

MAPS network

Military Assets as Public Spaces

Implementation Action Plan

Municipality of Espinho
April 2018



MAPS network

Espinho / IAP / FINAL VERSION

Municipality of Espinho

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Executive Summary



Military Assets as Public Spaces

Executive Summary

This IAP documents Espinho municipality's two year journey as a partner city within the MAPS Project. The central focus for MAPS is re-thinking the use of abandoned military areas. In the case of Espinho, the concerned area spreads across the south side of the municipality near the coastline in a protected natural landscape. In fact in a relatively unspoilt area besides the beach on the sea front there is a lagoon formed by mouth of the river Maior which is a natural habitat to several species. In the last decade several investments in the last decade in area are rehabilitating the natural landscape and creating conditions for its fruition by citizens, namely by building pathways around the place.

The aim of this IAP is to highlight short term actions that can be implemented in the area by various public and private entities in collaboration with the City Council to unlock the potential of area that remain for many years in a state of lethargy due to the lack of definition of its use. Besides the obvious potential of the natural assets of the area (which also creates constraints on its possible uses) there are several military buildings scattered across the area that could be rehabilitated to new uses or re-integrated in the overall strategic concept set up for the area. From abandoned military structures (houses, barracks, a shooting range, etc.) to an airfield now being operated by a private association, there are several opportunities to complement the offer in the area with other structures such as accommodation, restaurants and sports facilities that will greatly improve the attractiveness of the area. The planned actions were therefore designed in an integrative approach in order to complement each other in a final “product” that can be encapsulated and marketed as a whole. In this line, the ULG develop an overall concept for the area translated into brand name designated by ‘Parque Atlântico’ or ‘Atlantic Park’ in English. The name highlights two of the major assets of the area, the natural beauty with the word “park” and the magnificent beach in the word ‘Atlantic’. This association of ideas sets the direction for further development in the area aiming to become an integral part of the city life which is just a few kilometers away.

This document is therefore a seed for a sustainable future. A plan that is set to grow, evolve and adapt as we move towards a sustainable and resilient future for Espinho. In this sense the proposed actions were designed to be implementable in a short to medium-term perspective, looking for investments in collaboration with private partners capable of initiation the process but not to complete it, i.e., the proposed actions have simple and attainable outputs, not requiring a huge amount of funding to put in place, setting up the conditions not only to start attracting citizens to the area but also to attract other future investments that fit in the overall concept.

The participation in this project provided the opportunity for the municipality to revise their methodologies for urban planning by adopting the Urbact methodologies of engaging stakeholders and build an integrative approach to urban planning in a more sustainable way. The knowledge exchange with other partners’ cities, learning from their experiences and strategic views, was a valuable input of this document and open new views and lines of development never though before by the city. The aim is to integrate these methods in the daily work of the municipality in order to enhance the governance



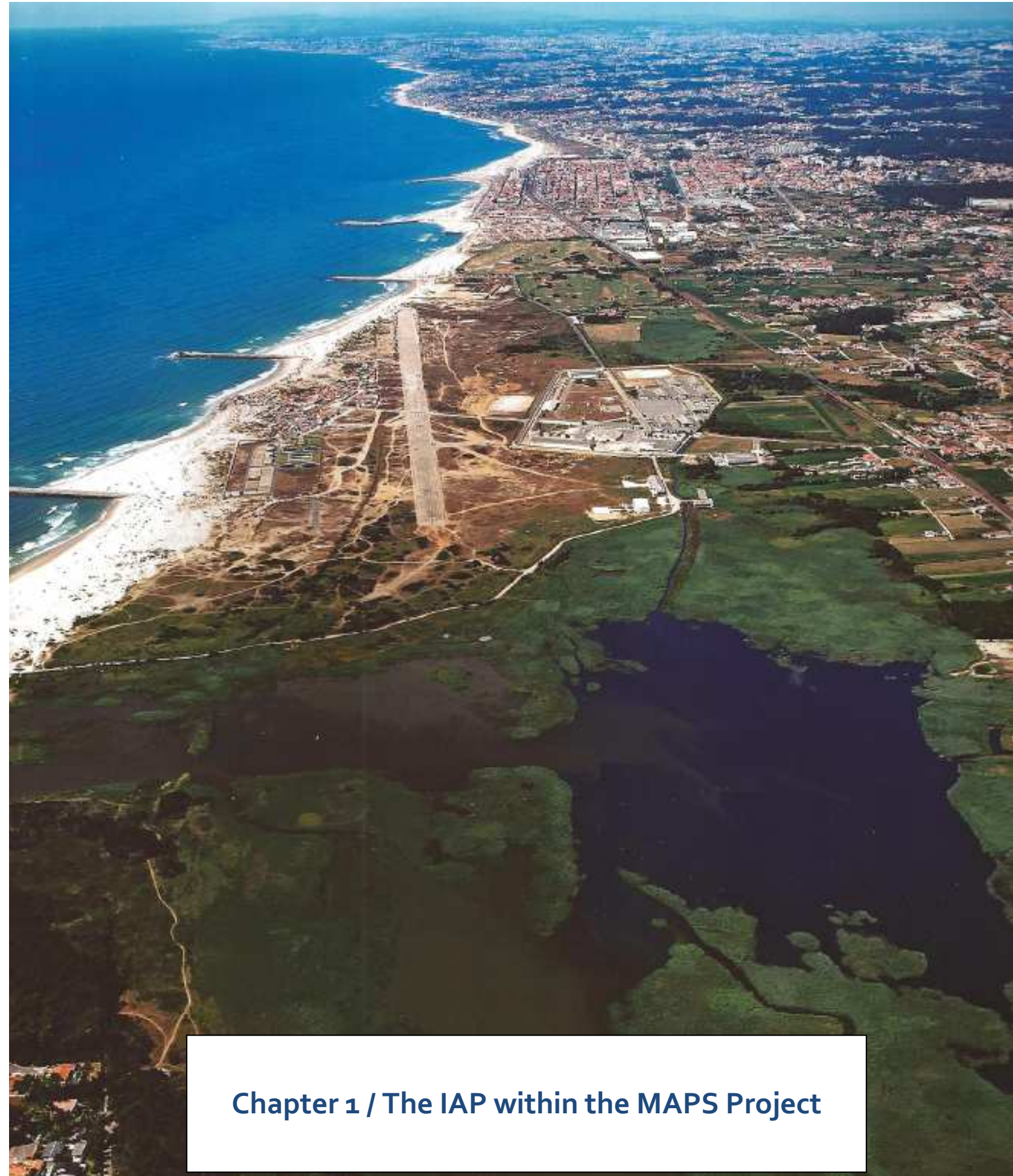
capability of the city and indirectly improve the quality of life of its citizens. As the project closes, a new set of opportunities are now open for the city and the City Council, together with its citizens, expects to build a more sustainable future for the city



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Military Assets as Public Spaces



Chapter 1 / The IAP within the MAPS Project



The MAPS network is a European Project under the URBACT Programme for the development and sharing of integrated strategies for the re-use and redefinition of deactivated military areas or buildings. It involves 8 cities: Varazdin (Croatia), Szombathely (Hungary), Cartagena (Spain), Telsiai (Lithuania), Koblenz (Germany), Longford (Ireland), Espinho (Portugal) and Serres (Greece). The project is coordinated by the Municipality of Piacenza (Italy) and its Lead Expert is the Architect Luca Lanzoni. The project is in line with the objectives of the Europe 2020 strategy and is a European Community instrument for exchange and learning to promote integrated and sustainable urban development of the territory and also enables European cities to work together and develop effective and sustainable solutions to the challenges of urban planning.

The MAPS network aimed to develop and share integrated strategies for the reuse and redefinition of deactivated military areas or buildings as a key element of a sustainable urban strategy. Following the approach of social architecture, the discarded military areas can be considered the new symbols of a more conscious and participated urban planning oriented to the promotion of cohesion and inclusion.

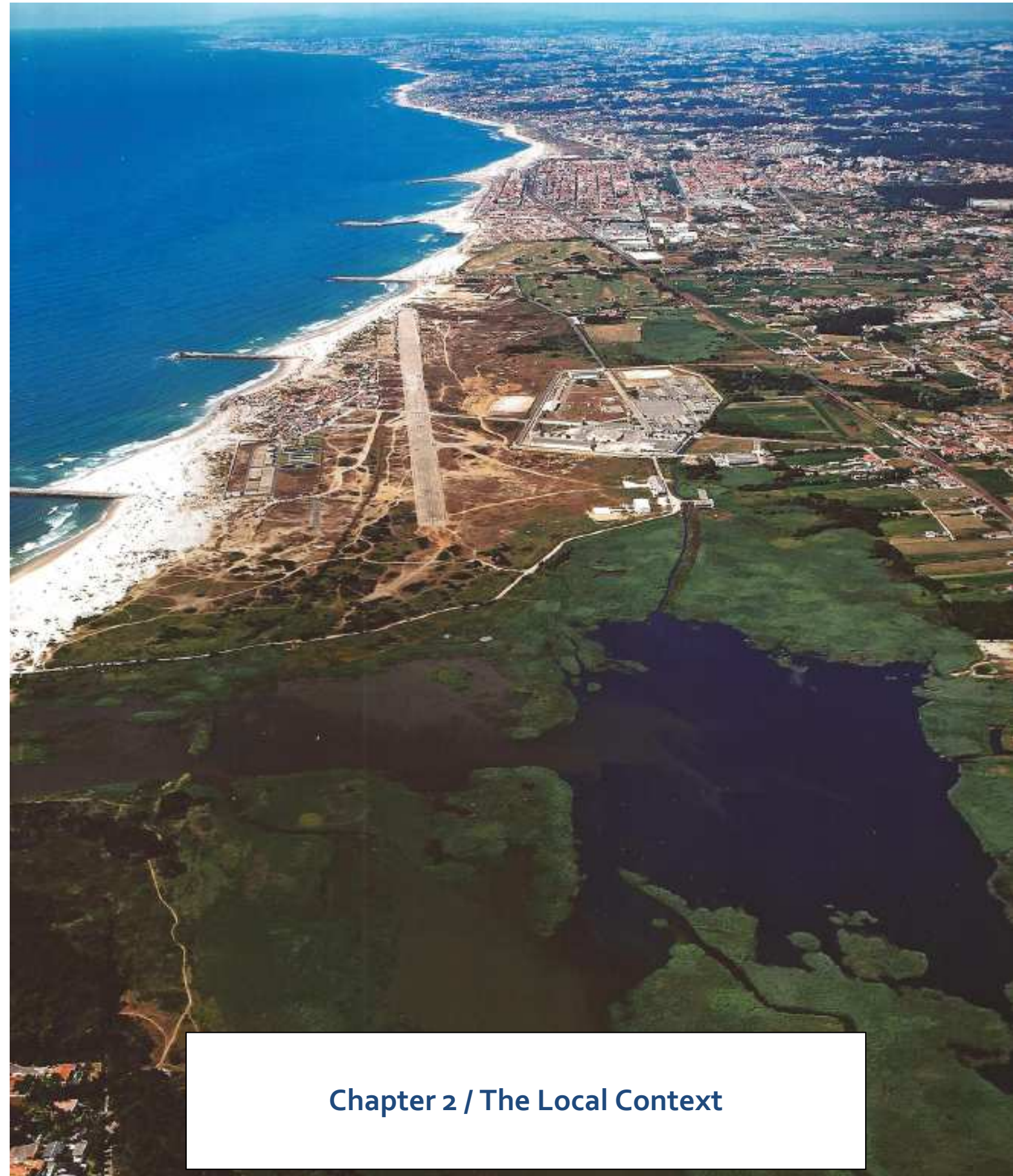
The current document is the Integrated Action Plan (IAP) that resulted from the project implementation in the city of Espinho in an integrated and participatory process involving citizens and other stakeholders and sets a vision for the rehabilitation of the area covered by the project where several abandoned military buildings present an opportunity to reshape the landscape and usability of the area located in southern part of the city.



