



Local Action Plan

**URBACT REPAIR
Dukla Barracks, Opava
(Czech Republic)**



**The Local Action Plan of the Dukla
Barracks Development**

December 2010

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1 INTRODUCTION

The objective of this document is to generally propose the development of the Dukla Barracks in Opava in the area of four given fields focusing on the sustainable development.

The City of Opava owns the complex of Dukla Barracks. However, the complex is currently deserted and partly used as a storage. The priority is to suggest some meaningful usage and utilization of this complex which would be the most efficient for the city and its inhabitants, or maybe for another important target group, which could bring the city and its inhabitants a positive added value.

The local action plan of the development of the Dukla Barracks in Opava does not state precisely what should be done to the Barracks, but it tries to provide some ideas and thoughts dealing right with their future use and it also says in particular which issues and thoughts should not be left unnoticed in the course of their development

The local action plan includes themes and thoughts from 4 different fields which deal with the issue of sustainability, effects for the inhabitants and preservation of the historic heritage for the future. Specifically, the following topics are involved, so called PILLARS:

- PILLAR I - How to achieve the sustainable re-use of the built heritage and heritage sites, through maximising energy efficiency, the better management of waste production, energy consumption and greater use of renewable energies
- PILLAR II - How to develop alternative site uses and techniques, which best secure the long term preservation of the military heritage.
- PILLAR III - How to maximise access to military sites by sustainable modes of transport, which minimise car use and decouple transport growth from local GDP growth
- PILLAR IV - How the socio-economic re-use of the sites can maximise local jobs for local people and therefore sustainable communities and greater social cohesion.

This document analyses the current state not only in the premises of the Dukla Barracks, but also in relevant areas of the economy of the whole city, i.e. in the fields which could influence the successful development of the given area positively. The main issues include unemployment, educational structure of inhabitants and business activities development.

Further, there are the 4 already mentioned topic based pillars of which each has a certain predetermined objective and proposal or proposals for its fulfilment. All essential conclusions are summed up in the last chapter of this document.

This development document is based particularly on the following existing resources:

- The strategic plan of the economic and territory development of the City of Opava for the period of 2007-2020 (to view the details, please go to: <http://www.opava-city.cz/scripts/detail.php?id=15218>)
- The study of the possible uses of the Dukla Barracks complex in Opava (processed in December 2008, funded by the the Moravia-Silesian Region budget).
- The architectonic study by company Qarta Architektura of year 2009.

2 ANALYSIS OF THE CURRENT CONDITION

2.1 Selected relevant information on the City of Opava

2.1.1 Unemployment

The rate of unemployment in Opava was at the lowest levels when compared to other major towns and cities in the Moravskoslezský Region (The Moravia-Silesian region). The unemployment rate has been monitored for the needs of this plan since August 2008 (shortly before the economic crisis then) till the present. In the meantime the unemployment rate has increased from the original approx. 6% to the current 10.5%. The growth is relatively striking, though as said before, the unemployment rate is one of the lowest in the region.

The local action plan for the development of the Dukla Barracks will probably not have any immediate impact on decreasing of the unemployment rate in Opava, nevertheless, from a long-term point of view, it can contribute to its decrease. For further details, please see Pillar IV of this document.

2.1.2 Development of businesses

The relatively low rate of unemployment in Opava is sustained by the local businesses mainly, which do not close down despite the unfavourable conditions of the economic crisis and carry on in their entrepreneurial activities. Another advantage for the economy of the city is the fact that the portfolio of the entrepreneurial fields is rather broad and in the city there is not only one dominant employer, or one dominant sphere of business on which the local employment would be dependent. The absorption capacity for the unemployed is still relatively high.

There are three essential problems of a long-term character related to the development of business in Opava.

- shortage of areas suitable for the development - due to the historically complicated situation in the proprietary relations when the grounds around the city have the character of "straps", it is very hard to find a large-size area on which a suiting space for developers could be prepared (move the production from the centre of the city, opening new opportunities for business, inviting investors etc.) Even though some suitable areas can be identified in the City Plan, usually there are several (sometimes dozens of) owners and to consolidate such a territory is far too complicated.

- insufficient connection to the network of motorways of the state or European significance - the road-link to Ostrava is outdated and its capacity is low, furthermore, there are many car accidents which complicate the traffic. Some improvement of this situation could occur after the new connection is completed. This project, however, is delayed permanently by the central state bodies. Opava businessmen cannot use their abilities and develop business relations with supraregional and foreign partners. The completion of a quality connection would play a big role in the unemployment rate decreasing.
- lack of qualified workers in technical branches - local businesses have faced the problem of decline in the number of qualified workers in technical branches. They hire new people who have to be re-qualified and prepared for the required position performance. The City of Opava has initiated the TeachTech project which promotes technical branches in elementary schools already and in schools established by the city a project of modernization of equipment for technical subjects classes.

