

		SQ1: vertical and horizontal administrative fragmentation										SQ2: how to improve the partnership with private party					SQ3: present best or comprehensive model to get better Fortress Governance					SQ4: experiences of Fortress Cross border multilevel governance		
FB	subjects	functioning		critical issues		possible solutions	subjects	functioning		critical issues		possible solutions	administrative and local tools	potential partner's profile	local and economic expected	critical issues	possible solutions	actors	structure	political legitimacy	stakeholders relationships functioning	relationship with higher government levels	administrative tools	a good examples
		vertical	horizontal	vertical	horizontal			vertical	horizontal	vertical	horizontal						vertical	horizontal	vertical	horizontal				
FBI	<ul style="list-style-type: none"> <li><input type="checkbox"/> Major</li> <li><input type="checkbox"/> The Heads of Departments authorized by the Mayor</li> <li><input type="checkbox"/> the representatives of the third parties (universities, public institutions, associations of citizens and companies)</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> the Fortifications are owned by the City of Pula - Pula and consequently the responsible person is The Mayor.</li> <li><input type="checkbox"/> the Mayor authorizes the responsible person in the city administration for the implementation of activities related to their administrative department,</li> <li><input type="checkbox"/> third parties carried out their activities in collaboration with the City of Pula</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> the ownership, political disputes between various parts</li> <li><input type="checkbox"/> financing the revitalization and the maintenance of a vast area of buildings and its surroundings</li> <li><input type="checkbox"/> buildings listed as cultural heritage which makes every intervention very complex and expensive</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> the responsible persons in the city administration</li> <li><input type="checkbox"/> the maintenance of fortifications in its ownership</li> <li><input type="checkbox"/> the creation of a program, the identification of the initiatives and the involvement of various experts in the field</li> <li><input type="checkbox"/> visitors</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> strategic planning and defining the purpose and revitalization of fortifications in its ownership</li> <li><input type="checkbox"/> the maintenance of civil associations</li> <li><input type="checkbox"/> local community various experts in the field</li> <li><input type="checkbox"/> the local administration</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> constant investment, which requires very good communication between the city government and associations</li> <li><input type="checkbox"/> the lack of finance also makes it difficult to enter into cooperative agreements and joint application to the partners on the ground as well as the prevention of vandalism through the technical interventions on the field at the raise of awareness among citizens and their visitors</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> including the civil society and private sector in the process of restoration by introducing new programs of reuse and making a lasting, short and long term proposal supported by a legal framework</li> <li><input type="checkbox"/> entering into cooperative agreements and joint application to the partners on the ground as well as the prevention of vandalism through the technical interventions on the field at the raise of awareness among citizens and their visitors</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> public authorities</li> <li><input type="checkbox"/> NGOs</li> <li><input type="checkbox"/> companies</li> <li><input type="checkbox"/> private actors (from culture, science and tourism sector)</li> <li><input type="checkbox"/> SMEs specialized in reconstructions</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> the lack of collaboration and well prepared interests among very interested parties due to the complete inheritance of fortifications and extremely large financial expenditure</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> public debates</li> <li><input type="checkbox"/> organized open visits to forts</li> <li><input type="checkbox"/> educational courses and a workshop for interested stakeholders from the culture and tourism sector</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> a good habit requires an integral approach involving the whole system of fortification linking among fortifications and cultural heritage in various locations and countries</li> <li><input type="checkbox"/> give them recognition and make them attractive by making maps, virtual and real ones</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> all stakeholders should have a person or more directed and responsible for activities related to fortification</li> <li><input type="checkbox"/> all should actively participate and contribute in developing and implementing programs</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> to elaborate strategies for managing fortresses to define priorities to organize a public hearing for the project to elaborate approach of providing information and application projects</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Aquarius Pula project: The renovated and improved Marine turtle rescue Centre by the NGO Marine Educational Center in fortress Venetian (Aquarius Pula). By the virtue of the EU IPA –</li> <li><input type="checkbox"/> Casoni Vecchi fort: on the initiative of the local community organization that for many years organizes its revitalization and facilities, training and workshops for citizenship,</li> <li><input type="checkbox"/> International Workshop fortification architecture held on Brrijan island</li> </ul>										