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Chapter 2 / The Local Context



Chapter 2 / The local Context

Overview

The municipality of Espinho is located on the Atlantic coast on the North of Portugal just 15 km south of Porto, Portugal's second city. Its main activities are manufacturing industries, services and tourism. The municipality has a reputed beach resort well known by its white-sand beaches. Since the first humans settle here more than 2500 years ago a strong relation with the sea was developed and remains today an important part of the culture of the city and lays in the hearth and spirit of the region. Mixing agriculture with fishing has always been a distinct character of the region but since the beginning of the XX century both activities start to loose importance in the economic activity of the region and the city has since developed a manufacturing industry and services (namely tourism). Currently the primary sector in the municipality is practically zero, 0.8% of the total active population, the secondary sector represents 31.1% of the municipality's assets, and the tertiary sector has 68.2%

Entering the XXI century Espinho is now an attractive city to live and work for people looking for better quality of life for their families while being close to major drivers of the region, as the sea port of Leixões and the airport located close to the city of Porto. Its geographical position, close to the main highway connections between Porto and Lisbon and having a train station of the major railway of the country, makes the city attractive to both families and businesses.

Geographic and demographic data

Located in the Northern Region of Portugal, in the area between the Douro and Vouga, Espinho is endowed with an excellent geographical location. It is an integral part of the grouping of municipalities of Greater Porto, corresponding to the NUT of order III - Great Metropolitan Area of Porto (GAMP) and district of Aveiro. With the area of 21.42 km², it is considered, however, in terms of geographic area, the smallest county in the 17 municipalities that currently make up the Metropolitan Area of Porto - AMP. It is formed by 4 parishes: Anta - Guetim, Espinho, Paramos and Silvalde.

With the number of residents in 2011 of 31,786, Espinho is the municipality with the lowest population of the Metropolitan Area of Porto (2.47%). It registers, however, a high population density and comparable to the average of the region. The composition by age at county level is: 13.7% of young people up to 14 years of age; 75.7% of adults (15-64 years) and 20.5% of elderly people, figures showing an aging population. The unemployment rate is about at 18.4% in 2016.

Tourism Data

There are 5 classified tourism ventures in the municipality of Espinho: 4 hotel establishments (3 hotels and 1 hostel,) and 1 campsite. The total capacity of beds is 807, distributed by 321 accommodation units, plus the 840 users of the campsite. In addition to the hotel establishments of the city, the Youth Hostel is located in the area of the City Park with the capacity of 62 beds in total, distributed by 19 rooms. There are about 92 restaurants in the county.

The following table summarizes the

Indicator Name	Description	Value
Visitors	Number of visitors to the city(per year)	35.000 €
	Number of nights in the city (per year)	100.000 €
Accommodation	Hotels/Hostel/campsite	3/1/1
	N.º of beds	807
	Nr. of restaurants	92
Public investment	Budget allocated to cultural heritage /tourism	20.000 €

Overall Strategy of the City

The municipality has launched several projects to promote the economic valorisation of the sea coast and its related activities. The city council promotes several cultural and sports events, which aim to boost the economy of the region, through the development of the tourism sector and also to promote the economic growth and creation of local employment. It has as its mission the valorisation of the endogenous resources of the territory, namely at the natural resources level, taking advantage of the sea and extensive coastline, as well as its cultural heritage. Due to the climate change and the rising sea level the city is faced with a threat of the sea flooding to the fishing communities placed next to the ocean.

The main challenge of the city is therefore to work all these dimensions in a sustainable way trying to build synergies among its major assets to promote the economic development of the region. In the last decade, the city of Espinho has implemented a vast urban regeneration programme in the city, supporting business creation and touristic development. In this line, the municipality has launched several projects to promote the economic valorisation of the sea coast and its related activities, namely for instance, by open a new museum in 2008 (Forum for Art and Culture of Espinho - FACE) in a former canned fish factory in order to preserve and promote this culture among visitors. Another major project in recent years was the renovation of the train line that once crossed the city centre, cutting the city in half; by burying the tracks it was possible to create a vast urban regeneration project in the city centre taking advantage of the free area that was just created. This huge project in terms of budget and impact was only possible with a thorough dialogue with the state-run train company (CP) in a difficult

negotiation to reach a final solution, increasing the city capacity to conduct long and difficult urban regenerating processes where many stakeholders are involved. However, the project was not fully accepted by citizens and still raises some controversy as local agents feel that they were left out of the decision process. The lack of dialog with local citizens and other important stakeholder of the city has long been identified by the city council has a fragility on the city governance procedures but it is never easy to change things especially because the daily business always takes priority.

The Intervention Area – future ‘Atlantic Park’

In recent years, the city started to develop ideas for the urban development of the southern part of city that has been use mainly for military premises in last century. In the area there are equipment’s, spaces, buildings and important identity assets of the city which include the deactivated areas / military buildings that we want to reuse and re-functionalize. The area is home to several facilities with touristic relevance as a golf course and an airfield, as well as very important environmental assets as a lagoon with pollution problems and an endangered dune area which plays a crucial role in the prevention of coastal erosion. Furthermore, the land is owned by several different entities which makes even harder to build a solution for area. For instance, the Ministry of Defence is in charge of the military facilities, the golf and airfield are run by local private clubs while the environmental assets are under the supervision of the National Environmental Authority. This situation creates a governance problem for the city council as any future development of the area will have to be built over the consensus of all these players. Moreover, there’s a small village in the area called ‘Praia de Paramos’ with about 90 families facing the danger of crescent coastal erosion that is putting in danger their houses.



Figure 1 - Intervention area framework

In this context it becomes clear that an integrated and participatory approach was mandatory here in order to find any feasible solution for the area and the MAPS project presented the perfect opportunity to pursue these solutions and came in the right timing as to implement the URBACT methodology in the city and in this way to devise the best possible solutions for the area with the participation of citizens.

The integration of the Municipality of Espinho into this URBACT Project has given strong competences to those who participate in it, since the URBACT programme provided a set of tools and methodologies already structured and developed that allow to guide and find the best paths for a concerted and effective solution. The sharing of information and knowledge of the reality of other cities also enables us to carry out a learning process, to train the different actors, to overcome some of the complexity of the governance factor, and to test and implement new solutions and visions of success, thus designing new dynamics of urban development integrated and sustainable in our city and county.



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Chapter 3 / The Challenges for the area

Chapter 3 / The challenges for the area

The main challenge of the city is the revitalization of the southern area of the city centre. The geographical area covered by the project is the southern part of city; this is a well-defined area covering different types of infra structures, including the military facilities but also a golf course, a aero club, beach village, train line, etc, (see Picture 3) requiring an integrated approach and a strong participatory process.



Figure 2 - Military facilities and other infra structures

In this area there is a military facility of the Portuguese Army, identified as Engineering Regiment No. 3 (RE3) dating back to 1976. In the past three years the army has reduced its operation in the premises and currently only 20% of them are in use. Consequently there have been talks between the city authorities and the Ministry of Defence in past two years about transferring the premises to the civil authority. At this time the city is looking into finding options for re-using of the premises.

Thirdly, the growing tourism of Espinho needs to be supported by all urban regeneration projects. Finally, a natural lagoon, important for birds and other local wildlife, is located nearby the military area. Any future projects for the military premises need to be integrated with this natural asset.

There are several things to consider when looking for regeneration options for the area. Firstly, the military sites are in the immediate presence of the golf course and the airfield that can be used in the regeneration plans. Secondly, nearby fishing communities may be re-located in the future, as their current village has been threatened by the rising of the sea level. Thirdly, the area includes a natural lagoon, important for birds and other local wildlife located nearby the military area. Any future projects for the military premises need to be integrated with this natural asset. This creates many constraints and any future solution has to comply with the applying rules



Figure 3 Military Barracks - "Quartel do Formal"

of the country for the preservation and valorisation of these assets. Returning the area to the fruition of citizens and tourists, as well as any business development is a major challenge for the area and all these constraints create several limitations to the type of solution that was chosen for the area.

The overall perception of stakeholders however is that despite the many challenges and constraints of the area there's a lot of potential waiting to be exploit and it's clear for everyone that the area will have the capacity to boost to city economy through business creation, tourism, leisure, water sports, etc.

During the URBACT Local Group (ULG) meetings the main challenges were identified, listed and discussed in order to build a baseline from where possible solutions could be devised as follows:

Challenge	Periodic Events (E)/Rehab (RE)
1. Rehabilitation of the abandoned military buildings	RE
2. Rehabilitation of other abandoned buildings	E
3. Access to "Praia de Paramos" village	E
4. Social inclusion of "Praia de Paramos" village	RE
5. Valorisation and Conservation of the Natural Ecosystem	RE
6. Limited operation of the Airfield	RE

- 1. Rehabilitation of abandoned military buildings:** the area has several abandoned military facilities that need renovation projects; a partial solution will not work, and renovating one while leaving other in the current state of ruin will mined any possibility of a good ROI. Therefore it is crucial that all renovation projects run in parallel in order to create a 'new face' for the area all at once and this way improve the attractiveness of the area. A single renovation project will not work and will condemn any future prospects for investors in the area.



- 2. Rehabilitation of other abandoned buildings:** there are other abandoned buildings in the area that will be integrated in action plan as they present good opportunities to create a complementary offer and structures that will support and valorise the area. This is case of the former restaurant of the aero club build in 1959 and later renovated in 1973 as a small hotel which has been abandoned after a fire that destroy the place in 1983. The place is in ruins since then.



- 3. Access to “Praia de Paramos” village:** the access road crosses the airfield; some years ago there was an accident involving an airplane and car that was crossing the airfield at the time leading to a restriction on the use of the airfield by forbidden planes to use part of the track, limiting the size of planes that can land here.



- 4. Social inclusion of “Praia de Paramos” village:** this community is waiting for a solution to keep their houses as the effects of coastal erosion puts them in danger; with a population with low income and qualifications, lacking the resources and knowledge to look for a solution, it is important to fight social exclusion and integrate the population on the future solution for the area that meets their expectations, i.e., keep their houses and take advantage of the economic development envisaged for the area.