2.1.3 Educational structure of local population

The educational structure of inhabitants is one of the factors which influence the decision making of newly coming investors whether they place the given investment in the area or not. As far as the educational structure is concerned, Opava finds itself above the regional and national average. Unfortunately, this fact is only documented by the data of year 2001 (share of inhabitants with tertiary education: Opava 10.74%, The Moravia-Silesian Region 7.75%, Czech Republic 8.89%) so the situation could have changed.

2.2 History of the Dukla Barracks

The Dukla Barracks are situated almost in the centre of the City of Opava, whose importance dwelt in the strategic position on the border of three states, among others. This was the reason for building the Rudolf Barracks in year 1889 (later renamed to the Dukla Barracks). They were determined for placement of the artillery unit of the then Austrian Army.

The barracks were used by the artillery between the world wars, too. After the World War II an army educational centre for artillery was established here. At the end of the 20th century the function of education focused on army logistics. In year 2007 most of the barracks complex was transferred to the ownership of the City of Opava which now considers new possibilities of their use.

The new possibilities of use are discussed in this Local Action Plan of the Dukla Barracks Development.

2.3 Location and technical description of the Dukla Barracks

The Dukla Barracks complex is situated in the neighbourhood of the Západní train station in Opava, between Vančurova and Sokolovská streets in the cadastral territory of Opava-Předměstí. It is a complex of area of 32.12 acres which was owned by the Army of the Czech Republic until recently.

From the point of view of the spacial structure of the city, the complex is closed between the railway on the east (significant altitude difference) and the built-up area of houses of max. two storeys in the territory of Nová Jaktař. For the views, especially the representative southern part with the buildings in the zone of "increased architectonic protection" which is highlighted by a monumental staircase at the entrance to the complex.

The remaining part is surrounded with a metal fence nowadays and due to mainly ground-floor objects it does not have much of an aesthetic value.

20 to 30% of the whole area is built-up with single-storey buildings. A part of the buildings was completed in the 18th century. The barracks complex is included in the currently valid City Plan as a functional area of business activities with regulative architectonic protection applied to the entrance barracks buildings. The territory of surface area of 600 x 150 m is a slope oriented to the south. It is built-up with objects which can be characterized as civic amenities. They include accommodation, administration, catering, garages and storages.

In the complex area there are many trees, the prevailing part though consists of wild growing woody plants.

The fundamental southern "historical" part consists of two to three storey buildings with historising facades which are highlighted by corner and ended up by mansard roofs with roof windows. The central building is accented with a central clock tower. This basic layout is amended with several buildings with brick facade. However, the original appearance of the facade has been preserved on one building only, the other three have so called brisolite (Czech patented artificial stone exterior finish with sparkling flecks of mica) plastering. The reconstruction of such buildings to achieve their original, more valuable look is possible, then.

In the south-east edge the buildings of the canteen and kitchen are interconnected with a bridge into a single complex.

In the central part of the complex there are mainly buildings of garages and classrooms or storehouses. These are single-storey buildings of an elongated layout with a number of drive-ins and slight saddle roof. In this part there are also a two-storey office building and a single-storey building used as a first-aid station.

The northern part of the complex is characterized by steel construction halls with attached office buildings and a few wooden objects (garages). Further, there is a football playground supplemented with a running track.

3 Local Support Group (ULSG)

Realizing the potential of any project needs group of people who are interested in, who have important political or economical power and who can contribute with expert opinion.

To be able to propose the future re-use of Dukla Barracks it was necessary to put together a group of people that is mentioned above – Local Support Group (ULSG). The main objective of ULSG was to draw the possibilities of usage of the abandoned Dukla Barracks and create this Local Action Plan.

Members of the ULSG in Opava were chosen to represent all important fields of life of the city. Not only political leaders (vice-mayors) and experts from the Municipal Council but also representatives of local universities (teachers focusing on area development and on educational system itself) were present but also a representative of cultural life (director of local cultural organization), member of the Chamber of Commerce in Opava, an architect co-operating on architectonical studies and a representative of public with strong relationship to the developed area.

The main input of the ULSG can be seen in presenting opinions that gave basic data for making this Local Action Plan and in proposing solutions for the four pillars.

The ULSG in Opava is not going to finish its work after the project Repair comes to end. The constitution of the ULSG might change because the realization of this project comes from the planning phase to realization but the proposals from the Local Action Plan will be respected further.

