cooperation Objective of the Structural Funds policies for the period 2007-2013. It aims, by means of interregional cooperation, to improve the effectiveness of regional development policies and contribute to economic modernisation and increased competitiveness of Europe, by:

- enabling local and regional actors across the EU to exchange their experiences and knowledge;
- matching regions less experienced in a certain policy field with more advanced regions;
- ensuring the transfer of good practices into Structural Funds mainstream programmes.

The INTERREG IVC programme is financed through the European Regional Development Fund (ERDF), INTERREG IVC's 4th and last open call for projects closed on 1 April 2011. One of the listed sub-themes under Priority 2 (environment) was Cultural Heritage and Landscape. More information on this call can be obtained at: http://i4c.eu/fourth_call.html.

ENPI/CBC/MED

The multilateral cross-border cooperation "Mediterranean Sea Basin Programme" is part of the new European Neighbourhood Policy (ENP) and of its financing instrument (European Neighbourhood and Partnership Instrument - ENPI) for the 2007-2013 period: it aims at reinforcing cooperation between the European Union (EU) and partner countries regions placed along the shores of the Mediterranean Sea. 19 different countries are eligible and 15 countries have adhered to the Programme, i.e. Cyprus, Egypt, France, Greece, Israel, Italy, Jordan, Lebanon, **Malta**, Morocco, Palestinian Authority, Portugal, Spain, Syria and Tunisia.

The Operational Programme, approved on August 14 2008 by the European Commission, establishes a strategic framework of 4 Priorities jointly defined by the participating countries:

- promotion of socio-economic development and enhancement of territories
- promotion of environmental sustainability at basin level
- promotion of better conditions and modalities for ensuring the mobility of persons, goods and capitals
- promotion of cultural dialogue and local governance

Out of the 4 priorities, priority 4 on promotion of cultural dialogue and local governance seems most suitable for the Corradino project.

To facilitate the development of projects, a book of project ideas have been developed comprising some 200 ideas aimed at encouraging the building of cross-border partnerships, foster the exchange of new concepts at the basin level and support the generation of Mediterranean projects.

JESSICA:

JESSICA stands for Joint European Support for Sustainable Investment in City Areas. This initiative is being developed by the European Commission and the European Investment Bank in collaboration with the Council of Europe Development Bank (CEB). The EIB and CEB have been financing urban development through different types of loans. Within JESSICA, target loans will complement public resources (Community and national) for actions within the Operational programmes supported by the Structural Funds. By coordinating the approaches from the two banks and the Commission, Jessica aims to help the authorities in the Member States efficiently use public resources from national and Community sources.

JESSICA aims to coordinate their approach with the objective of providing financing for **urban renewal and development actions** as well as for social housing, using a combination of grants and loans. JESSICA is one of three new cohesion policy initiatives, with the other two being **JASPERS, JEREMIE** and **Regions for Economic Change**.

The Operational Programmes financed by the Structural Funds and the Cohesion Fund are negotiated between the national or regional authorities and the Commission before the programmes are adopted. These Operational Programmes contain, when necessary, urban development and renewal plans. When these plans already exist, the EIB and CEB will identify projects that are eligible for their support or for support from other financial sources, including private sector contributions.

Wielkopolska in Poland is the first region in the EU Member States to establish a JESSICA Holding Fund. This fund, to be managed by the EIB, will invest approximately EUR 66 million of the region's structural fund allocation in urban development funds supporting urban projects with equity, loans or guarantees. Urban projects in Wielkopolska will focus on conversion of old or disused industrial buildings, regeneration of post-military and post-industrial areas, revitalisation of old and deprived sites and investment in business infrastructure.

JEREMIE Programme

JEREMIE - Joint European Resources for Micro to Medium Enterprises - initiative is managed by European Investment Fund and developed in cooperation with the European Commission. It offers EU Member States, through their national or regional Managing Authorities, the opportunity to use part of their EU Structural Funds to finance small and medium-sized enterprises (SMEs) by means of equity, loans or guarantees, through a revolving Holding Fund acting as an umbrella fund.

The JEREMIE Holding Fund can provide to selected financial intermediaries SME-focused financial instruments including guarantees, co-guarantees and counter-guarantees, equity guarantees, (micro) loans, export credit insurance, securitisation, venture capital, Business Angel Matching Funds and investments in Technology Transfer funds.