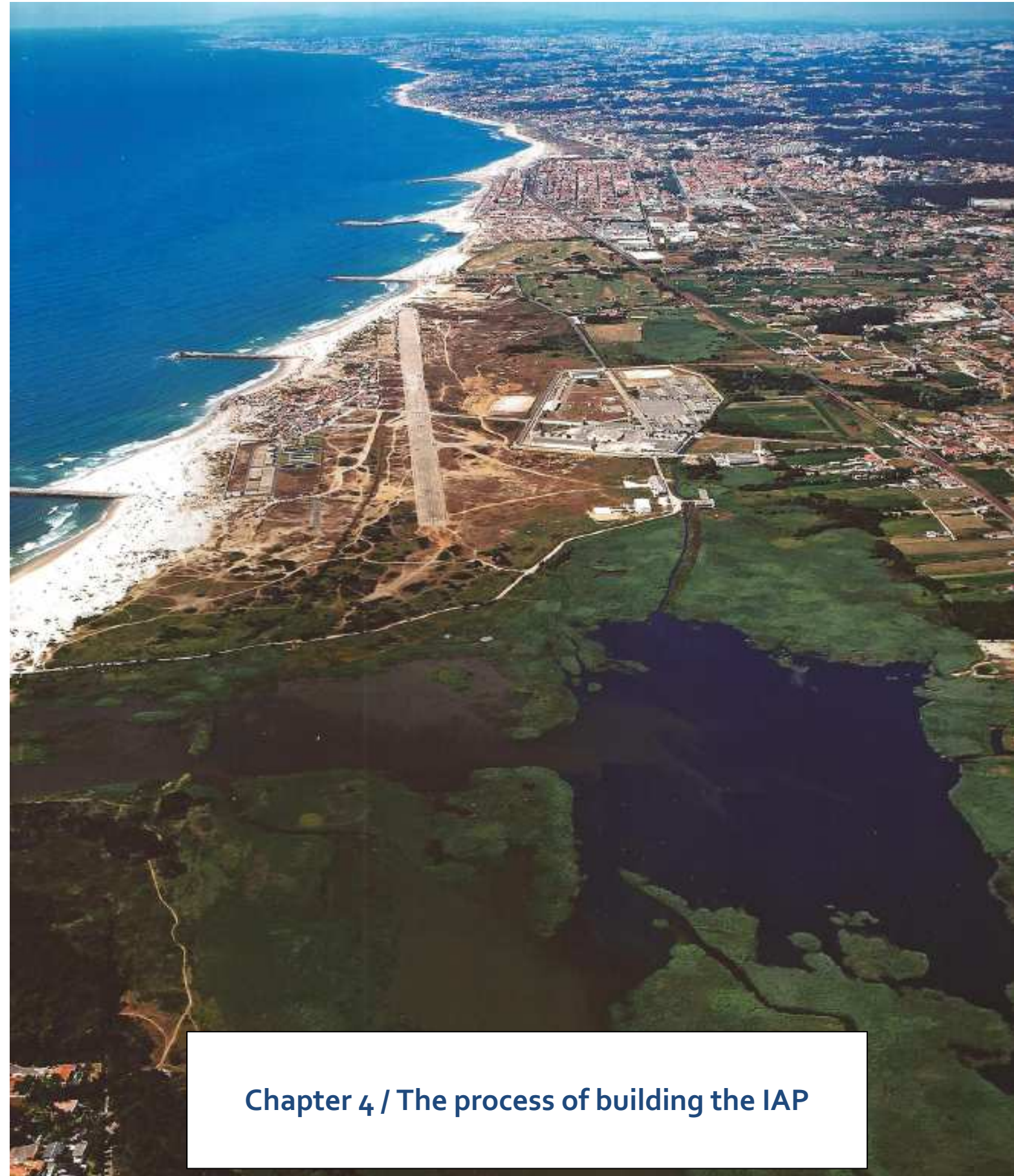


- 5. Valorisation and Conservation of the Natural Ecosystem:** The area is integrated in a protected natural landscape. Some structures are located in sensible areas as dunes which play an important role in preventing coastal erosion. Moreover the area is crossed by the “Rio Maior” river which is sometimes polluted by illegal discharges of industrial effluents endangering native fauna and flora. This will affect in particular the valorisation of the environmental assets of the area for touristic or leisure purposes.



6. **Limited Operation of the Airfield:** the pavement of the air strip and supporting facilities are in poor condition and need to be renovated but the Aero Club of **Espinho**, which is currently managing the infra-structure has not the resources to promote this renovation. Therefore the operational capacity of the airfield runway is now very limited, requiring expansion of its size from the current operational 400m to 1400m in order to have capacity for bigger planes and other type of activities a new pavement to become economically viable.





Chapter 4 / The process of building the IAP

Chapter 4 / The process of building the IAP

The process of building the IAP was mainly based on the discussions held in the URBACT Local Group (ULG) meetings and activities. The municipality has involved many stakeholders in the discussion of the possible solutions to recover the military area for civil use, including local associations. It helped to gather several points of view and build a solid IAP for the concerned area. This led to a reinforcement of the local policies by promoting citizens engagement in the decisions and helped to build a solid file to be presented and discussed with the funding agencies. With the MAPS project, the city council was able to create the right environment to reach an agreement by creating a sustained bullet-proof solution capable of answering the expectations of the majority of stakeholders.

A stakeholders' analysis by using the **Importance/Influence Matrix** method was initially done resulting in the following list of stakeholders:

- City Council staff (vice-president; urban planners; other services);
- Official representative of the military regiment;
- Locals representatives (President of the local parish council);
- Local associations;
- Local schools representatives;
- Aero club representatives;
- Golf club representatives.

<p>A. High Importance/Low Influence</p> <ul style="list-style-type: none"> • Maritime Authority • Aeronautics University Project 	<p>B. High Importance/High Influence</p> <ul style="list-style-type: none"> • Environmental Portuguese Agency (APA) • Development Coordination Committee of the North Region (CCDR-N) • Oporto Golf Club • Forests and Nature Conservation Institute (ICNF)
<p>D. Low Importance/Low Influence</p> <ul style="list-style-type: none"> • Porto and Norte Tourism Authority 	<p>C. Low Importance/Highs Influence</p> <ul style="list-style-type: none"> • National Tourism Authority (IPT) • Representatives of the population at site (Praia de Paramos) • Polis Ria de Aveiro

Table 1 – Stakeholders Influence Matrix

However, soon it became clear that other stakeholders should also be invited to join our initial group as they could bring new perspectives to the discussion and also because they institutions or business could be influenced by the proposed solutions of the area, namely:

- The Promoters of the university on aviation relation studies, as a key actor of the educational project for the area
- The owner of the sky diving company operating in the air field, as a business developer for the area
- Representatives of the village of 'Praia de Paramos', as any solution for the area will have a string impact on their expectations
- The president of Paramos parish, as an elected representative of the people living in the area
- Representatives of the managing authorities of regional funds, tourism and environmental authorities to make sure that the foreseen solutions are in line with the policies defined for the area and for the region.

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

The following table presents the type and number of the stakeholders involved in the ULG.

Organization	Participant	Role in the ULG
Engineering Regiment of Espinho	Miguel Pires Rodrigues	As representative of the regiment Major Miguel Rodrigues made the connection with the military organisations and contributed with their knowledge and experience on the site to the proposed solutions.
President of the parish of de Paramos	Manuel Dias	As the elected representative of the Parish that covers a part of the area, he provided insight knowledge of the area and its challenges.
President of the parish of Silvalde	Marco Gastão	As the elected representative of the second Parish that covers a part of the area, he provided insight knowledge of the area and its challenges.
Portuguese Environment Agency	Pimenta Machado	As representative of the governmental body that supervises the natural assets of country and authorises their possible uses.
Humanitarian Association of Fire Fighters Espinho Volunteers	José Gomes da Costa	The fire fighters association is the process of building new headquarters and one of the possibilities on the table was to re-use one of the abandoned buildings in the area; later this idea was dropped as neither sites responded to the specific requirements for that function.
School Professional of Espinho – ESPE	Joaquim Valdemar Martins	This vocational school plays an important role in the education system of the municipality and key stakeholder as there is the intention to create open lab research facility in direct relation with the airfield (e.g. drones testing)
“Viver Espinho” – Business Association of Espinho;	Nunes Silva	The business association made the linkage to the local business community and supported the vision for job creation foreseen in the IAP.
SkyDive Europe	Mário Pardo	As small business dedicated to sky diving, the company led by Mr. Pardo is the perfect example of the type of businesses that could be installed in the area contributing to its attractiveness and capable of creating local jobs. It provided also to the ULG a view from entrepreneur side and the challenges they face to operate their businesses.
ADCE Development Association of Espinho	Sandra Poupinha	This development association has long been working with the local communities in solving relevant social problems; their experience and knowledge was valuable to work with the coastal village that it

		is inside the park area.
Aero Clube da Costa Verde	Paulo Soares	The aero club has a concession to operate the airfield and is another key actor in the implementation of the IAP.
ADRIEM Integrated Rural Development Association	Teresa Pousada	This organisation aggregates several municipalities and has great experience the design and implementation of strategic plans. Their knowledge of strategic development provided important contributions to the IAP.
Local association "Paramos em Movimento"	Cristóvão Santos	This association of the village of Praia de Paramos represents the local community in the ULG; it aims to engage the local community in the co-creation of the IAP.
Local association "Águias de Paramos"	António Cravo	Similar as above.
CCDR-N Commission for the Development of the North Region	Fernando Gomes	As the main managing organisation of the structural funds applied in the region, it has an important role in the definition of priority investments for the region. As member of the ULG, it provided the knowledge and experience to integrate the IAP in the overall strategic vision for the region and the funds available to finance the current actions in the IAP.
Espinho University	Francisco Nelson	This private initiative wants to create a university to train professionals for the aeronautical sector (not engineering), responding to the increase demand of these professionals by airline companies all over the world. Their presence in the ULG is very relevant as this investment could be an important driver for the area and some of the abandoned military buildings could be used for the university premises. Currently the aeronautic school is in the accreditation phase by the Ministry of Education and is expected to start its operations by 2018.
Oporto Golf Club	Manuel Violas	Similarly to the aero club, the golf club is an important asset of the park and their openness to collaborate will be crucial for marketing the area.
Surf Atitude	Gonçalo Pina	Another small company with interest to invest in the area. The synergies that will be created with new accommodation and other support structures is crucial for these businesses to grow.
Municipality of Espinho	Vicente Pinto; Pedro Soutinho; Sandra Almeida; M ^a João Rodrigues; Fernanda Pinto; José Soares.	The municipality staff team was composed by: Vice-president; Local Expert; Urban Planning Unit; Financial Unit, and Communication Unit

Table 2 - ULG List of Stakeholders

Description	Number
Military Representatives	1
Municipality and Local Representatives	5
National Agencies	1
Development Associations	2
Professional Associations	1
Citizens' Associations	1(+1)
Business Associations	3
Schools/Experts	1

Table 3 - ULG Type of Stakeholders

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

As most of the abandoned buildings and structures were under military control and the Military Regiment still runs a fully-operational structure that lies in the centre of the targeted area, a formal invitation was send to the commander of the Military Regiment to participate in the ULG, invitation that was accepted by the second commander of the unit, Mr. Miguel Pires Rodrigues, after consultation of the top hierarchy. The level of engagement and synergies created with the military organisation was crucial in the co-design of the IAP and create the conditions to organise one of the ULG meetings inside the regiment, as an open day where members of the ULG could learn about the several activities of the regiment in the support of the local community. In fact the regiment has an open approach to the surrounding communities helping them to prevent floods or the coastal erosion by using their machinery and engineering skills to support some preventive actions.



Figure 4 - ULG Meeting in the RE3

Other key members of the ULG included the representatives of the golf and aero clubs, representatives of the local associations of the village 'Praia de Paramos' and their elected representatives, all important stakeholders for any strategy to be implemented on the site. Finally, a more institutional group of representatives also join the ULG, namely the key staff of the municipality and representatives of several organisations that have important role in the policy definition for the area, namely the National Environmental Agency and the organisation managing the EU funds for the North region (CCDR-N). This wide spectrum of stakeholders was highly decisive in the discussions to co-create the IAP.