4 PILLAR I – Energy Efficiency

How to achieve the sustainable re-use of the built heritage and heritage sites, through maximising energy efficiency, the better management of waste production, energy consumption and greater use of renewable energies

4.1 Thesis

The relationship between the old and the new can become relatively complicated, particularly if the old does not meet the current operational requirements, but it still bears its value sufficient to make us preserve it as much as possible. In such a case it is necessary to look for not only a new function to substitute the old one, but also for an effective compromise of the new use and preservation of the old values.

One of the areas in which such compromises must be reached most frequently is the area of deserted historical buildings. If we wish to preserve the historical valuable buildings it is necessary to give them a new function (new sort of use). This is related to the necessity of accommodating such buildings to their new use so that they should be used as efficiently as possible and furthermore, to be used in accordance with the current quality standards.

One of the present quality standards for the use of buildings in general is decreasing of negative impacts of their operation on the environment. This involves decreasing of the energy intensity of their operation and a waste management system which would be as environmentally friendly as possible.

With historical buildings, though, it is exactly the implementation of the operational quality standards which can get into conflict with the preservation of their historical values. The technical solution of precautions leading to the decrease of energy intensity will be complicated whether we consider heat cladding or installation of solar panels straight on the building because it will always be important to approach the original look of the building sensitively. The heat cladding of historical buildings is a very questionable issue because these buildings did not use to be insulated against ground humidity nor excessive heat loss. Even though this is a matter of an approach, in its principal the heat cladding of a historical building would be breaking all the principals of how the historical buildings should be approached.

When we consider the quality standards, we do not have to mean only the technologies and construction work, but also standards of behaviour of (future) users of the given buildings.

For the further procedure within the frame of this Pillar it is important to describe some basic thoughts and facts. What are the technical precautions leading to the decrease of negative impacts related to the operation of the building on the environment?:

- stopping the heat loss (facade heat cladding, windows and doors replacement, heat cladding of roofs, etc.)
- finding an alternative way for heating (thermal pumps, solar panels and similar solutions)
- finding an alternative way for the production of energy consumed by operation (solar panels, wind power plant or similar)
- implementation of a waste management system, or a system leading to the limitation of waste production

4.2 Goal - To use renewable resources in a meaningful way

In case of the development of the Dukla Barracks it will always be necessary to take into consideration the existence of the historic value dwelling in the location concerned. Therefore the precautions decreasing the energy intensity of the operation of historical buildings will always be limited by the efforts to preserve the cultural and historic heritage.

The objective of development of further use of the Dukla Barracks is particularly a meaningful decrease of the energy intensity of the future operation, i.e. not to apply all available means of technology mainly in the effort to decrease the energy intensity without considering the aesthetic value of the historical buildings.

4.3 How to achieve the Goal

In case of the Dukla Barracks the situation is as follows:

- In the lower tract there are several historically valued buildings dominated by 3 two and three storey buildings with historicist facades and curb roofs with skylights. The central building is accented with a central clock tower.
- In the central part of the complex there are mainly buildings of garages and classrooms or storehouses. These are single-storey buildings of an elongated layout with a number of drive-ins and slight saddle roof. In this part there are also: a two-storey office building and a single-storey building used as a first-aid station.

- the upper part of the complex is defined by a long object of two steel halls attached to each other, to which two brick office buildings are attached. At the top, there is a so-called "plateau" - a flat place in the northern tip of the complex, which consists of sports grounds with a running track and football field.

The above mentioned possible conflict between preservation of the value of historical buildings and the new use (in sense of more environmentally friendly operation) is thus restricted to the lower part of the whole complex only.

Which of the above mentioned known precautions can be applied in this case? If it is not possible to clad the facades, can the windows be replaced? Even the partial measure of changing the windows does not have to be favourable to the building in the end due to the increased condensation of humidity involved. The roof cladding seems to be suitable as it does not spoil the appearance of the building while solar panels do. When looking for the alternative ways of heating the question is how such a solution would interfere with the construction of individual buildings. The implementation of the system of efficient waste management should be a matter of course.

At present, the main historical buildings suffer from high humidity and spreading mould, therefore the more carefully every possible interventions regarding the decrease of the energy intensity must be carried out.

In the Dukla Barracks the issue of saving costs should be approached in principle from the point of view of:

- looking for the options of more environmentally friendly operation of the historical buildings
- build-ups of new energy saving buildings
- considering the idea of installation of alternative sources of energy in the complex of the barracks
- co-operation and up-bringing in relation to future users of the complex and city inhabitants

4.4 Examples of good practice for Pillar I

4.4.1 To have my own tree

- to enable solidarity and unity of the inhabitants with the place at relatively minimum costs:

In the municipal part of Opava, in Malé Hoštice, a similar minor project of planting of trees in the local alley. The trees were planted under the supervision of the planning engineer who specified exactly the places for individual trees.