Call for proposals:

As part of the Operational Programme (Cohesion Policy "Investing in Competitiveness for a Better Quality of Life" for the period 2007-2013, Malta has agreed to dedicate resources to the implementation of the JEREMIE initiative with the EIF, in accordance with Article 44 of the Council Regulation (EC) No. 1083/2006[2] (hereinafter, "**Reg. 1083/2006**") and in accordance with the provisions of the Funding Agreement entered into on 25 March 2010 between the Maltese Ministry of Finance, the Economy and Investment and EIF. Right now there are no calls focusing on Malta – the last relevant call closed in November 2010 (http://www.eif.org/what_we_do/jeremie/calls-for-expression-of-interest/2010_Jeremie_Malta_011_1/2010_Call_EOI_JEREMIE_Malta_JER-011_1.htm)

IEE - Intelligent Energy Europe

IEE (2007-2013) with a total budget of 730 MEUR is the EU's tool to fund actions that will make Europe more energy intelligent through energy saving measures and promoting the uptake of renewable energy sources and technologies. The objective of the Intelligent Energy Europe II



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Programme ("IEE II") is to contribute to secure, sustainable and competitively priced energy for Europe, by providing for action:

- to foster energy efficiency and the rational use of energy resources;
- to promote new and renewable energy sources and to support energy diversification;
- to promote energy efficiency and the use of new and renewable energy sources in transport.

The Programme in particular contributes to the EU Energy 2020 Strategy and facilitates the implementation of the EU action plan for energy-efficiency and of the Directive on the promotion of the use of energy from renewable sources.

Examples of projects funded under IEE: a) Training on new construction techniques that can lead to 50 percent or more energy savings compared with traditional buildings (SAVE), b) Improving the effectiveness of support schemes for electricity generation from renewable energy sources across Europe (ALTENER) and c) Helping Europe's cities to develop more energy-efficient and cleaner transport (STEER).

Financed projects could extend to energy efficiency in buildings, energy efficiency action for a wider range of public buildings, commercial activities. This could extend to installation of solar water heaters, in combination with a solar PV farm.

A call for proposals was published in March 2011 setting out priorities and types of action for 2011. The most relevant for Corradino are listed below:

- SAVE: Energy efficiency (indicative budget: 12 MEUR) focusing on energy-efficient products and industrial excellence in energy (increase competitiveness of industry, especially SMEs by energy savings)
- ALTENER: new and RES (indicative budget: 16 MEUR) for action that intends to increase use of RES in the EU in pursuant with new RES Directive. Actions supported include renewable heating/cooling and production and use of bioenergy
- STEER focusing on energy-efficient transport (reduce demand for travel by car, shifting to more efficient transport modes) and clean and energy efficient vehicles. Within the energy-efficient transport stream the programme will support actions increasing energy efficiency in leisure travel to change people's travel behaviour and reduce energy use.
- INTEGRATED INITIATIVES (indicative budget: 27 MEUR) where action combines fields for instance to achieve integration of EE and RES in sectors of the economy and combining various instruments, tools and actors. Two initiatives supported in this stream:
 - "local energy leadership" regarding sustainable energy management and GHG emission mitigation measures taken at local/regional level
 - energy efficiency and renewable energy in buildings

Call for proposal (Call identifier: CIP-IEE-2011, CLOSING DATES: 12 May 2011) Focusing on action related to ALTENER, SAVE and STEER. Supported projects should:

- Have clear objectives, high impact, European added value
- Have at least 3 partner organisations from 3 different eligible countries
- Comprise at least 3 partner organisations from 3 different eligible countries.
- Not exceed 3 years and have a budget between € 0.5 - 2.5 million.

Applicants should consult the website of the programme at: <http://ec.europa.eu/intelligentenergy>.

The IEE website contains all information and forms in relation to this call for proposals, such as the IEE annual work programme 2011, guides for applicants, application forms etc.