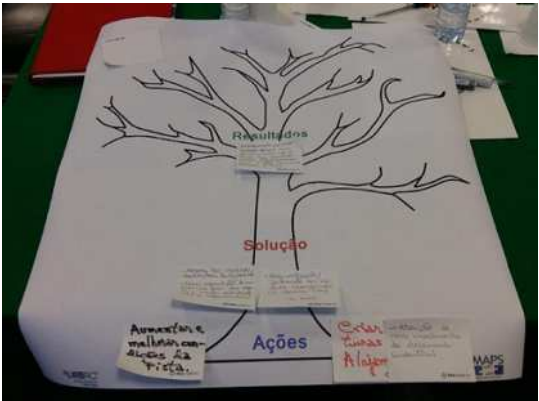


Figure 5 - ULG members visiting sites

During On the second ULG meeting, the 'Problem Tree' methodology was used to devise the problem, the required change and possible actions to achieve these results, as follows:

- Problem: **How to reuse the military structures to foster development of the area?**

The following table shows the 8 mains causes and constraints identified:

Causes and Constraints	
<ul style="list-style-type: none"> • Several abandoned buildings in the area in a degraded state (military and others) (1) • Governance difficulties; lack of consensus among parties; (2) • Lack of interactions with neighbourhood municipalities (3) • Current limitations of the airfield (sizes and degradation of the runaway) (4) 	
<ul style="list-style-type: none"> • Access roads limited, namely with a slow train line crossing (5) • Different owners of land in the area (6) • Environmental hazards; pollution, floods, coastal erosion, etc (7) • Strong limitation on the land use due to environmental and legal frameworks (8) 	

- Required Change: Transform the **area into an attractive area for both citizens and entrepreneurs**

The next step was to work on these causes/ constraints to devise what possible actions could be implemented there, i.e., what actions could support the vision while respecting the constraint and legal issues applied in the area, trying to promote economic development while preserving the natural assets of the site. A few ideas arose from the discussions:

- **Focus on sports and leisure activities, taking advantage of the natural environment and sport structures already in place;**
- **Build synergies with private investors, the local community and the military organisation to find solutions for the abandoned military structures;**

- Explore education and research activities in the area related to the aviation sector taking advantage of the Engineering Regiment and airfield.

The following abandoned military buildings and structures were identified as primary targets for the area:

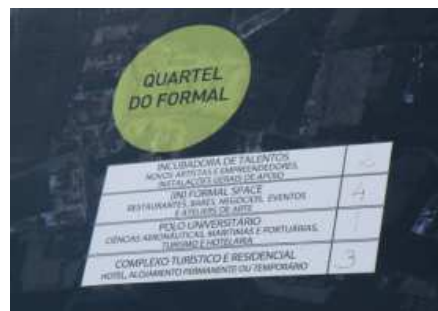
- The abandoned 'Quartel do Formal' Barracks;
- The abandoned military houses in the village of 'Praia de Paramos';
- The abandoned military shooting range close to the beach;
- The abandoned land under military jurisdiction;
- The abandoned building of the former restaurant of the "Aero club".

Next step of the ULG discussions was to determine what possible uses could adopt for the list of sites to be rehabilitated that will be subjected to voting by citizens. So, as part of this project, on April 8, the Municipality of Espinho and the ULG held the first Open Day, which included a 10 km race and a 5 km walk in a circuit called the "Route of Military Buildings ". This Open Day had the partnership of Engineering Regiment No. 3 and Running Espinho, associating the practice of physical exercise with the promotion and knowledge "in side" of the various deactivated spaces and military buildings in the county.



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

The winning solutions and are presented in the following pictures and became object of the actions foreseen in this IAP:



In addition to the realization of this event, the dissemination and promotion of the URBACT MAPS Project also happens with the different social networks and TV channels that covered the event, which enlarge the involvement of citizens, associations, companies, public and private institutions of the project and thus open a channel to receive other contributions to the IAP.



Figure 6 Group Photo @ Espinho Transnational Meeting – May 2017

The participatory process in which local stakeholders were engaged proved to be a good methodology to work around all the constraints and different challenges faced by the city to find a solution for the area. The co-creation of the IAP through the ULG was a good method to overcome barriers and constraints leading to a more coherent and robust IAP, however to fully achieve its objectives is fundamental that the municipality staff incorporates the tools and methodologies used during the project in their daily practice creating the bases for a true integrative and engaging approach to policy making.

In May 2017 the work at the ULG was complemented by the organisation of the MAPS transnational meeting in Espinho providing a great opportunity to discuss with the other partners the challenges and possible solutions for the area. In October of 2017 a specific transnational meeting was organised by our partner in Telsiai (Lithuania) to work on the IAP. During this meeting the final layout of the plan was defined and its consistency tested with the collaboration of the other partners. The picture shows the poster created through this process and clearly summarizes the multiple dimensions of the IAP and its actions.

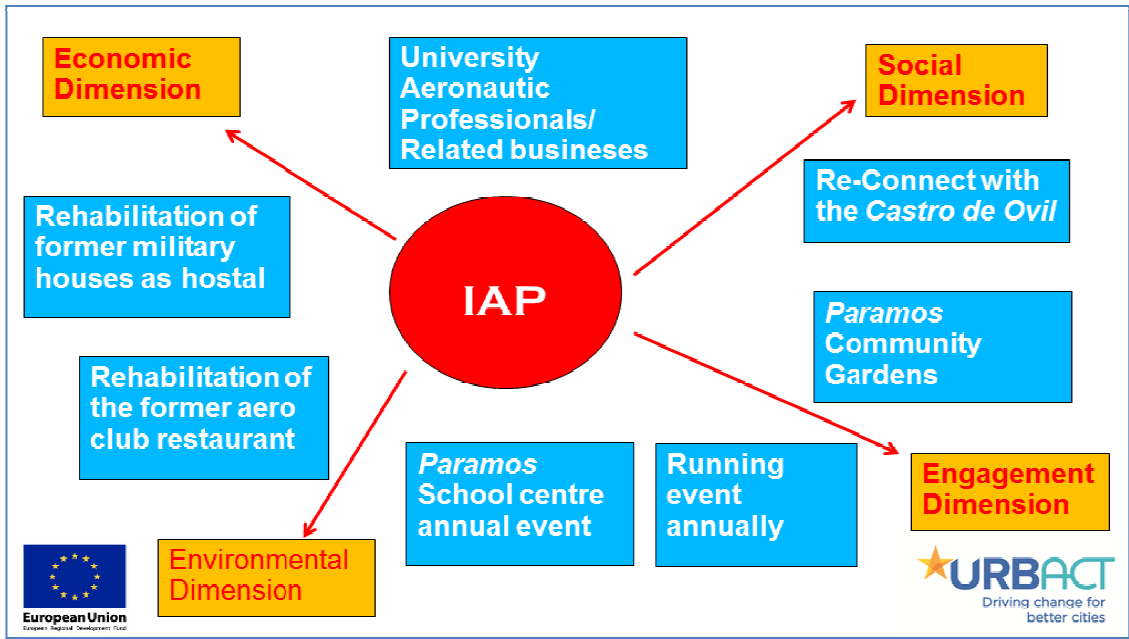


Figure 8 - Multiple Dimensions of the IAP

It intends to provide a clear vision to citizens and possible funders of the foreseen strategies and actions.

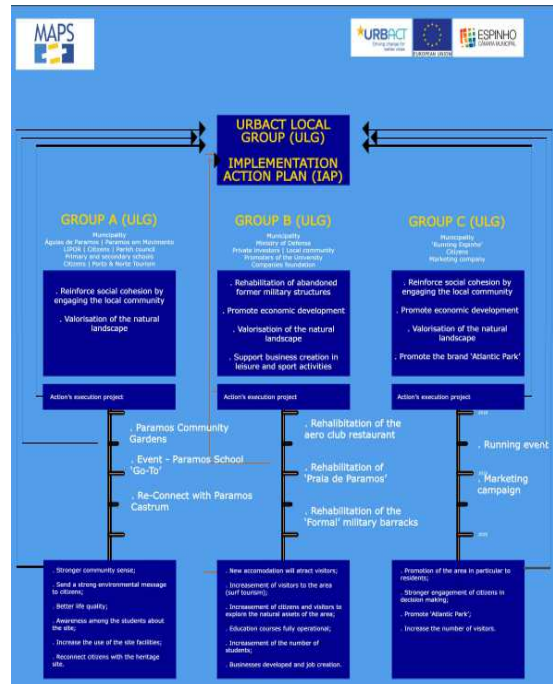


Figure 9 - Final Poster in Telsia



In December 2017, IAP was continued at the transnational meeting in Szombathely, Hungary, where issues related to the governance model and communication plan were shared with the partners. This meeting resulted in the drafting of a proposed Governance Model, presented at the following transnational meeting held in Longford, Ireland, in February 2018, in accordance with the attached poster image, together with the monitoring system and the results achieved project.

Once the IAP proposal was prepared, it was submitted to the ULG group for approval, together with the governance model, at a meeting of the ULG, which resulted in the approval of the IAP, but with the addition of one more action, action 8, designated 8 - Rehabilitation of the airfield runway.

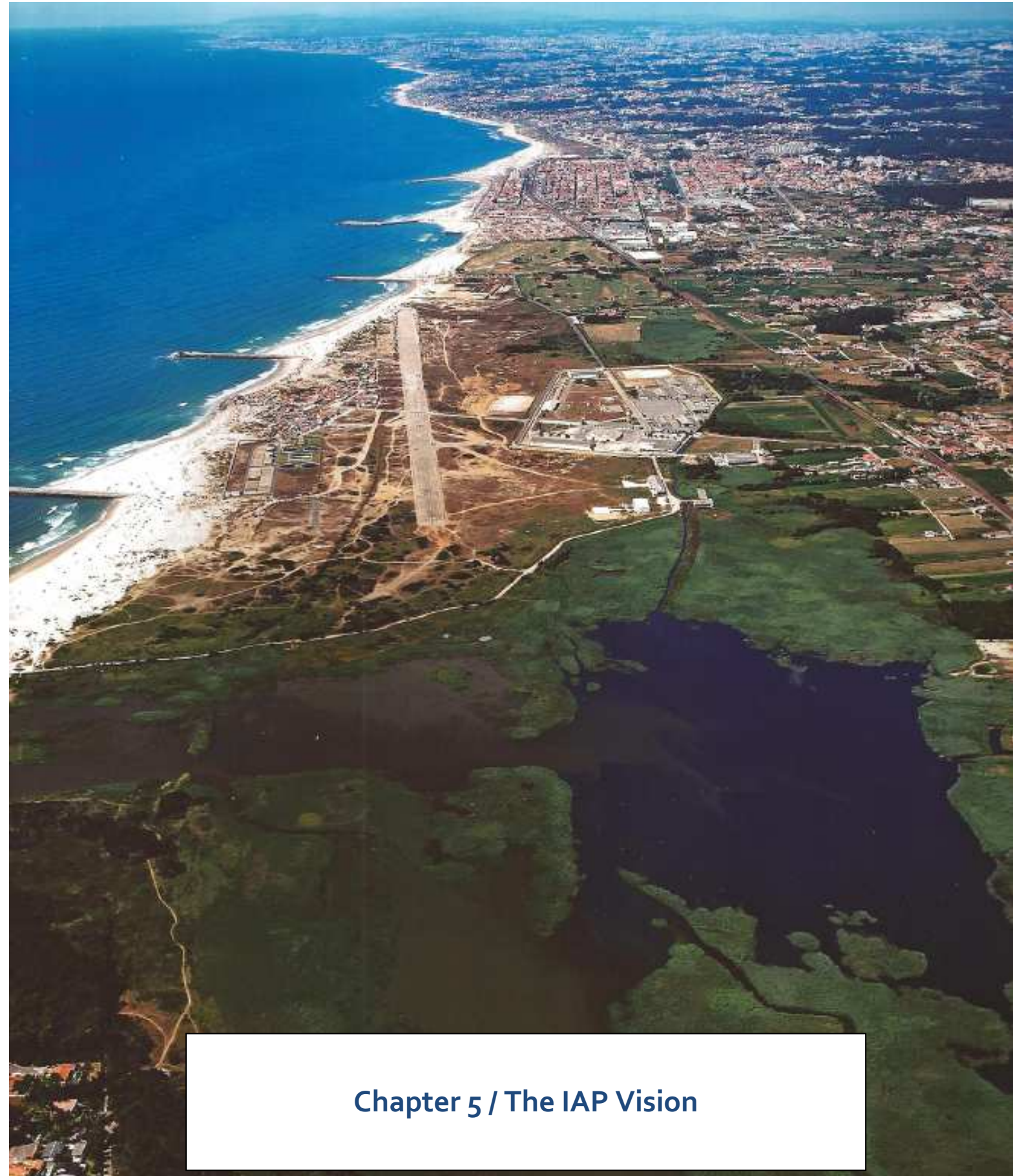




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Military Assets as Public Spaces



Chapter 5 / The IAP Vision



Chapter 5 / The IAP Vision

I- Context of the IAP

This main goal of this document is to create the conditions for an integrated and participative way of doing urban planning in the city. The IAP is focused in valorisation of old military structures and is a result of the work done in cooperation with other European cities with the MAPS project.