The planting itself, though, was not ensured by a selected company specializing in tree planting, but within the framework of a sort of social event, by the local people. The reward to those involved was very simple - each tree bears the name of the person who had planted it.

Even though this was a minor project with relatively petty outputs, it can be used as an example for greater projects. The effects for local administration are rather underlying:

- zero costs for the planting alone (the municipality only paid for the trees and their delivery to one place)
- the care for trees by those who have planted them (this effect was rather unexpected though it has its logic in a way) as well as
- the automatic unity with the place and project outputs, which supports their sustainability.

Opava can transfer this experience to the field of the development of the Dukla Barracks with as much involvement of the public as possible in the solution of issues related to the complex and its restoration.

4.4.2 Occurrence of a protected kind of bats

- not all examples have to be good, it is only the reality which can be faced in Opava, too

In the Dutch City of Utrecht they continuously find new functions for individual forts of their defence line of water forts which were built in the 19th century. They try to do so in relation to the surrounding functions and needs of the common build-up areas of the city (community centre, as in its vicinity there is one of their problematic quarters, culture centre, restaurant etc.). In one of the forts which were predestined for a new use nesting of a protected kind of bat was found so it was necessary to find a suitable solution for the co-existence of the protected animal and people who obviously require different humidity and temperature. This can be solved by separating the individual functions of the fort with walls, however, the problem is the conservators of the historic value who do not want to allow any major reconstruction works.

The example from Utrecht has guided us and taught us that it is necessary to find all the current conditions of life in the given historical building and that the cooperation of all the potential bodies which can interfere with the project, be it positively or negatively, is a must. There should be an attempt to carry out an input analysis of risks which can threaten the project, and to eliminate them exactly by means of timely co-operation.

4.5 Proposal of (technological) solutions and procedures

Within the topic of this Pillar it is possible to divide the individual suggestions of solutions and procedures according to the above mentioned kinds of measures leading to the reduction of negative impacts of the building operation on the environment.

Environmentally friendly operation of historical buildings

- while trying to preserve the historic value and character of the buildings, the installation of any new technologies is irrelevant.
- in co-operation with the bodies of care of historical monuments and the public to discuss at least some acceptable solution in the field of insulation and heating
- in the waste management field to implement a clear method of waste collection and sorting and to bring up the users of the buildings to its use.

Construction of new energy efficient buildings

- Any new buildings in the complex to be built with the least possible energy demand, according to the valid standards at minimum; reaching even higher standards is obviously possible, nevertheless for the price of relatively higher costs
- Along with the experts to consider the possibility of the new buildings "subsidizing" the operation of historical buildings as well
- When thinking over the above stated possibilities to look for an optimal way in relation to the costs for the selected option of investment

Alternative sources of energy in the complex of barracks

- to consider the possibility of placing a renewable source of energy e.g. in an existing football playground (solar panels or similar equipment)
- when discussing the possible placement of e.g. solar panels, to consider the income part of the project (the city being the owner of the affected grounds would lose the possibility of handling these grounds, e.g. to sell them to developers as grounds for housing and thus it would lose space for obtaining at least a part of financial means for the physical restoration of the complex itself)
- in the same time it is necessary to respect the current conditions in legislation and financing of such technologies provided by the state
- for the reasons stated above any installation of alternative sources of energy anywhere else but on the newly built objects seems unsuitable

Co-operation and up-bringing

- to bring up the users to "environmentally friendly behaviour", i.e. efficient use of available technologies (decreasing the energetic demands) and systems (e.g.

collection and sorting of waste). Reducing the energy consumption requirements and thus the use of technologies which make this possible, must go together with the fact that the users of such buildings will be able to work with such technologies and use them effectively and, of course, that they will be able to apply this energy-saving model to their everyday lives; the same idea can be used for the waste management, too - the residents can possess the most available technologies and equipment for waste sorting, but if they do not want to take advantage of them, these technologies and means are useless

- to bring up the users towards the feeling of belonging to the place, i.e.
 - in the realization stage to run as many activities as possible in co-operation with future users of outputs of the project. Particularly, this involves preparation of the project and involvement of relevant bodies. The aim should be to acquaint people with the history of the project as much as possible, or with the place where the project is to be realized - in case of the Dukla Barracks it would be appropriate to demonstrate the coherence between the buildings and the intention that is planned there, and to acquaint the public with both, the history and the future plans through controlled commented tours. The effect is gradual formation of the feeling that the people belong to the place as well as the opportunity to obtain feedback. This can be achieved both using leaflets and information boards at each of the valuable buildings in the complex of the Dukla Barracks; these are means to be used to explain the exceptional qualities of the place to the public and thus let them acquire the feeling of the above-mentioned unity with it.
 - to engage the public in the physical restoration of the site (see Good examples based on experience - Having your own tree), where the public can participate in the controlled planting of vegetation, cleaning of the premises, etc.