Link: http://ec.europa.eu/energy/intelligent/call_for_proposals/doc/call_2011_en.pdf

LIFE+ - Financial Instrument for the Environment

LIFE+ applicable between 2007 and 2013, having a total budget of 2,143 MEUR provides specific support for developing and implementing Community environmental policies and legislation, in particular the objectives of the Sixth Community Environment Action Programme (6th EAP). LIFE+ is the only separate financial instrument dedicated to funding actions of a uniquely environmental nature. The general objective of LIFE is to contribute to the implementation, updating and development of EU environmental policy and legislation by co-financing pilot or demonstration projects with European added value. More specifically the programme will contribute to the achievement of objectives of the 6th Environmental Action Programme and dissemination of information and raise awareness on environmental issues. Since the launch of the LIFE programme by the European Commission in 1992, a total of 534 projects have been financed in Italy. Of these, 313 focus on environmental innovation, 215 on nature conservation and six on information and communication. These projects represent a total investment of €706.1 million, of which €298.7 million has been provided by the European Union. For the Corradino project the third component, Information and Communication is the most relevant.

LIFE+ Information and Communication co-finances up to 50 percent projects that spread information about environmental issues, such as climate change and conservation. The 2011 call for proposals will be published in February 2011, with a deadline for submission for the 18 July 2011. Link: <http://ec.europa.eu/environment/life/funding/lifeplus.htm>

5

Thematic Report PRA Paola

Implementation Plan

5. Implementation Plan

An implementation plan outline was presented and discussed at the PRA site meeting in December 2010 in relation to the plan's objectives, approach and content. Since there is no comprehensive LAP for the Florence PRA site, the implementation plan is based on the mini-LAP and the discussions with the local authorities in terms of the PRA plans and the overall local/regional context.

There is also a general agreement that the implementation plan should focus on activities which ensure fulfilment of the REPAIR policy recommendations in line with the ASCEND management methodology. Activities often are linked to EU funding opportunities which are available according to set schedule.

5.1. Aim and scope of the implementation plan

The EU is increasingly keen on requesting an implementation plan as an integral component of EU funded projects. For instance, for all future calls under INTERREG IVC programme projects have to include implementation plan. Through the implementation plan it is possible to easily perceive achievement of milestones, link outputs to objectives, and spot potential delays and inefficiencies at an early stage. All implementation plans also need to be carefully monitored, evaluated to allow its assessment and, where needed, adaptation. However, an implementation plan is only useful if it is a tool used throughout a whole project cycle and when it is based on realistic objectives and measures.

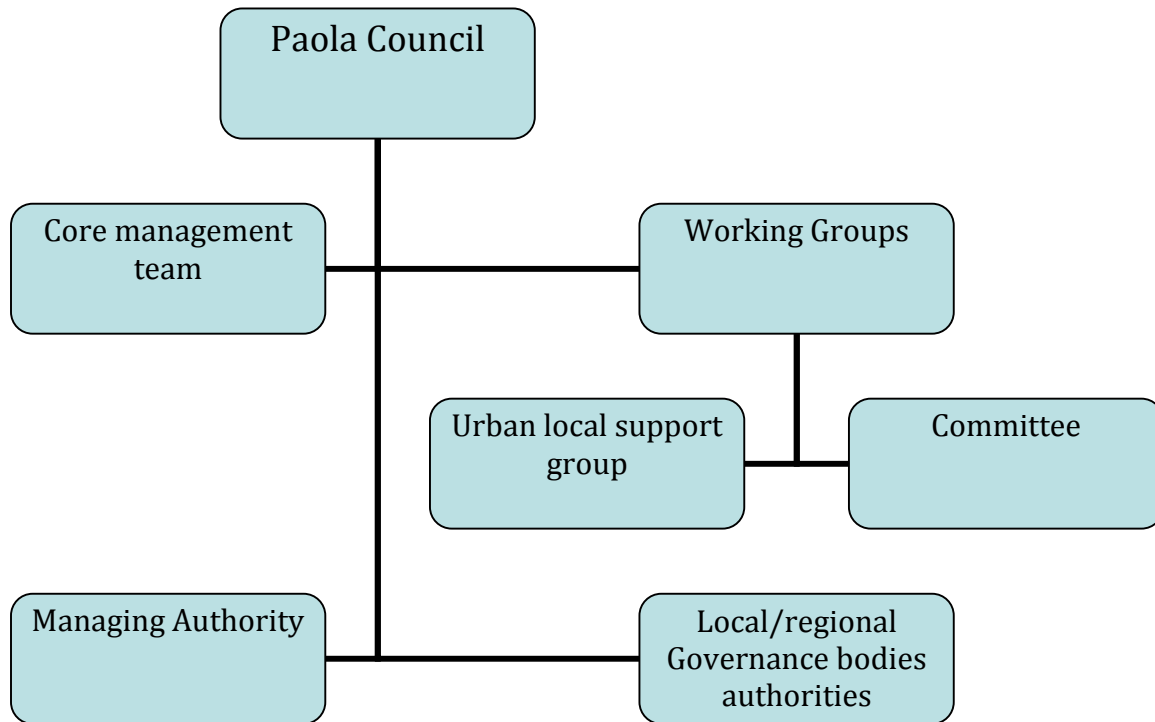
The implementation plan constitutes the final stage of the REPAIR project and is the operational tool of implementing the LAP and the planned pilot actions. It aims at ensuring a clear direction to further actions in a prioritised, transparent order with mechanisms and tools to check and valorise the various steps and activities. It is important that an implementation plan is well construed and developed in close cooperation with all project partners and major stakeholders. The activities at PRA site level could provide tangible added value not only for this specific location but could benefit all the project partners involved through exchange of experience, benchmarking and best practices. Hence, this draft implementation plan needs to be discussed both in MA, ULSG and Working Group meetings to take on board recommendations, opinions in the final implementation plan to the broadest extent possible.