FBI2	<ul style="list-style-type: none"> <li><input type="checkbox"/> National Government: the Ministry of Culture makes and endorse legislative proposals</li> <li><input type="checkbox"/> the role of Economy has a special role in the decision for dismissing and alienation of heritage</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Marco Polo System goes follows the City of Venice decisions in order to carry out the strategic guidelines it therefore has a certain degree of autonomy and makes decisions of its own</li> <li><input type="checkbox"/> the fragmentation among the buildings and the fortifications of the City show the entire process</li> <li><input type="checkbox"/> the previous permissions to private partners are usually used of the buildings that currently are used for carrying out activities</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> the coordination of the different branches of the Municipality administrative involved in the fortification development</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> there is an unique office which is charge, not only the management, but also the same planning of the interventions of valorization and maintenance of the natural and built heritage is of the City of Venice</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> no relevant horizontal administrative fragmentation</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Forte Marghera has not yet horizontal administrative fragmentation</li> <li><input type="checkbox"/> a clear communication between the owner and the manager of the site</li> <li><input type="checkbox"/> the settlement of the social office, that empowers itself the various administrative competencies</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> the lack of local government long-term policy and strategy of the City of Venice</li> <li><input type="checkbox"/> all the areas of the fortifications of Forte Marghera belong to a rental contract of the Venetian fortification</li> <li><input type="checkbox"/> the construction of an unique image of the system that allows the exploitation of the enormous cultural and tourism potentials of capital and investors for possible PPP operations</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> identify the tool of financing the meanful to finalize the public and private actors</li> <li><input type="checkbox"/> set up a clear legal framework and specific binding guidelines on the use of the fortifications</li> <li><input type="checkbox"/> the fortification feature allows the conclusion of agreements and partnerships according to a principle of a mutual respect of the balance between public and private, whereas the public needs, usually trend to be between 30 and 60% of the value deriving from the transformation of the urban destruction of the affected area</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Small entrepreneurship linked to the services</li> <li><input type="checkbox"/> food services</li> <li><input type="checkbox"/> small dimensions looking people for other beneficiaries, fair and exhibition events, small handicraft</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> the lack of the relevant funds that are necessary to reactivate the full utilization of the single element</li> <li><input type="checkbox"/> high costs of maintenance and management until today provided thanks to the volunteers</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> the finalization of an overall master-plan through a participatory path that is really capable to gather together all the stakeholders, both social and economic, and political</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> a Fortress office with delegate competences in the design, assets, public works, environment, culture</li> <li><input type="checkbox"/> a body that is an unique manager with operational tasks and functions placed to fort office above-mentioned</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> an operational procedure must be finalized on a regular basis for the setting up of a permanent board of meeting and confrontation with the stakeholders</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> the level of regional government becomes one of necessary interlocutors, due to the fact that the Venetian fortified system is part of a wider defense system extended to the North East Italian geographical area</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> a clear unique administrative procedures must be defined and established with a specific local government decree</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> A dependent experience on this theme has been achieved by Marco Polo System and the City of Venice with the project of the IIC project Interg IIC – C project AT FORTE – Atelier Europa, which aims to the local Sustainable Development where was given the possibility to analyze, manage and govern the fortifications of relevant European public/private bodies, institutions in charge of fortified sites and defense systems.</li> </ul>								
FBI3	<ul style="list-style-type: none"> <li><input type="checkbox"/> Public Authorities involved:</li> <li><input type="checkbox"/> the Municipality</li> <li><input type="checkbox"/> the Superintendence for Architectural Heritage and landscape</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> the Municipality – looks the report of the local administration within the territory of the City of Ravenna, Rocca Brancaleone and is responsible for the administrative management</li> <li><input type="checkbox"/> Superintendence for Architectural Heritage and Landscape of the Province of Ravenna - the authority supervising cultural heritage. The Municipality questions the Superintendence for Permissions to restore or renew elements of Rocca Brancaleone structure</li> <li><input type="checkbox"/> the Municipality takes care of the public garden by the Department of Environment which deals with the maintenance of the municipal garden and permission related to the use of the area</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> the Municipality – looks the report of the local administration within the territory of the City of Ravenna, Rocca Brancaleone and is responsible for the administrative management</li> <li><input type="checkbox"/> the Municipality questions the Superintendence for Architectural Heritage and Landscape of the Province of Ravenna - the authority supervising cultural heritage. The Municipality takes care of the public garden by the Department of Environment which deals with the maintenance of the municipal garden and permission related to the use of the area</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> the Municipality gives custody of the two separate areas to private subjects to operate successfully.</li> <li><input type="checkbox"/> the park is used by other local Association who plan their activities at the garden</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> the Municipality gives custody of the two separate areas to private subjects to operate successfully.