4.6 Impact of the solution of Pillar I on the development of Opava

The suggested solutions and procedures can aid the work with the public - if the public continuously learns to belong to the place and form a unity with it, it shall contribute to its future protection; the public is then able to apply such learnt principles in their place of residence as well.

Also the future educational function of the territory dealt with has a great impact on the whole city - the more educated the inhabitants are the higher the quality of living, better living standards and easier formation of jobs (see Pillar IV).

4.7 Conclusions

If we wish to limit the negative impacts on the operation of the Dukla Barracks (however these are going to be used) it is necessary to focus not only on the "hard" disciplines, i.e. selection and implementation of technologies, but also to the "soft" ones, i.e. work with people and particularly with the future users of the whole complex.

5 PILLAR II – Preservation of historical values

How to develop alternative site uses and techniques, which best secure the long term preservation of the military heritage.

5.1 Thesis

What other way to use the former military complex, so that the new use could have a positive impact on the entire city and at the same time the historical buildings located in the complex were preserved?

In the complex of the Dukla Barracks, there are such abandoned historical buildings, namely in the lower part of the complex, so in simple terms: "there are things to be preserved".

Pillar II deals especially with the second part of the aforementioned question, i.e. by means of the new use of the abandoned complex, we should endeavour to save the architectonically valuable buildings, as well. On the other hand, preservation of historical buildings must simply bring positive aspects to the entire city – how could it be considered a success that historically valuable buildings have been saved if their use causes rather inconvenience to the city and its surroundings?

5.2 Goal – Resuscitation of a place leads to its preservation

Historical values will be best preserved when they will be used by the public and for the benefit of the public. No matter if it concerns the public use while keeping the existing function of the historical buildings or the installation of a new function.

The goal of this area of development is to find such a function of the whole complex that will open it to the public and to liberate it from the natural reclusiveness of the military complex.

5.3 How to achieve the Goal

The existing intent to use the Dukla Barracks in Opava for the educational function meets the aforementioned requirements for resuscitation of the complex of the Dukla Barracks in Opava as well as for the positive contribution to the entire city. This intent will give the existing buildings a new purpose. The arrival of new students will have a positive influence on the entire city due to the fact that the Opava community will be rejuvenated and, along with that, the purchasing power in the city will be increased.

The intent also combines the new use of the complex, which seems to be a use of higher significance (higher added value), and the contribution to the city, its inhabitants and economy.

The topic of Pillar II deals with saving of the historical (military) heritage because of its new use and due to finding new procedures for its development. At the moment we can say that the new use has been found in the form of the new educational function, and it is necessary to employ other procedures which should take into account the following facts:

- in the complex, there are buildings with a historical value as well as buildings in bad technical conditions and architectonically worthless ones
- in the complex, there are technical infrastructure and the green which were built in the past according to the momentary need of the user of the complex, whereas the current state is mostly bad
- so far, there has been no actual and exact number of people who are going to use the complex of the Dukla Barracks in the future – in case of the educational function, they will be chiefly educational staff and students or pupils.

5.4 Good Practice Examplesfor Pillar II

5.4.1 The Silesian University in Opava– the building of the rectorate

Basic facts about the university

- the Silesian University in Opava was founded in 1991
- at present it has these faculties, Faculty of Philosophy and Science, the School of Business Administration, the Faculty of Public Policy and the Mathematical Institute; the Educational Centre in Krnov belongs to the university as well
- the Silesian University is a significant educational institution in the whole region



Basic facts about the building of the rectorate

- it is a former headquarters of the military unit in Opava, newly adapted for the needs of the rectorate of the Silesian University in Opava
- at present, the building serves administrative and educational purposes
- the history of the building:
 - o built between 1908 and 1914
 - o used by the headquarters of the infantry, military band, machine-gun troop, artillery regiment and radio station
 - o from the time it was completed, the building was always used for military purposes
 - o in 1998 it became the property of the Silesian University in Opava
 - o from 2001 to 2003 the total reconstruction for its new purpose was performed

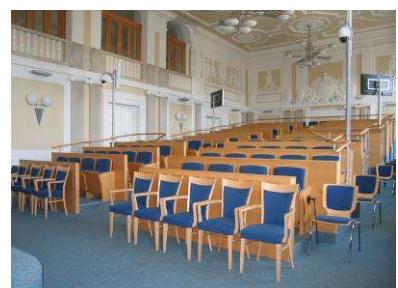


The substance of the new use of the building

- the reconstruction helped to save a historically valuable building that is a significant architectonic dominant feature of the city
- there has been a change of use of the building – from the military to educational purpose