An efficient implementation plan needs to be carefully planned and linked to key targets, milestone, indicators and a pre-set timetable.

5.2. Management and coordination framework

5.2.1. Management and organisational set up

It would be sufficient to designate one local authority for most of the running administrative and coordinating tasks linked to LAP and the pilot actions. This authority should act as link between USLG, stakeholders, and contracted experts and to beam out information to regional authorities. A chart with the various responsibilities for implementing the LAP and its pilot actions could be prepared illustrating the division and tasks ensuring continuous information flow and updating on the various activities.



The main coordinating authority could ensure continuous cooperation and communication with experts, USLG and the Managing Authority. This communication structure could have bottom-up elements ensuring feeding up actions, opinions, issues from the expert and USLG level to decision-making level.

A management team could be formed comprising of the key persons for the project. The essential factor is not the size of the management team but rather its constellation, efficiency and working methods.

5.2.2. Establish coordination and monitoring mechanisms

The coordinating tasks could be supported through efficient coordination mechanism and tools, adapted to the size and complexity of the project, its time-frame and the available human and financial resources.

Working groups:

It is strongly recommended to have a fixed organisational structure in the form of working groups and a working committee whose mandate and responsibilities are set out for a defined project period (i.e. until 2015 – the full taking into effect the Solar PV Farm). The working groups could consist of the key contacts (e.g. manager, key architect, environmental planner) for each sub-project, i.e. the SPURS, the Green Corridor and any other ancillary spin-off projects conceived.

It is recommended that the working groups meet on a regular basis, e.g. at least once a month to complement daily less formal communication. The main objective of these working is to report on and follow activities at planning and implementation level and report back to Working Committee and USLG. The working groups will be able to spot project anomalies and apart from detailed discussions on project implementation the groups could also discuss socio-economic conditions and highlight funding possibilities. Such coordination will ensure cost-efficient, timely implementation with synergies and enhanced chances for further spin-off projects.

Since the working groups have the best insight into the project objectives and the state of play, this group should also has key role in monitoring progress. At the meetings one of key points is reporting back on project developments and commonly discussing potential solutions and how to deal with project delays or other changing conditions. It is not deemed necessary to establish external monitoring mechanism but it is important that the working group takes note of progress, obstacles and report back to other key members and that the project status is also discussed with MA and USLG on a periodic basis. Adequate monitoring with early detection of potential obstacles is essential for a smooth and timely project implementation and is a better guarantee of an overall successful end result.

Committee:

To allow an overview of all the sub projects and ensure a targeted, harmonious implementation with maximised synergies and spin-offs, a work committee could be set up.