</li> <li><input type="checkbox"/> the park is used by other local Association who plan their activities at the garden</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> the Municipality didn't find any difficulties in supervising the administration of the two areas and relative facilities at Brancaleone. They are open to the public and can be visited</li> <li><input type="checkbox"/> hosting more events in the garden, extending the opening time of the facility and the garden</li> <li><input type="checkbox"/> some critics have raised the question of the space free</li> <li><input type="checkbox"/> the park is used by other local Association who plan their activities at the garden</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> the Municipality tool by which the Municipality of Ravenna allows the use of the Citadel to a third party is a public open call. The contract refers to a period of three years, which may be extended by identifying people of the same profession. This tool is fast and effective. The Company fulfilled the need for technological modernization made available to the Municipality, which is the main reason for the success of the new films. It is in charge of the promotion, thus being fully independent in the organization of the new film. The admission procedure is used to rent the Bar. This facility offer a service to the Municipality, but no funds can be accounted by this</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Potential partners respect need of the Municipality of Ravenna, which is giving custody of the Cinematheque to the Municipality. This tool is fast and effective. The Company fulfilled the need for technological modernization made available to the Municipality, which is the main reason for the success of the new films. It is in charge of the promotion, thus being fully independent in the organization of the new film. The admission procedure is used to rent the Bar. This facility offer a service to the Municipality, but no funds can be accounted by this</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Economic activities are reached thanks to the Cinema Room, a program which allows organizing collateral activities outside the Cinematheque programme.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Other partners involved are cooperatives and cultural association, who plan summer activities at Rocca Brancaleone. They are related with the Municipality and other social partners. Their activities are most of the time free and dedicated to immigrants kids. Most of the time, they offer a social service to the Municipality, but no funds can be accounted by this</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Rocca Brancaleone is the main project of the Municipality of Ravenna with regard to the management and organization of its opening as a public guided tour and use as a location for events.</li> <li><input type="checkbox"/> a part of the fortress is equipped as an open air theater and is managed by a body through long-standing agreements</li> <li><input type="checkbox"/> a third party is appointed to the management of services related to the cinema scheduling. In this way, the managing body becomes the area's artistic director being responsible of the required technical installations</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Municipality of Ravenna recently launched a participatory process, involving all the stakeholders involved in this site due to cultural, historical or economical reasons</li> <li><input type="checkbox"/> the meeting of the stakeholders group took place at Brancaleone's bar, to discuss problems and possibilities to improve the services that Rocca has to offer</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> no experiences</li> </ul>											
FBA4	NA	<ul style="list-style-type: none"> <li><input type="checkbox"/> some funds given on use to civil associations</li> <li><input type="checkbox"/> some currently are not in use at all</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> problem of a ownership, judicial disputes of local authorities with state because of ownership problem</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> positive solution to the problem of ownership in favor of local government</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> civil association local community (local inhabitants from Punta Christo) for fortification</li> <li><input type="checkbox"/> representatives of the local and historical resources of the area</li> <li><input type="checkbox"/> visitors and tourists</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> possibility of new educational documentation centre in Punta Christo; preserve of the natural, cultural and historical resources of the area</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> public accordance of the changes that might occur with lot of visitors are not well accepted with all the measures of the area, the clearing of ditches, removal of encroaching greenery</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> the prevention of theft of materials and vandalism will be done in a open, appropriate dialogue for fortification</li> <li><input type="checkbox"/> promoting dialogue for local community in form of events for inhabitants</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> contributing to the increasing awareness of the public toward new solutions and methods for the restoration and revitalization of the fortifications according to suggestions brought up to public debates with the participation of public sector on possible case studies</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> sectors from culture and tourism sector (touristic companies, experts to promote the restoration work together with public sector on possible case studies)</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> unrepresented representatives of public and private sector on collaboration</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> educational courses and a workshop for interested stakeholders from the culture and tourism sector</li> <li><input type="checkbox"/> in order to promote the sustainability, display of material on prime importance, promotional and different media production outlets</li> <li><input type="checkbox"/> new tourist offer produced and offered to the public, good signage is essential to attract people and encourage them to visit more than one fort</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> for asking for proposals for using the fort, assessing these