The old military structures are located in the south part of the city, a sub-urban area with a mix of urban-rural-beach assets, capable of promoting this area as another touristic asset of the city but also by creating the conditions to attract new comers, including new households, new schools and new businesses.

The main military site is at this time still operational, so they have relatively modern infrastructure to be used for revitalization. The infrastructure includes a track field, hangers, buildings and other facilities. Outside these facilities there are several abandoned buildings and other structures that have no military purpose these days and need to be rehabilitated.

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

II- Main Objectives of the IAP

The main objectives of this Integrated Action Plan (IAP) are:

Main Objective
Rehabilitation of south area of the city of Espinho as 'Atlantic Park'
Specific Objectives
1 - Rehabilitating of abandoned former military structures
2 - Promote economic development (university, job creation)
3 - Reinforce social cohesion by engaging the local community (Praia de Paramos)
4 - Valorisation of the natural landscape (Paramos Lagoon; beaches, seaside, etc)
5 - Support business creation in leisure and sport activities (aviation, golf, surf, etc)
6 - Promote the brand 'Atlantic Park' (marketing strategy).

III- Main Actions of the IAP

The main actions and their relation to the objectives are presented in the following table:

Actions	Related to Specific Objective
1 - Paramos Community Gardens	3 - Reinforce social cohesion by engaging the local community 4 - Valorisation of the natural landscape (Paramos Lagoon; beaches, seaside, etc)
2 - Running event	3 - Reinforce social cohesion by engaging the local community
3 - Event - Paramos School 'Go-To'	3 - Reinforce social cohesion by engaging the local community
4 - Re-Connect with Paramos Castrum	4 - Reinforce social cohesion by engaging the local community
5 - Rehabilitation of 'Praia de Paramos' military houses	1 - Rehabilitating of abandoned former military structures 2 - Promote economic development 4 - Valorisation of the natural landscape 5 - Support business creation in leisure and sport activities
6 - Rehabilitation of the former aero club restaurant	1 - Rehabilitating of abandoned former military structures 2 - Promote economic development 4 - Valorisation of the natural landscape 5 - Support business creation in leisure and sport activities
7 - Rehabilitation of the 'Formal' military barracks for the University premises	1 - Rehabilitating of abandoned former military structures 2 - Promote economic development 4 - Valorisation of the natural landscape 5 - Support business creation in leisure and sport activities
8 – Rehabilitation of the airfield runway	2 - Promote economic development 5 - Support business creation in leisure and sport activities
9 - Marketing campaign for the 'Atlantic Park'	2 - Promote economic development 4 - Valorisation of the natural landscape 6 - Promote the brand 'Atlantic Park'

The following diagram shows the relation of the foreseen actions with the several dimensions of IAP: Dimensions: Economic, social, environmental and engagement of citizens.

I - Introduction to the Framework of the IAP

The current IAP aims to be a policy tool to support the creation of the **‘Atlantic Park’**.

The Atlantic Park is located on the southern coast of Espinho, west of the northern railway line, and covers the entire boundary of the Natura 2000 network in the county territory, thus the area where natural values and identity devices are evident.

Despite its potential, the area now designated by **‘Atlantic Park’** only recently received the deserved attention by public authorities and consequently lacked a proper development plan that could potentiate the assets of the area in terms of social and economic development, a situation that the current elected representatives want to change with this IAP.

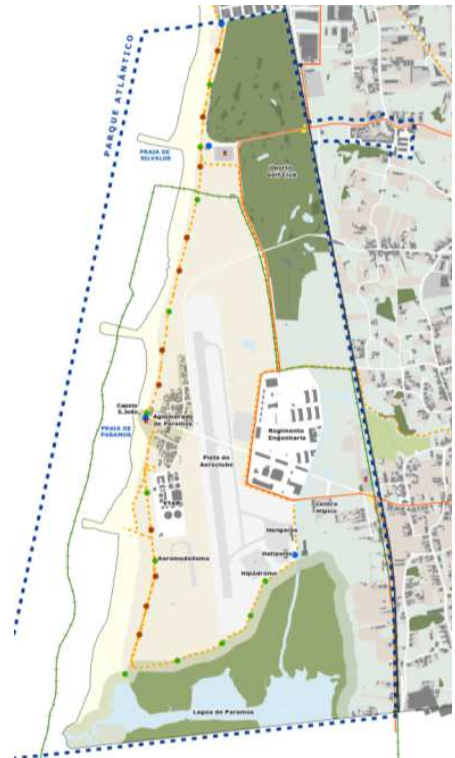


Figure 9 - The area of the ‘Atlantic Park’

Besides the fantastic environmental assets as the large stretch of fine beaches along the coast, the natural lagoon with its myriad of natural life, the golf course, equestrian centre and other important equipment, the area also presents good opportunities for economic development as there several abandoned buildings from its military past that can be re-use to boost economic activities in the area. Besides, being so close to the city centre, the area can act as a new pole of the city with a good balance between urban and rural/environmental characteristics that will make the area more attractive to citizens and tourists and by this way boosting the economic activity of the area. In this sense and as a result of the reflections and consultation process conducted within the project activities, it was decided to create a branding for the area that reflects this vision for the future: “Atlantic Park Masterplan”.

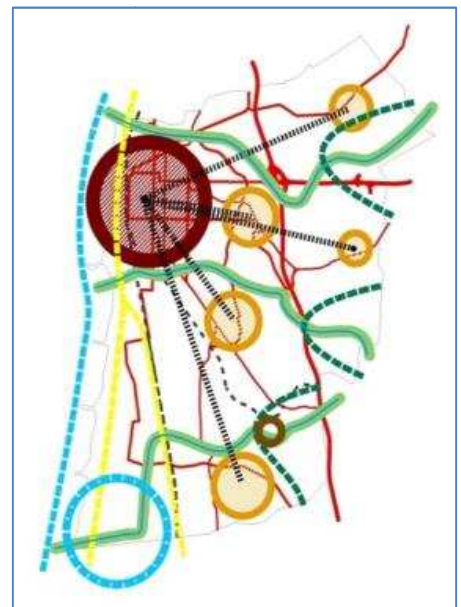


Figure 10 – Biophysical and environmental / urban / relational system

This designation already points to the foreseen solution for the area, i.e., the creation of park that exploits the environmental and touristic assets of the area, not only by rehabilitating them but also by

making investments in the improvement of accessibilities, creation of new equipment and infrastructures, promote environmental research (for instance to prevent the current problem of coastal erosion), among others. Over that, the plan also provides a strong focus on the engagement of the citizens of Espinho, local associations and in particular of the people living in the area in order to create a supporting base strong enough to really make a change in the way the makes its urban planning with a more participative approach, hoping the current IAP acts a model for the governance of city.

Thus, as a strategic vector in Espinho's RPDM, the "promotion of the natural and patrimonial values of the county, indispensable for the improvement of the environmental quality and the territorial identity and enhancers of Espinho's attractiveness", arises the intention to develop an integral plan of identity and communication for an area that is intended to be recognized as "Atlantic Park", incorporated in the Porto Metropolitan Area, with a view to promoting environmental and cultural tourism, accessible to all. The municipality of Espinho is clearly a transition area between urban territories, located north of the county, and natural areas, located to the south, namely the natural system of the Ria de Aveiro. This transition is reflected in the municipality itself, where the territorial realities are distinguished, in the north coast, by an intensely impermeable area coinciding with the area of greater construction and population density, and in the south coast, by the presence of a humid system that includes the Paramos Lagoon/ 'Barrinha de Esmoriz', a Site of Community Importance (SIC PTCON0018) that integrates the Natura 2000 Network.

II. Territorial Management Instruments - Previous Plans

The Atlantic Park covers a significant number of National / Sectorial, Regional and Municipal IGT, which link the interventions in the planning and territorial management in the county.

Some of the most important national / sectorial areas are the National Ecological Reserve (REN), the National Agricultural Reserve (RAN) and the 'Natura 2000 Network Plan' (PSRN). The purpose of the latter Plan is to contribute to ensuring biodiversity through the conservation of natural habitats and wild fauna and flora in the territory of the European Union. In addition to these Instruments there are also Administrative Easements that have the Guardianship of several Entities such as the National Defence.

At the regional level, there is the Coastal Ordinance Plan (1999/2007) - Caminha / Espinho (POOC-CE), whose objective is a strict definition of the principles of conciliation of ecological and patrimonial values, with economic use of natural resources. This Plan is under review will no longer be a Plan and will become a Program and assume the purpose of establishing a more strategic, innovative, flexible and adaptive territorial model.

In 1984 the municipality published a partial plan for this area, where already it defined a strategy for this area. Subsequently in 2010/2011, it elaborates a Strategic Plan of the Coastal Coast of the Municipality where it intends to develop and to promote the intrinsic vocations, namely: (i) to reinforce the connections between Espinho and the bordering counties; (ii) To promote an integrated reading of the city, articulating urban spaces and natural spaces; (iii) to strengthen the qualified use of the south coast front as a large leisure park; etc.

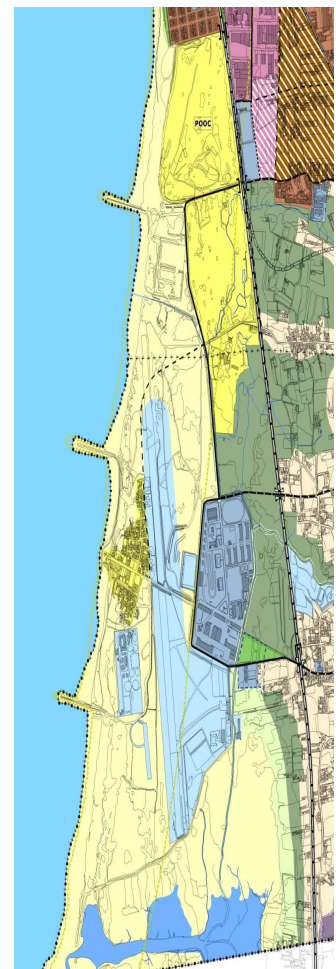


Figure 7 - plant management - RPDM



It should be mentioned that each intervention, in the form of an instrument, for the execution of actions or works in this area of the territory, need to be authorized by the entities that supervise it, since within this zoning there are several areas of servitude and utility restrictions public:

- National ecological reserve (CCDR-N / CNREN);
- NATURA 2000 Network (ICNF);
- Public water domain (APA);
- Military servitudes (MDN);

The area under analysis, which integrates the Urbact Maps Project, is UOPG 2 (Operational Unit for Planning and Management). For this area the following objectives were outlined in the Municipal Master Plan of Espinho (PDME) for this area of the Atlantic Park:

- To value the landscape and natural heritage;
- Ensure the full operation of the aerodrome and the availability of a runway of the order of 1200/1500 meters;
- Protect and safeguard the Paramos Lagoon and the natural habitats integrated in 'Rede Natura' and promote its visitation;
- Solve the level crossings with the northern railway line.
- Strategic Projects were carried out that have already been implemented, such as:
- Creation of routes and raised walkways, longitudinal in relation to the beach, of walking and contemplation of the landscape;
- Execution of a bicycle lane that guarantees the connection between the two bordering counties (north and south of the Municipality);
- Requalification and valorisation of the Paramos Lagoon / 'Barrinha de Esmoriz';
- Construction of the permeable access road to Praia de Paramos village;
- Creation of better conditions for bathing, trying to get bathers to use areas of higher water quality and, at the same time, greater load capacity;
- Creation of parking lots to support the beaches.