The above working groups will report to this higher-level committee which could mainly be composed of representatives of the Paola Council as well as representatives from the individual projects, e.g. environmental planners and technical/architectural experts. This committee could also be represented by other political representatives, e.g. member from Managing Authority as well as representatives from the USLG. The mandate of this committee could be to overview the progress and activities of the working groups and to provide guided advice to address challenges and opportunities. The Committee will provide recommendations for actions to ensure smooth project implementation and also to enhance project visibility in terms of media coverage and in the political context. This Committee could meet on a quarterly basis at least until full implementation of the projects (expected in 2015).

Contact points:

For all of these projects, two main contact points should be designated which could be 1) the architect or environmental planner who has daily supervision of the project and can answer to technical questions 2) a person on the managing level who is familiar with the policy context, promotes the project and has links to decision-makers.

5.3. Project methodology

The overall project methodology should be based on a triple-helix partnership, bottom-up approach to ensure engagement of all key authorities, stakeholders and general public. It is recommended that to the extent possible, activities are sufficiently linked to LAP and that the pilot activities be based on the ASCEND management model. This could ensure a more result oriented and phase driven implementation process. The methodology should be sufficient flexible to allow for changes to thematic areas and the pilot projects, especially to accommodate to the strategic objectives of various regional and EU funding programmes. It is advised to continuously look for additional spin-off projects, especially when it strengthens the general project results and its successful implementation.

5.3.1. ASCEND management model

The methodology should preferably take into account the objective and approach of ASCEND management model for regeneration of former military sites. ASCEND has laid down a replicable model management framework for the socio-economic reuse of former military land and heritage. The ASCEND process model consists of 9 main phases:

- 1) Assess heritage significance
- 2) Understand the local context
- 3) Vision/option appraisal
- 4) Stakeholder engagement
- 5) Feasibility studies
- 6) Conservation management plan and identification of resources
- 7) Agreement
- 8) Implementation
- 9) Evaluation

The pilot projects need to continuously relate to the ASCEND management model. Since the LAP and most of the 6 pilot projects are in an advanced planning stage, most attention should be to step 8) implementation and 9) evaluation. However, it is also important to maintain momentum and ensure visibility and local acceptance through more stakeholder engagement activities. The ASCEND management model is largely based on a triple-helix, bottom-up approach where stakeholder involvement is essential for defining the project implementation steps and in the evaluation of its results and outcome.

5.3.2. Impact assessments

Estimate the project's overall impact covering socio-economic impact, environmental impact, and impact in term of sustainable energy practices etc. The point of departure is that these assessments would have to be based on basic tools/concepts for sustainability (e.g. recycling, Agenda 21, alternative transportation, renewable energy, carbon neutrality, fair trade products, urban design, life cycle analysis, ISO 14001). Also the project would benefit from integrated assessment of the use of cultural and historical assets to be balanced with conservation efforts.

5.3.3. Develop synergies

Where possible combine resources and hatch on the other projects where this brings cost-efficiency and increasing chances for successful implementation and access to national and EU funding sources. This cooperation with external projects will increase project's efficiency, visibility and transparency.

5.3.4. Integration into policy framework

The LAP and the PRA actions as well as its potential future spin-off projects and activities should be placed within a general local, regional and national policy framework in terms of regeneration of sites, tackling both urban development perspective, socio-economic aspects (creation of jobs and wealth), environmental conservation perspective and in general in sustainable development context.

The PRA projects have larger chance of long-term durability, acceptability and visibility where placed a in a larger policy and strategic context. This will also increase the chances for national and EU funding, where the project is mentioned and reflected in major local development papers, such as master plans, urban planning documents.

5.3.5. Stakeholder consultations and awareness raising

The stakeholders should be continuously involved in the project implementation, not only in the project initial planning and start-up. The stakeholders should be invited to various promotional and development events and their views should be seriously considered and incorporated in the implementing steps. It is foremostly the responsibility of the overall management team to ensure involvement of the ULSG. Also the composition of the ULSG should be sufficiently flexible to incorporate new members to reflect possible changes in project activities and the possibility of spin-off activities. The project management team should set up a time-line for milestones in

consulting with stakeholders and the role of these stakeholders to increase transparency and efficiency. It is advised that the ULSG involve experts and representatives of local government with knowledge, expertise and/or decision making powers regarding the various sectors involved, e.g. transport/accessibility, social housing, economic development, culture, energy and environment and these could provide input and advice focusing on an integrated approach.