Ensuring of long-term protection of the building

- due to its new function, the building is neither abandoned nor dilapidated
- the owner of the building provides the necessary care in the form of maintenance and repairs, which enables the building to keep its value



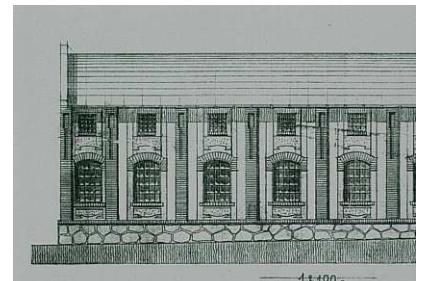
The impact on the city

- the new premises for education provide the growth of education in the city
- the influx of other students to Opava supported the development of the city's economy since the total purchasing power has increased

5.4.2 Headquarters of the company Gavenda

Basic data about the company

- founded in 2001
- entrepreneurial activities focus on business with metal material



Basic facts about the building

- it is a former factory for starch production in Opava that has been transformed to the main office of the management of the company Gavenda and where are also located civic amenities (shops, restaurant)
- at present it serves as an administrative and business (commercial) centre
- history of the building:
 - o built between 1912 and 1914
 - o used as a starch factory, largely destroyed during World War II
 - o after the war used as a starch factory again under various names of companies
 - o the production was terminated in 1995 and then it started to decay
 - o one of the solutions was also demolition of the whole building
 - o in 2008 the building was repaired and began to be used by the company Gavenda



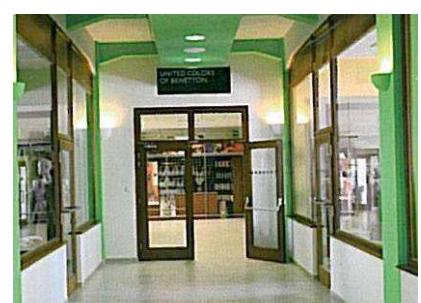
The substance of the new use of the building

- the new use of the building safeguarded the historical and architectural heritage of the city
- the change in the use of the building from production to a service amenity



Ensuring of long-term protection of the building

- the building was safeguarded and did not have to be demolished
- the owner of the building provides the necessary care in the form of maintenance and repairs, which enables the building to keep its value



The impact on the city

- the new premises for business and service are located near the centre of the city where there is a lack of such premises
- new use of a historical building due to a private capital is not common in Opava; it is undoubtedly a positive act which brings positives not only to the owner, but to the whole city

5.5 The proposal of (technological) solutions and procedures

When proposing solutions and procedures, it is necessary to start from the current basic conditions:

- At the moment, no particular use of the complex has been determined yet – there is only this general notion that the complex of the Dukla Barracks will be used especially for education (however, a lesser part can be used for housing in case the sale of a part of the complex for building of family homes or small blocks of flats could, in a substantial way, financially contribute to the development of the parts of the complex assigned for education)
- it is necessary to preserve as much as possible the character of the historical buildings
- without the new use of the historical buildings, they are going to decay and downgrade incrementally; thus, the whole place located nearly in the centre of the city would be downgraded as well
- the historical buildings were in the recent times used for education of soldiers in the area of logistics

An ideal solution would be location of all educational and administrative capacities right in the historical buildings, thereby not affecting their character (or only to a minimum extent) as well as keeping their old (and new) function.

Since at present the new use in the area of education is not known, we cannot say if the capacities of the current historical buildings will be sufficient. Only after their particular function is specified, it will be evident how many new buildings will have to be built and how to adapt the existing historical ones.

The procedure of further solution in this Pillar should thus be as follows:

- to analyse the historical value of all the buildings in the complex of the Dukla Barracks
- to specify as much as possible the future use of the complex of the Dukla Barracks in the sense of location of particular educational services

- to decide which existing buildings will be preserved (even with possible adaptation) and which will be removed in accordance with the selected educational and attendant services which will be performed in here
- to propose the suitable supplement of the preserved (historical) buildings with the new ones – again in accordance with the selected services which will be performed in here – so that the whole complex complied with the planned use as for its capacity and function; as for the new buildings, to respect their distance from the historical ones, so that their character and dominance in the complex were preserved
- to discuss the complete proposal that has been created (both from the point of view of the particular use and the solution of the buildings) on all levels, with both the public and the experts
- to complete the whole process of proposals until the form of project documentations and necessary permissions
- the implementation itself – securing of the finance, the building process, putting the selected services into operation

5.6 The influence of the solution of Pillar II on the development of Opava

The unambiguous positive influence on the whole city is the fact that the issue of saving the architectural (in this case former military) heritage will be approached conceptually – from realization of all the circumstances related to preservation of historical buildings, through the circumstances of a wide range of relations of such an area until the circumstances of the final solution and its influence on the city, its people and economy.