During project execution some of these actions were already implemented while others were included in the IAP.



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Driving change for
better cities

An aerial photograph showing a coastal city with a large, rectangular military site in the center. The site is surrounded by green fields and a body of water. The city extends to the coast, with a sandy beach and waves visible. The sky is clear and blue.

Chapter 6 / The Roadmap: the actions table to support the IAP vision

Chapter 6 / The Roadmap: the actions table to support the IAP vision

This chapter is devoted to the development of an action plan, consisting of a series of actions that are linked to the strategic vision for the area. The actions are complementary, integrating several dimensions such as education, community engagement, valorisation of the landscape by support business and job creation connected to tourism development.

The following table lists the 8 selected actions showing the type of event and its readiness:

Action Nr.	Action Title	Periodic Events (E)/ Rehab (RE)	Readiness Short Term (ST)/ Medium Term (MT)
1	Paramos Community Gardens	RE	ST
2	Running event	E	ST
3	Event - Paramos School 'Go-To'	E	ST
4	Re-Connect with Paramos Castrum	RE	MT
5	Rehabilitation of 'Praia de Paramos' military houses	RE	MT
6	Rehabilitation of the aero club restaurant	RE	ST
7	Rehabilitation of the 'Formal' military barracks for the University premises	RE	MT
8	Rehabilitation of the airfield runway	RE	MT
9	Marketing campaign for the 'Atlantic Park'	RE	ST

In the next pages the "Actions Tables" are presented describing in detail each of the 8 actions.

Card of the action / Action 1- "Paramos" Community Garden

IAP:	Espinho	Action name:			"Paramos" Community Gardens
Lead actor	Key partners	Outputs	Resources	Timescale	
Two Local Associations: 'Águias de Paramos' + 'Paramos em Movimento'	ULG; Parish council; Other local associations; People of the village	Nr. of people involved in the initiative; New 'green' areas created.	Municipal Budget; + Sponsors	6 month	
Context: (brief description of the context in which the action is located)		The recent final approval of the Municipal Master Plan (in Portuguese PDM - Plano Diretor Municipal) has defined several 'green' areas' around the village and airfield. The ULG is promoting its use as communal gardens for the people of village 'Praia de Paramos'. This is in fact recovering an old Portuguese tradition that has fallen in disuse in recent years.			
Key activities:		Support the creation of community gardens in the village 'Praia de Paramos' by working with the local association of the people of the village with the support of the president of the parish council (also in the ULG).			
Expected Results:		Stronger community sense; Send a strong environmental message to citizens; Better quality of life.			



Card of the action / Action 2 - Running event

IAP:	Espinho	Action name:			Running event
Lead actor	Key partners	Outputs	Resources	Timescale	
Running event	ULG; Other local associations; County Staff; Citizens.	Nr. of Citizens involved in the initiative	Municipal Budget; + Sponsors	Annually	
Context: (brief description of the context in which the action is located)		The Open Day organised by the ULG of the MAPS project support the creation of a partnership between the Engineering Regiment No. 3 and 'Running Espinho', a local association that promotes physical exercise. People run around various deactivated spaces and military buildings and vote for their best use. The success of the initiative led to to be included in the IAP.			
Key activities:		Organise a running event annually to promote the area near citizens of Espinho and neighbourhood towns. Raise citizens awareness to common issues of the community present and vote ideas of new projects and feedback their participation in the decision making process.			
Expected Results:		Promotion of the area in particular to residents; Stronger engagement of citizens in decision making; Better quality of life.			



Card of the action / Action 3 – Paramos School 'Go-To'

IAP:	Espinho	Action name:		
		Event - Paramos School 'Go-To'		
Lead actor	Key partners	Outputs	Resources	Timescale
School Centre of Paramos (Primary and secondary school)	ULG; School direction; Students; Teachers; Educational services.	Nr. of students and professors involved in the initiative;	Municipal Budget; + School budget + Sponsors	Annually
Context: (brief description of the context in which the action is located)		One outcome of the ULG discussion is the need to engage young people in the rehabilitation process from now on since some structures are already fully operational such as the wooden structures to walk over the lagoon; activities such as bird watching also envisaged. The school centre of Paramos parish is a key partner here.		
Key activities:		Promote awareness of students at Paramos school centre for the assets of the area. Promote sport events		
Expected Results:		Raise awareness among students about the site; Increase use of the site facilities.		

Card of the action / Action 4 - Re-Connect with Paramos Castrum (Castro de Ovil)

IAP:	Espinho	Action name:		
		Re-Connect with Paramos Castrum (Castro de Ovil)		
Lead actor	Key partners	Outputs	Resources	Timescale
Municipality	ULG; Parish council; Local associations; Citizens	Nr. of people involved in the initiative; Heritage site qualified.	Municipal Budget; + National Heritage Funds	1 year
Context: (brief description of the context in which the action is located)		The archaeological site known as “Castro de Ovil” is an ancient village from the Iron Age that seats at just few km's from the beach inwards the land; it was scientifically excavated and can be visited but the access to it is difficult and the surroundings have environmental problems (river pollution). Great potential to engage heritage with sport while preserving the natural beauty of the place.		
Key activities:		Build a cycling/walking route connecting the rehabilitated area to the archaeological site Promote its use by citizens (events, web promotion, etc). Monitoring of pollution hazards.		
Expected Results:		Promote sport and heritage; Better quality of life; Connect heritage & sport.		



Card of the action / Action 5 - Rehabilitation of the "Praia de Paramos" military houses

IAP:	Espinho	Action name: Rehabilitation of the "Praia de Paramos" military houses		
Lead actor	Key partners	Outputs	Resources	Timescale
Municipality	ULG; Ministry of Defense; Private investors; Local Community.	3 houses rehabilitated; Shooting Range rehabilitated.	National Tourism funds + private investment	Starts: September 2018 Open: September 2019
Context: (brief description of the context in which the action is located)		This abandoned building (3 houses) were used before as accommodation of military people and the Shooting Range next to the beach is abandoned. They are no longer in use and their state requires major interventions. They have a very good location as they accommodation ("surf lodges") for visitors that want to stay close to the action, i.e. from the houses they can access all sport and nature facilities of the area on foot.		
Key activities:		Municipality takes ownership of the buildings (buying agreement with the Ministry of Defenses); Identification of the private partner; Rehabilitation of the former military houses; Rehabilitation of the "Shooting Range" as a temporary support structure for surfing; Develop branding actions: turn the village of "Praia de Paramos" into a "Surf Village".		
Expected Results:		New accommodation will attract visitors; The increase of visitors to the area, namely related to surf tourism.		



Card of the action / Action 6 - Rehabilitation of the of the Former Club Restaurant

IAP:	Espinho	Action name: Rehabilitation of the of the Former Club Restaurant		
Lead actor	Key partners	Outputs	Resources	Timescale
Municipality	ULG; Private investors;	New structure fully operational	National Tourism funds + private investment	2 years
Context: (brief description of the context in which the action is located)		This abandoned building is located next to the airfield and currently only the walls are standing. This former restaurant of the aero club build in 1959 and later renovated in 1973 as a small hotel which has been abandoned after a fire that destroy the place in 1983. It will provide accommodation for visitors that use the sport facilities, beach and other touristic assets of the area.		
Key activities:		Rehabilitation project to build a support structure for nature sports; renting sport equipment; environment awareness and promotion.		
Expected Results:		The new structure will attract citizens and visitors to fully explore the natural assets of the area.		



Card of the action / Action 7 - Rehabilitation of the 'Formal' Military Barracks for the University premises

IAP:	Espinho	Action name: Rehabilitation of the 'Formal' Military Barracks for the University premises		
Lead actor	Key partners	Outputs	Resources	Timescale
University	ULG; Private investors; (companies, foundations) Municipality of Espinho	O1 - University setup O2 - University fully operational	National Funds for Innovation and Job creation + private investment	2 years to university setup; 3 years to build structure; 4 years fully operational.
Context: (brief description of the context in which the action is located)		The idea is to install aeronautic school, aeronautic industry and research centre in the former military barracks designated by 'Quartel do Formal', taking advantage of the nearby airfield structure. Today the structure is used as warehouse by municipality services. The final aim is to develop an aeronautic cluster, potentially creating synergies with the military structures still operating in the area, in particular being an engineering regiment.		
Key activities:		The current high demand for flight personnel presents an opportunity for youngsters. The aeronautic school is already in the accreditation phase by the Ministry of Education. Several courses have already accreditation and operations are expected to start in 2018. In this context the IAP will support fund raising and a participative and integrated approach to the project. Explore knowledge spillovers with other activities such as 'droning', sky diving, etc in order to promote business and job creation.		
Expected Results:		Education courses fully operational; Number of students; Businesses developed and Job creation.		



Card of the action / Action 8 - Rehabilitation of the airfield runway

IAP:	Espinho	Action name: Marketing Campaign		
Lead actor	Key partners	Outputs	Resources	Timescale
Aero Club Costa Verde	ULG; Private investors; Municipality of Espinho	New pavement of thee runway fully operational	Private investment; National Funds	Starts: Jun 2018 End: Dec 2019
Context: (brief description of the context in which the action is located)		The pavement of the runway is in poor condition limiting the operational capacity of the airfield and need to be renovated. The Aero Club of Espinho has developed a partnership with private investors to promote this renovation and open new opportunities to valorise this asset.		
Key activities:		Build new pavement of the airfield and related works		
Expected Results:		Expand of the airfield capacity (increased traffic); Open other type of activities/businesses.		



Card of the action / Action 10 – Marketing Campaign

IAP:	Espinho	Action name: Marketing Campaign		
Lead actor	Key partners	Outputs	Resources	Timescale
Municipality of Espinho;	Marketing company	Brand; Info creation (signpost; outdoors; merchandising; brochures, etc...);	Municipality; National Tourism funds	Starts: Jan 2017 End: Jan 2019
Context: (brief description of the context in which the action is located)		Currently the area is known as an integrated structure for leisure and support. The marketing strategy includes branding the area as “Atlantic Park”, create and install supports for park information.		
Key activities:		Defined target audience and develop information material; Install info material; Marketing campaign.		
Expected Results:		Increase of number of users of the area; Environment educational.		



Chapter 7 / Timeframe

Chapter 7 / Timeframe

The following table shows the timeframe for each of the 8 actions:

Timeframe Timeline/ Actions	2018		2019	
	1 st Semester	2 nd Semester	1 st Semester	2 nd Semester
1 - Paramos Community Gardens	X	X		
2 - Running event	X (annually)		X (annually)	
3 - Event - Paramos School 'Go-To'	X (annually)		X (annually)	
4 - Re-Connect with Paramos Castrum			X	X
5 - Rehabilitation of 'Praia de Paramos' military houses			X	X
6 - Rehabilitation of the former aero club restaurant		X	X	X
7 - Rehabilitation of the 'Formal' military barracks for the University premises			X	X
8 - Rehabilitation of the airfield runway		X	X	X
9 - Marketing campaign	X	X	X	X



Chapter 8 / Resources

Chapter 8 / Resources

Regarding sources of funding, being a local authority, the city council has a close relationship with the managing authorities of the ERDF funded regional programmes, namely with CCDR-N (North Regional Coordination and Development Commission) who is responsible for the operational programmes in the North region, and with the managing authorities of the national programmes, PORTUGAL2020. The city council works closely with these two structures on policy issues and has promoted several projects with the support of these managing structures.