5.3.6. Publicity, visibility and media-focused activities

To achieve acceptability of the project, achieve the project aims, receive the attention of the MA, realise the uptake of the project in local/regional strategies and action plans and maximise external funding, it is crucial to give the project sufficient publicity and visibility. PR and media coverage is highly recommended at regular intervals, especially at the initial phase, mid-term phase and close to finalisation. For publicity to have an effect of external funding opportunities it would be important to have sufficient activities in the first phases.

The publicity and media activities could comprise:

- Press releases
- News clips in local and regional media channels
- Short video film of project, its objectives and impact (especially targeting potential sport clubs who could receive training and language practice)
- Tourist targeted printed materials
- Marketing material developed for European sport clubs, associations and language centres

5.4. Monitoring and evaluation

Continuous monitoring and assessment of project implementation through working group and working committee mechanisms, measurement against indicators and targets and means of consulting general public and socio-economic stakeholders to match their expectations with real results.

5.4.1. Targets

Short-term and medium-term targets could be set to steer the project, these targets should both be linked to the implementation phase but also to ex ante evaluation where the implementation of the LAP and pilot actions is assessed. The targets could be linked to indicators and be quantifiable.

- At least 5 pilot actions and 3 spin-off projects
- At least 4 successful funding schemes (2 Objective 2 projects and 2 international cooperation projects)
- Create at least 150 local jobs
- 25% more visitors per day during 2011, 50% more visitors per day in 2012 and more than 50% visitors from 2013
- Create a niche for combined sports school and language education as well as sustainable tourism with focus on culture and history, which will serve as a best practice regionally
- Attract at least two major investors
- Full project implementation by 2015

5.4.2. Indicators

The project methodology could comprise the setting of indicators for the project monitoring and evaluation to allow the assessment whether the project objectives are being realised. The indicators could be linked to both quality and quantity related outputs such as:

- Number of pilot actions defined
- Amount of secured and planned funds
- Number of jobs created
- Increase in number of visitors to Corradino, the Town of Paola
- Number of type of investors interested
- Number, size and type of EU funds obtained
- Recognition of Managing Authority and other local/regional authorities
- Publicity in local/regional press, magazines

5.4.3. Conditions

The methodology could also include building in some conditions that will assist in project realisation in terms of making the project more resilient and neutral to risks associated with internal and external factors, which can range from the bankruptcy of one of the contracting companies, to effects of financial crisis and changing policy/legal context concerning construction on heritage sites etc. The project can also be made more resilient by having several investors and relying on several financial sources and targeting several key audiences which could be students, academia, R&D sector, tourists, fine arts organisations etc.

5.4.4. Milestones

To be able to measure and assess the implementation process it is recommended to determine essential milestones, e.g.

1. Completion of initial stakeholder consultation phase (involving stakeholders, planning authorities, architects) e.g. discussion and awareness raising, stakeholder and consultation process
2. Finalisation the preparatory and planning phase (finalising LAP including its overall vision, pillars, main activities, linkage with policy framework, assess alternatives/options, discussions with key decision-makers, authorities)
3. Setting up the organisation and project management set-up with managing, coordination and monitoring mechanisms.
4. Finalising the funding planning which includes tapping local, regional, national and EU funding opportunities. Activities include discussions with funding organisations, notable INTERREG Secretariat, Managing Authorities as well as external funding experts/advisors.
5. Completion of technical, architectural phase with feasibility studies, impact assessments (possibly involving environmental impact assessment), work planning, obtaining building permits, contracting out services paying due consideration to public procurement regulations
6. Commencing construction activities
7. Finalising project and evaluation

5.5. Assess implementation costs

5.5.1. Estimate costs

The costs for implementing the Corradino PRA project need to be assessed as precisely as possible. Such assessment will facilitate the matching of costs with local, regional, national and EU derived resources. The expected costs include at least:

- management costs: engagement of internal and external project managers for their daily supervision (staff/hiring costs, costs linked to reporting and administrative work, costs for cooperation and coordination with managing authorities and other regional and local authorities)
- expertise costs: environmental planners, architects, energy managers and experts especially for the planning and initial phase (feasibility studies, assessments, supervision)
- contracting costs (engineers, construction workers, electricity workers)
- building and construction material (including water and waste water connections)
- ICT equipment, furniture, interior decoration
- stakeholder involvement: meetings, stakeholder consultation forums, press releases
- fundraising activities and hiring external experts for financial proposal writing
- promotional material: media/PR events and materials, materials for target groups (e.g. academia, cultural organisations, decision-makers, tourist organisations)