By establishing a university in the complex of the Dukla Barracks, it will not be closed to the public, but it will play a social role as well due to its premises for education and meeting.

5.7 Conclusions

The conclusions within this Pillar cannot be specific, but rather general. The most important output is the fact that the abandoned complex, in which there are historical buildings, must be open to the public as soon as possible, so that a new function of such a complex, beneficial for the whole city, could be performed.

This function must be selected as soon as possible and must be specified as soon as possible as well.

6 PILLAR III – Transport accessibility

How to maximise access to military sites by sustainable modes of transport which minimise car use and decouple transport growth from local GDP growth.

6.1 Thesis

Transport accessibility is at the moment the Alpha and Omega of the development of any area. If it is not possible to connect a certain place to the road system or the underground services, it cannot be used for serving to a large number of people. The complex of the Dukla Barracks is located practically in the centre of the city that is obviously used by a large number of people. The ideas of connecting the complex to the "sustainable" kinds of transport are interesting, but we cannot expect that such connection would be sufficient and that the "unsustainable" kinds of transport would be excluded.

So the abovementioned says that the goal of this part of the Local Action Plan is to consider and propose as high accessibility of the complex of the Dukla Barracks as possible for the "sustainable" kinds of transport, so that the portfolio of the transport connections was suitably supplemented (i.e. in compliance with the "unsustainable" kinds of transport).

In connection with the intent to use the complex for education, the goal should be to attract the greatest possible number of users and visitors to the complex who will on their way here use some of the "sustainable" kinds of transport. For example, will the ones who arrive by bicycle gain a price advantage over the ones who arrived by car?

For the next procedures within this Pillar, it is important to describe some basic ideas and facts. What kinds of transport can be classified as public or alternative (sustainable)?:

- walking
- cycling lanes
- public transport – buses, railway

6.2 Goal – Accessibility of the complex makes it closer to the public

The sense of using the complex of the Dukla Barracks is to be its opening for the use of the public. Only this way the historical value, which is present here, will be preserved and only this way its new use will have a positive impact on the whole city.

The goal is to connect the existing closed complex of the barracks to the city's transport network including as many kinds of transport as possible with the emphasis on the sustainable transport.

6.3 How to achieve the Goal

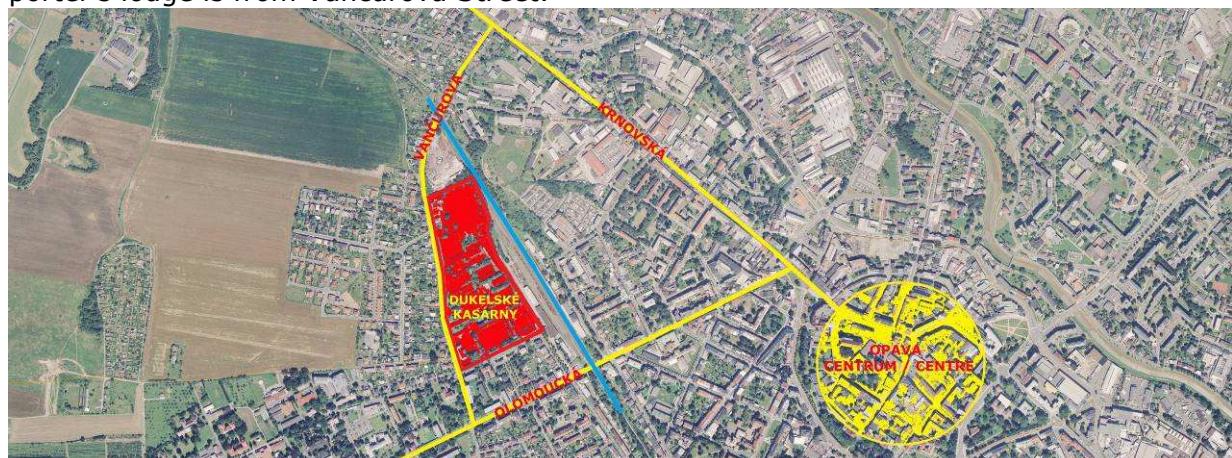
If the complex of the Dukla Barracks is to be used again and "resuscitated", if due to its new function the historical buildings are to be saved (see Pillar II), the location must be accessible by all possible means of transport. What is the current state like?

6.3.1 The current state of transport and the transport infrastructure in the locality of the Dukla Barracks

In close proximity of the locality, there are two important A-roads (Krnovská Street and Olomoucká Street). The complex is connected to both of them via the connecting road, Vančurova Street, forming the western border of the complex. The transport load of Vančurova Street (according to counting carried out in 2006) is in the section that is dealt with about 5,000 vehicles / common working day, out of which about 1,000 vehicles are heavy ones. Along the eastern border, there is a railroad on which there is, in close proximity of the complex, situated the railway station Opava-Západ.