Actions	budget estimate	Financing program
1 - Paramos Community Gardens	25.000,00 €	POSEUR
2 - Running event	10.000,00 €	
3 - Event - Paramos School 'Go-To'	10.000,00 €	
4 - Re-Connect with Paramos Castrum	720.000,00€	NORTE 2020
5 - Rehabilitation of 'Praia de Paramos' military houses	708.000,00	NORTE 2020
6 - Rehabilitation of the former aero club restaurant	671.000,00 €	NORTE 2020
7 - Rehabilitation of the 'Formal' military barracks for the University premises	3.800.000,00 €	NORTE 2020/ POSEUR
8 – Rehabilitation of the airfield runway (phase 1 – certified ANAC)	350.000,00 €	
9 - Marketing campaign	50.000,00 €	NORTE 2020 /POSEUR

The main programmes are listed below:

The EC Operational Programmes that cover the region are:

- INTERREG EUROPE
- INTERREG SUDOE
- INTERREG ATLANTIC
- INTERREG POCTEP (Spain-Portugal cooperation programme)

The National Operational Programmes that cover the region are:

- POSEUR - Sustainability and the Efficient Use of Resources
- OP Competitiveness and Internationalisation
- OP Social Inclusion and Employment
- OP Regional – NORTE 2020



Each one of these programmes has specific lines that fall in the scope of foreseen actions for the area, namely:

- **POSEUR - Sustainability and the Efficient Use of Resources** is a programme that may help to provide financial support for the implementation of the solution in the military area. The programme supports infrastructure projects that improve the efficiency of the use of resources as is the case in the MAPS theme, particularly in axis III objective “Adoption of measures to improve the urban environment, revitalize cities, recover and decontaminate Brownfield sites, including conversion of areas, reduce air pollution and to promote noise reduction measures”.
- **OP Social Inclusion and Employment:** the chosen solutions may have positive social impacts therefore it can get support from the OP Social Inclusion and Employment, namely by engaging disadvantaged population that live in the area in the solution and by creating jobs.
- **OP Regional – Norte 2020** has the following priorities which are relevant for the project:
 - Economic valorisation of resources;
 - Valorisation of the regional space;
 - Urban and local cohesion;

Translated in the following objectives:

- Economic valorisation of excellence in tourism;
- Valorisation of culture and creativity;
- Qualification of the sustainable spaces;

The following INTERREG Programme priorities are relevant for the project:

INTERREG ATLANTIC

Priority Axis 2 – Fostering Resource Efficiency

Thematic objective – “Preserving and protecting the environment and promoting resource efficiency, Investment Priority, supporting industrial transition towards a resource-efficient economy, promoting green growth, eco-innovation and environmental performance management in the public and private sectors”;

INTERREG SUDOE

Priority Axis 5: “Protecting the environment and promoting the efficient use of resources”

Objective: “Encouraging sustainable development and environmental impact mitigation strategies in tourist areas and the economic exploitation of natural areas.”

INTERREG POCTEP

Priority Axis 4: “Protecting the environment and promoting resource efficiency” is another possibility for getting funding.

The selection of the programme for each action will depend on the open calls that will be available.



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Chapter 9 / Implementation and Monitoring



Chapter 9 / Implementation and Monitoring

The success of territorial management depends to a large degree on the collaboration between actors and direct of territorial transformations. But it also depends on the active involvement of civil society institutions and citizens. "The territory is a collective resource, whose destination and mode of use interests all".

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

The main responsibility for the implementation and monitoring of the "Atlantic Park" is the Division of Planning and Strategic Projects of the municipality. It will be responsible, among other tasks, for integrating the investments planned in the area into a global vision, coordinating the efforts of the various players that have a stake in the area, in order to optimize synergies and multiplier effects. It also promotes ULG meetings with the main stakeholders that integrate the project, manage and promote the entry of new members into the ULG according to the needs and requirements of the various actions that integrate the IAP.

It should be noted that the implementation of the project by other divisions, such as the Administrative and Financial Management and Tourism Division, is responsible for the implementation and management of the Structural Funds, as well as controlling all financial aspects of implementation; the Communication and Events services, who are responsible for organizing events and publicizing the promotion and management of the IAP communication plan, namely Action 8 "Marketing Campaign". It is also worth mentioning the Social and Education Division, which is responsible for the monitoring and activities of the schools that can also work on the promotion of Atlantic Park. Finally, the Municipal Works Division, with the function of monitoring and supervising the rehabilitation works, controlling rehabilitation works.

In this context, in order to guarantee success in the participation process, the Municipality sought to open a space for discussion in the ULG meetings, from the initial phase of the project, with all the agents of the territory that intervene in the intervention area, inviting them to identify the main challenges of the area and to formulate its proposals for action and the results to be achieved.

The following table presents the indicators chosen for each of the 8 actions planned, in which the ULG has an important role of monitoring and monitoring:

Actions	Outputs	Results
1 - Paramos Community Gardens	<ul style="list-style-type: none"> Area of community gardens created; 	<ul style="list-style-type: none"> People involved in the project. Social inclusion
2- Running event	<ul style="list-style-type: none"> Event realized; Participants 	<ul style="list-style-type: none"> Measures submitted to public participation.
3 - Event - Paramos School 'Go-To'	<ul style="list-style-type: none"> Event realized; Students involved Teachers involved 	<ul style="list-style-type: none"> Awareness raising to the environmental concerns of area
4 - Re-Connect with Paramos Castrum	<ul style="list-style-type: none"> Creation of cycling routes; Creation of events Creation of a web site Signposting on the site 	<ul style="list-style-type: none"> Awareness raising of citizens to their patrimony Better visit conditions Integrate the site on the visit route of the city
5 - Rehabilitation of 'Praia de Paramos' military houses	<ul style="list-style-type: none"> Nr. of buildings rehabilitated; Area rehabilitated; 	<ul style="list-style-type: none"> Better touristic offer; Increase stays in the city; Better urban beach environment.
6 - Rehabilitation of the former aero club restaurant	<ul style="list-style-type: none"> Area rehabilitated; 	<ul style="list-style-type: none"> Better touristic offer; Increase stays in the city; Better urban environment.
7 - Rehabilitation of the 'Formal' military barracks for the University premises	<ul style="list-style-type: none"> Area rehabilitated; Nr. of courses created; 	<ul style="list-style-type: none"> Job creation (teachers and non-teaching staff); Students' community; Promotion of economic development; Attract investment.
8 – Rehabilitation of the airfield runway	<ul style="list-style-type: none"> Runway area rehabilitated; Expand of the airfield capacity 	<ul style="list-style-type: none"> Increased air traffic; Increase business activities; Increased sport activities.
9 - Marketing campaign	<ul style="list-style-type: none"> Design of a Communication Plan; Creation of merchandising (outdoors, flyers) Setup promotional of events; Publication of web posts; Signposting installation in the area; 	<ul style="list-style-type: none"> Brand created; People reached; People visiting; Increased visibility of the Atlantic Park.

With regard to the implementation of the Plan of Action, some of its actions have been implemented in recent years. There are mainly small interventions that have already been carried out in order to solve urgent situations such as coastal erosion or pollution of the nearby lagoon by the river. These are interventions that are responsible for very positive effects on the quality of the natural environment of the area, cleaning, valuing and preserving their natural resources, and which have created a high potential for attracting other activities, such as surfing.



In this regard, the construction of the Passes on the Lagoa de Paramos / Barrinha de Esmoriz, a new structure that came to value the natural beauty and landscape of the Lagoon, connect the two communities and represents an attraction for visitors. This new structure fits very well into the plan's vision and will certainly create synergies with other future initiatives for the area. This is the case of the former restaurant of the Aero Club which is currently abandoned next to the aerodrome and just at the entrance of the bridge over the lagoon mentioned above. A private investor initiated the building rehabilitation process to establish a small hostel and restaurant focused on activities related to nature and sports. This project already has the necessary approvals and will start soon.

The combined efforts of all these initiatives with a good promotion of the site's potential will create a multiplier effect that we hope will bring economic development to the area.

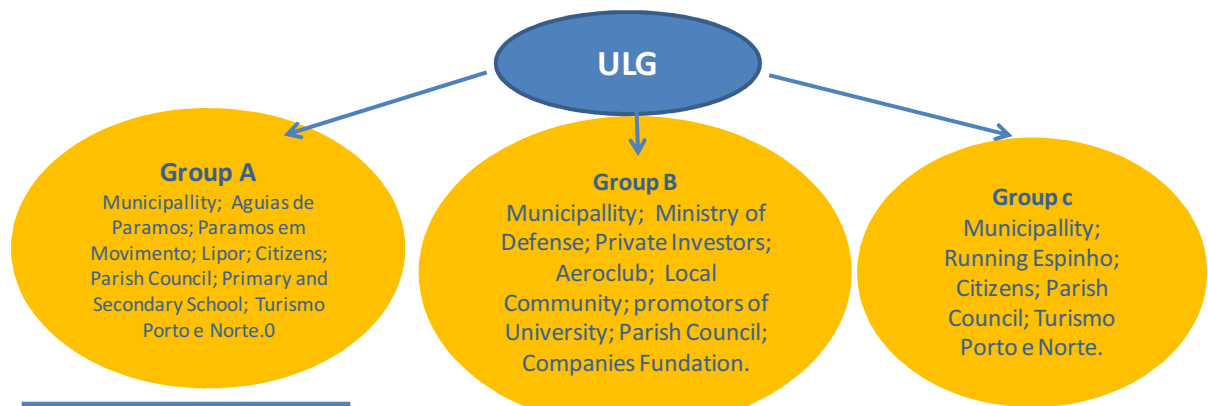
With regard to governance model monitoring, the figure systematizes the process proposed based on the contributions received from the ULG, experts and through knowledge exchange with other cities in the MAPS network. In this model ULG members are divided in 3 subgroups of the ULG according to the type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

Group A will be made up of an internal team of the Municipality, representatives of the Paramos Beach Agglomerate (Association of "Águias de Paramos", "Paramos em Movimento" residents of the settlement), the President of the Parish Council, representatives of primary and secondary schools, Lipor and Tourism de Porto and Norte, will coordinate and monitor actions 1 – Paramos Community Gardens, 3 – Event – Paramos School "Go to" and 4 – Re-Connect with Paramos Castrum. In the aggregate these stakeholders will have as objectives: Reinforce social cohesion by engaging the local community and Valorisation of the natural landscape (Paramos Lagoon; beaches, seaside, etc).

Group B will be made up of an internal team of the Municipality, represents of Ministry of Defence, private investors; local community; promoters of University, Companies of foundation. It will be responsible for monitoring the implementation of actions 5 - Rehabilitation of 'Praia de Paramos' military houses, 6 - Rehabilitation of the former aero club restaurant and 7 - Rehabilitation of the 'Formal' military barracks for the University premises, which in common has specific objectives: Rehabilitating of abandoned former military structures; Promote economic development; Valorisation of the natural landscape, and Support business creation in leisure and sport activities.

Group C will be made up of an internal team of the Municipality, represents of Running Espinho, Citizens; Tourism Porto e Norte, Marketing Campaign. It will be responsible for implementation and monitoring of actions: 2 – Running Event and 8 – Marketing Campaign, and as objectives: promote economic development, Reinforce social cohesion by engaging the local community and Valorisation of the natural landscape, and Promote the brand "Atlantic Park".

Governance Modell



- Rehabilitating of abandoned former military structures;
- Valorisation of the natural landscape.

- 1 - Paramos Community Gardens
- 2 – Event – Paramos School “Go To”
- 4 - Re-Connect with Paramos Castrum

- Rehabilitating of abandoned former military structures;
- Valorisation of the natural landscape;
- Promote economic development;
- Support business creation in leisure and sport activities.

- 5 - Rehabilitation of 'Praia de Paramos' military houses
- 6 - Rehabilitation of the former aero club restaurant
- 7 - Rehabilitation of the 'Formal' military barracks for the University premises
- 8 – Rehabilitation of the airfield runway.

- Reinforce social cohesion by engaging the local community;
- Valorisation of the natural landscape;
- Promote economic development;
- Promote the brand 'Atlantic Park'.