5.5.2. Prioritising project activities and investments

Prioritising could be done after carefully considering the following factors:

- political priorities: to the extent possible establish coordination and synergies with policy strategies. For instance strategies for infrastructural investments, transport upgrades, energy investments, tourism promotional measures etc.
- regional priorities: mainly those laid down in regional or cross-border operation programmes (ERDF funds). To the extent possible, activities could be designed and carried out in line with OP priorities and time sequence
- available EU funding programmes: an engineering exercise should be able to identify the available EU funding programmes (both horizontal and sector specific) and their expected calls. The Corradino projects and other possibly linked spin-off projects could be designed, planned and implemented pursuant to EU funding priorities.
- needs of local population: stakeholder consultations and forums will assist in identifying needs of local population. For instance, priority could be given to projects that are likely to bring more local jobs, a better living standard, increased safety and better environment.
- existing resources and earmarked funds: where an activity already has secured sufficient earmarked funds for its implementation and there are sufficient human and technical resources for its implementation such as project could be prioritised.
- socio-economic stakeholders' interests: some projects are economically more interesting than others. For instance, the development of the Corradino Detention Barracks with Translation Center and Heritage Trail (with both sports school, hostel and museum element) and SPUR 1b on solar PV farm are likely to be particularly financially interesting for private (domestic or foreign) investors.

5.5.3. Fundraise

It is strongly recommended that the fundraising activity commence at an early planning phase to maximise the available national, regional and local funds as well as complementary EU funds. An expert has to be engaged to plan and sequence the order and combination of funds. Fundraising activity has to involve at least:

- several meetings with local, regional authorities to explore possibilities for funding
- meetings and consultation with the Managing Authorities to obtain ERDF funds through Structural Funds, OP, Social Funds etc.
- Consultations with economic stakeholders, both larger companies and SMEs in to assess their interest in investments in the project.

In fundraising activities the selling of the Corradino PRA project as one integrated package having several advantages in terms of seeing the overall objective with the development project, group various activities together, realise spin-offs and reach a larger target audience and potential investors. However, the Project Management Team would also be able to „sell „and promote the various components of this larger package as separate portfolio. Key messages have to be developed for the various key benefiting groups (e.g. local business and local population), the potential supporters (including regional and local authorities, MAs) and investors (both local and foreign investors).

6

Thematic Report PRA Paola

CONCLUSIONS

6. Conclusions relating to PRA site and REPAIR methodology

The PRA has been vital for testing ASCEND and REPAIR methodology. The following key conclusions can be made regarding PRA Malta and its relevance for REPAIR project:

1. Early involvement of ULSG and other key stakeholders from various social and economic sectors is the key to efficient project implementation. Malta is a typical case study of constructive bottom-up, high participatory approach, which has resulted in strong support from all relevant parties and efficient project implementation.
2. The development goal should preferably be based in the strengths of the location and local assets, i.e. in the case of Malta: sports, language education and (history/culture focused) tourism.
3. A comprehensive LAP, well situated in the overall regional and local development priorities, has better chance of realising its objectives and to be integrated into the regional and local strategies and spatial planning. Such a LAP is also a good foundation for obtaining EU funds and for raising attention of the Managing Authority.
4. Projects with a wider, integrative development goal and strong anchorage with all 4 REPAIR pillars and policy recommendations per se increases the chances of successful funding since they directly relate to key EU policy and funding priorities. In addition, they provide spill-over effects and synergies both within and outside the project framework.
5. Early targeting and planning for regional OP (ERDF) funds and other EU funds increase the chance for successful funding and also gives more time for network and active cooperation and consultation with MAs. Where the MA is involved at an early phase and project reflects regional and national OP priorities, the project might receive early support from MA, increasing chances for ERDF funding
6. Regeneration projects with multi-purpose approach normally stand better chance to be long-term financially viable since they spread the financial investment and risk between several activities (e.g. for Corradino Detention Barracks investment into museum, sports school, hostel complex).