proposals and drawing up the legal contracts between owner and the user of the space so to take advantage of the building and to allow a reasonable level of public access</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> all stakeholders delegating one of employees or representatives to participate in the joint committee collecting data and information, as well as contacting and coordinating by sharing ideas and comments inside team and onwards</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> important to write any agreement with the tenant/user of the space so to take advantage of the building and to allow a reasonable level of public access</li> <li><input type="checkbox"/> the value of the building as a resource should be considered, but too many conditions may deter people from investing in being of such interest that they should have no other use except visitor attractions, probably no problem that is a heritage tourism</li> <li><input type="checkbox"/> it is assumed that these forts will be in public ownership and under public management</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> a good example can be project FORTE CULTURA which aims to boost new quality in the particular segment of cultural heritage by promoting of the fortified heritage and knowledge exchange of the management and protection and their modern utilisation (<a href="http://www.fortecultura-project.eu">http://www.fortecultura-project.eu</a>)</li> <li><input type="checkbox"/> another good example is International Workshop fortification architecture held on Brrijan which this year saw its eighth edition</li> </ul>								
FBI5	<ul style="list-style-type: none"> <li><input type="checkbox"/> Mayor, Deputy Mayor</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> the Ministry of Culture has no overall and operational responsibility</li> <li><input type="checkbox"/> Ephorate - regional service under the jurisdiction of the Ministry of Culture</li> <li><input type="checkbox"/> Council which decide the local issues that concerns archaeological monuments</li> <li><input type="checkbox"/> Central Archaeological Committee</li> <li><input type="checkbox"/> Central Council of Monuments</li> <li><input type="checkbox"/> Local Councils of Monuments</li> <li><input type="checkbox"/> Local Authorities are represented with one representative to Ministry of Culture</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> the Ministry of Culture sets the legal framework for the protection of archaeological monuments and its implementation</li> <li><input type="checkbox"/> the obsolete legislation regarding the cultural heritage protection and utilization that has and development characteristics which are not correspond to the needs of today</li> <li><input type="checkbox"/> time constraints schedules that are followed by the involved public authorities</li> <li><input type="checkbox"/> the money from the visitors tickets of Old Fortresses does not go for its preservation but these are collected in a central account of the Ministry's needs</li> <li><input type="checkbox"/> Local Society doesn't have any participation at the moment to affect the local societies, because most of the time important archaeological monuments are inside cities and the inhabitants</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> the definition of the current legislation and the manager of the site</li> <li><input type="checkbox"/> a review of the current legislation and the manager of the site</li> <li><input type="checkbox"/> local societies should have greater involvement to the archaeological monuments management procedure</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> the Ephorate has the task of the archaeological monuments management procedure</li> <li><input type="checkbox"/> the Municipality has the responsibility for the maintenance of the local society to the whole procedure</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> local services (Ephorate) - determine the uses inside the fortifications and gives the right to the owner to use the fortifications</li> <li><input type="checkbox"/> the Ephorate has the responsibility for the implementation of the archaeological law and the decisions of the Municipality of Culture</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ephorates operate in a very restricted environment</li> <li><input type="checkbox"/> Ephorates have small margin to take any initiative for the management of the public real estate and assets</li> <li><input type="checkbox"/> the support authority is the Hellenic Public Development Fund (HRADF) established by the Law 3969/2011 reported for: <ul style="list-style-type: none"> <li>a) calls for expression of interest</li> <li>b) open competitions</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> the re-use of fortresses is done in favor of local management, it will be expected to transform into an attraction pole for tourists and the economy</li> <li><input type="checkbox"/> potential partners should have relevant experience in the utilization of the fortifications for the realization of the investment</li> <li><input type="checkbox"/> the support authority for projects is very time consuming and it can be delayed to the investors</li> <li><input type="checkbox"/> the real estate market near fortresses is developing by the way goodwill to the inhabitants' land properties</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> the legislative framework that rules the archaeological law restricts and can be an obstacle for any potential investor</li> <li><input type="checkbox"/> the potential investors for projects are very time consuming and it can be delayed to the investors</li> <li><input type="checkbox"/> the Municipality which has the responsibility for the operation of the fortresses</li> <li><input type="checkbox"/> the proposed reform of the archaeological law to simplify the procedures for the concession of the investment places to private investors</li> <li><input type="checkbox"/> the proposed reform of the archaeological law to facilitate the investors for the operation of the fortresses</li> <li><input type="checkbox"/> the proposed reform of the archaeological law to increase the number of investors</li> <li><input type="checkbox"/> the proposed reform of the archaeological law to increase the number of investors</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> to proceed with the reform of the archaeological law</li> <li>&lt;input type="checkbox</li></ul>														