- 2 - Running event
- 9 - Marketing campaign for the ' Atlantic Park'


Stronger community sense
Send a strong environment message to citizens;
Better life quality;
Awareness among the students about the site;
Reconnect citizens with the heritage site

New accommodation will attract visitors;
Inceasement of visitors to the area (surf tourism)
Inceasement of citizens and visitors to explore the natural assets of the area;
Education courses fully operational
Inceasement of the number of students;
Businesses developed and job creation


Promotion of the area particular to residents;
Stronger engagement of citizens in decision making;
Promote “Atlantic Park”;
Increase the number of visitors

IAP's Monitoring Systems

Objetives	Actions	Results	Results outputs Indicators	Monitoring System
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<p>Challenge 1:</p> <p>Rehabilitation of the abandoned military buildings.</p> <p>The integrated rehabilitation and refunctionalization of military buildings, even if temporary, is fundamental:</p>  <p>To improve the attractiveness of the "Parque Atlántico" area and increase the number of visitors.</p>	<p>Action 5</p> <p>Rehabilitation of 'Praia de Paramos' three military houses, and "Shooting Career"</p>	<p>To improve the attractiveness of the Atlántic Park area and increase the number of visitors.</p>	<p>Rate of occupancy of new housing</p>	<p>Three houses rehabilitated</p>	<p>Licensing process;</p>
<p>Action 7</p> <p>Rehabilitation of the 'Formal' military barracks for the University premises</p>	<p>Increase of visitors.</p>		<p>Shooting Range rehabilitated</p>	<p>Number of visitors in the interactive tourism</p>	
<p>Increase the degree of satisfaction of the residents</p>	<p>One University Created</p>		<p>Survey - evaluation of the degree of satisfaction before and after the intervention</p>		
<p>Education courses fully operational</p>	<p>University setup</p>		<p>Espinho Municipality Annual Report</p>		
<p>Nº of Students</p>	<p>University fully operational</p>		<p>Espinho University Annual Report</p>		
<p>Businesses developed and Job</p>					

IAP's Monitoring Systems

Objetives	Actions	Results	Results outputs Indicators	Monitoring System
<p>Challenge 2:</p> <p>Rehabilitation of other abandoned buildings</p> <p>There are other abandoned buildings in the area that will be integrated in action plan as they present good opportunities to create a complementary offer and structures that will support and valorize the area.</p>  <p>To improve the attractiveness of the "Parque Atlántico" area and increase the number of visitors.</p>	<p>Action 6</p> <p>Rehabilitation of the Aero Club ex-Restaurant</p>	<p>To improve the attractiveness of the "Parque Atlántico" area and increase the number of visitors.</p> <p>Promote economic development (university, job creation).</p>	<p>Rate of occupancy of new housing</p> <p>New structure fully operational</p> <p>Increase of visitors.</p> <p>Increase in the number of citizens and users visitors</p> <p>Increase the degree of satisfaction of the residents</p> <p>Increase the degree of satisfaction of the residents</p>	<p>Licensing process;</p> <p>Number of visitors in the interative tourism</p> <p>Survey - evaluation of the degree of satisfaction before and after the intervention</p> <p>Espinho Municipality</p> <p>Annual Report</p>

Objectives	Actions	Results	Results outputs Indicators	Monitoring System
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Challenge 4:

Social inclusion of "Praia de Paramos" village

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It is important to fight social exclusion and integrate the population on the future solution for the area that meets their expectations, i.e., keep their houses and take advantage of the economic development envisaged for the area.

Action 1

Paramos Community Gardens"

Action 3

Event - Paramos School "Go To"

Reinforce social cohesion by engaging the local community (Village Paramos).

Valorisation of the natural landscape (Paramos Lagoon; beaches, seaside, etc)

Stronger community sense

Area of community gardens

Nr. of people involved issue

Monitoring of cultivated area;

Monitoring of the number of agglomerate owners involved

Greater involvement of citizens in the community, and environment issues;

Nr. of students involved

Nr. of professors involved

Survey - evaluation of the degree of satisfaction before and after the intervention

Espinho Municipality


Annual Report


Increase the degree of satisfaction of the residents.

Nr. of events

Lipor

Semi anual Report

Objectives	Actions	Results	Results Outputs Indicators	Monitoring System	
<p>Challenge 5:</p> <p>Valorization and Conservation of the Natural Ecosystem</p>  <p>It is important to: promote economic development through valorisation of the natural landscape and the use for citizens in the area.</p>	<p>Action 2</p> <p>Running Event</p> <p>Action 4</p> <p>Re- Connect with Paramos Castrum</p> <p>Action 9</p> <p>Marketing Campaign</p>	<p>Reinforce social cohesion by engaging the local community (Praia de Paramos)</p> <p>Valorisation of the protected natural landscape (Paramos Lagoon; beaches, seaside, etc) for touristic or leisure purposes.</p> <p>Connect heritage & sport</p> <p>Re-connect citizens with the heritage site;</p> <p>Environment educational.</p> <p>Integration in the tourism highlights of the city</p> <p>'Park Atlantic' Brand Creation</p>	<p>Greater involvement of citizens</p> <p>Better quality of life; community,</p> <p>Increase access in the site of site;</p> <p>Increase the users in the "Atlântic Park"</p> <p>Increase the degree of satisfaction of the residents.</p>	<p>Nr. of citizens involved</p> <p>Nr. Measures submitted to public participation;</p> <p>Nr. of events created;</p> <p>Communication plan ready</p> <p>Nr, of web post made;</p> <p>Brand created</p> <p>Nº outdoors, merchandising brochures, roll – ups, flyers</p>	<p>Consulting the municipal official records.</p> <p>Consulting the web site municipality number post and visits.</p> <p>Survey - evaluation of the degree of satisfaction before and after the intervention.</p> <p>Espinho Municipality Annual Report.</p>

Objetives	Actions	Results	Results Outputs Indicators		Monitoring System
<p>Challenge 6 Limited operation of the airfield</p>  <p>It is important to: renovate the airfield pavement to increase traffic capacity and therefore attract new businesses and new sport activities</p>	<p>Action 8 Rehabilitation of the airfield runway</p>	<p>Promote economic development by expanding the airfield capacity</p> <p>Use the airfield to promote the brand 'Park Atlantic'</p>	Increased airfield capacity	Runway area rehabilitated;	Consulting the web site municipality number post and visits.
			Increased business activities	Nr. Businesses created	Survey - evaluation of the degree of satisfaction before and after the intervention
			Increased sport activities	Nr. of activities created	Espinho Municipality Annual Report
				Nr. of participants	



Chapter 10 / Communication



Chapter 10 / Communication

This chapter presents a strategy to communicate the IAP to citizens in order to ensure that they have ownership of the IAP and projects coming out of it. The communication strategy aims to communicate and disseminate the IAP, informing citizens and the general public and all stakeholders involved in the Urbact - Maps project, with a special focus on all members of the ULG.

Objectives

The main objectives are:

- Communicate the IAP to target audiences;
- Mobilize stakeholders in the urban development process;
- Communicating the Urbact program and its potential;
- Promote the Urbact program, namely raising awareness among policy-makers to the model and methodologies of integrated and participatory urban policies;
- Promote a dialogue among local, regional and national authorities in sustainable urban development policies;

Target Audience

- Members of the ULG;
- Local communities (Espinho and surrounding counties);
- Policy Makers (local and regional);
- Tourism authorities (e.g. Turismo Porto e Norte)
- Managing structures of ERDF funds (e.g. CCDRN-N);
- Authority for the Metropolitan Area of Porto (AMP);
- Intermunicipal Communities of the North region (CIM);
- Local and regional associations (e.g. ATSM, etc);
- General public;

Communication Activities

The foreseen communication channels will work the following three different levels:

- Digital communication;
- Visual communication;
- Face-to-face interactive.

The IAP Audiovisual communication campaign includes the publicity of the measures of action on the Web Site of Espinho City Council, available at www.cm-espinho.pt. In addition to the distribution of a digital newsletter for public and private entities related to the issues in question.



- Creation of 3000 flyers/brochures describing the IAP;
- Creation of feedback mechanisms to assess the degree of ownership of targeted stakeholders.
- Involvement of other informal agents, such as local associations and institutions, to act as disseminators;
- Publicizing the project and its IAP in an informative magazine of the Chamber of Commerce;
- Publicizing the project and the IAP in the local media: «Jornal defesa de Espinho» and «Jornal Maré Viva».

It also includes the publication of the IAP in the social networks of the Municipality of Espinho:

- Facebook: [Facebook.com/municipio.espinho](https://www.facebook.com/municipio.espinho)
- Twitter: twitter.com/cmepinho
- Instagram: www.instagram.com/municipio.espinho
- You Tube: Channel of the municipality.
- TV: «Espinho TV» (web tv service of the municipality)

Face-to-face interaction

Face-to-face interaction is considered an important and effective way of eliciting and disseminating information in the context of the URBACT project, with special focus on IAP. For this reason, various face-to-face interaction opportunities will be promoted and organized throughout the project, in the form of:

- meeting of the ULG to present the final document of the IAP;
- meeting open to the general public and local urban agents to present the IAP document;
- meeting with experts in the process of sustainable urban development;



Chapter 11 / Conclusion, Summary



Chapter 11 / Conclusion, Summary

Today there is an intensification of urban growth and diversification of functions in the urban space that poses growing challenges to planning in contexts of increasingly limited resources. The problems that emerge are complex and often range in size from a wide range of actors, who require both intervention programs and planning tools, different formats, beyond the technical-political-scientific arenas though valuable became insufficient to tackle the current challenges faced by the European Union.

Thus, in the areas of planning, urban development, the contribution of all actors involved when structured and framed, are always an essential asset to overcome many of the impasses, difficulties and constraints that we face today in the implementation of the public policies.

It was in this context that the Municipality joined this project - Military Assets as Public Spaces - of the URBACT program, which, in line with the objectives of the Europe 2020 strategy, was a Community instrument for exchange and learning with a view to promoting integrated urban territory, in particular the coastal area south of Espinho.

With a focus on the military (deactivated) areas located in the southern coastal area of Espinho, it allowed the sharing of integrated strategies for reuse and 'refunctionalization' of those spaces in close collaboration with the other seven cities that integrate the network (Varazdin Szombathely, Cartagena, Telsiai, Koblenz, Longford and Serres) with the consequent benefits for the said area of intervention, namely:

The development of partnerships with public agencies, economic agents and civil society (including citizens) at the various levels of governance, it was possible to build a participatory implementation action plan, translated into specific local dynamics that allowed shared ownership of the urban planning process and strengthen the capacities of local actors.

Through the methodology used, it was possible to promote mutual learning and an increase in social capital and, consequently, the development of trust and cooperation between the various stakeholders. It has defined responsibilities among the agents, in an informal work environment, with a view to promoting consensus. Through the combination of scientific, technical and local knowledge - field trips, it has become possible to aggregate agents from different areas of study with the same problems in sharing knowledge and resources for the implementation of solutions for Espino's southern coastal area. It allowed a systemic view of the problems, with the integration of various interests and visions, with a view to adopting decisions adapted to the local context, with greater trust and social acceptance; Promotion of social equity / inclusion of all social groups; Increased confidence and conflict mitigation (institutions - citizens);



In summary: The integration of the Municipality of Espinho in this Project URBACT Maps attributes strong competences to those who participate in it, since in URBACT, a set of tools and methodologies are already structured and developed that allow to guide and find the best pathways for each city, and how to arrive at concerted and effective solutions. The sharing of information and knowledge of the reality of other cities has also enabled us to learn, empowering different stakeholders to overcome some of the complexity associated with the governance factor, testing and implementing new solutions and visions of success, thus designing new dynamics of sustainable urban development in our city. This document brings new light to this discussion and hopefully will become a reference point for future projects proposed for the city.