The locality is within the reach of the public transport (bus line 215 and night lines). Nearby, there are also trolleybus stops (in Olomoucká Street). All the public transport is gradually integrated into the ODIS system with a unified fare. There are no hiking trails or cycling lanes near the complex at the moment.

The main entrance to the complex is from Sokolovská Street, the side entrance with the porter's lodge is from Vančurova Street.



6.3.2 The current state of the internal communications network in the Dukla Barracks

The internal communications network consists of roads of various kinds and quality. They are partly bituminous, partly paved or panel roads, mostly bounded with kerbs. The roads are mostly drained by means of existing street inlets. In some places, the roads are supplemented with pavements; the height difference is solved by means of steps. No arrangements for barrier-free solutions or embossed pavement for visually impaired people have been carried out in the whole complex. The road signs inside the complex are not usable any more.

6.3.3 The future (planned, final) state

The City Plan includes a local cycling lane in Vančurova Street. However, the connection of the complex with the railway station by means of a walkway has not been included in the urban general plan. The public transport can be adjusted to the demand and to the expected purpose of the use of the complex operatively. The basic motive for any new use of the complex is the necessity of connection to Vančurova Street since this is the most suitable road in terms of capacity. Nonetheless, the connection of Vančurova Street with Krnovská Street and Olomoucká Street is problematic because these roads are overloaded with traffic.

The existing intent of the use of the Dukla Barracks in Opava for the educational function does not assume a considerable increase in transport in the locality of the complex, so Vančurova Street should be sufficient as for its capacity, without making any significant arrangements. But the accessibility by car is considered here, while, especially, the accessibility by the public, or preferably alternative, transport should be dealt with.

If the future function of the use of the complex of the Dukla Barracks will be mostly educational, it can be expected that the users of such a function (or the whole complex) will tend to use alternative kinds of transport. In this case, the suitable kinds of transport must be ready along with the development of the complex.

6.4 Good Practice Examples for Pillar III

6.4.1 Le Murate – more people to prison

Le Murate is a complex of a former historical prison in Florence, Italy, that was originally created on the foundations of an ancient monastery. This complex was historically located on the outskirts of Florence, but these days, due to the development of the city, it is situated practically in the centre.

The former prison is gradually rebuilt to serve new functions:

- social housing focused especially on young families and beginning artists (the rent is quite low, but the goal is to provide housing in the centre of the city for as many social groups as possible, and thus solving their integration or, at least, not excluding them from the society to the edge of the city)
- entrepreneurial incubator for beginning artists, focused on the development of technologies for the area of art
- faculty of architecture
- obvious placement of civic amenities – restaurants, etc.

From the point of view of alternative kinds of transport, the idea of creating new entrances and passages (streets), due to which the formerly fully closed area opens to the public, thus enabling the revival of other parts of the city, e.g. the main entrance to the faculty of architecture will be moved from the street to the adjoining square (that is practically not used nowadays), and, moreover, the square will be connected by means of a new street (a pedestrian zone) with the livelier part of the city, is especially remarkable.

If the goal of Opava is revival of the Dukla Barracks, it is necessary to deal not only with the connection of the complex to the transport infrastructure, but also with the methods that will be employed in order to achieve the goal of opening it to the public.

6.5 The proposal of (technological) solutions and procedures

- to consider and identify such kinds of transport that will be used effectively for the connection of the complex to the transport infrastructure as well as for the movement inside the complex; the transport may include cars, bicycles and the city public transport (buses, trolleybuses – because the connection to the railway would be technically and financially difficult).
- to work on simplification of the accessibility of the car transport, especially via opening the entrance or entrances from Vančurova Street and making better connections to Olomoucká Street and Krnovská Street (roundabouts, traffic lights)
- to bring directly to the complex one or more cycling lanes and to connect them suitably to its internal communications network
- in relation to the real use or possible demand, to extend the transport services to the complex by means of the public transport, again especially in relation to Vančurova Street
- to motivate the users of the complex as well as Opava inhabitants to use sustainable kinds of transport (advertisement for using of the public transport, price advantage for services for the ones who will arrive by bicycle, public transport, train, etc.)

6.6 The influence of the solution of Pillar III on the development of Opava

In the complex of the Dukla Barracks there will be, due to its new function, a specific group of inhabitants, mostly students, who are usually closer to the more considerate way of behaviour towards their environment. In this case, it is necessary to take advantage of their behaviour and to provide them with the opportunity to develop such behaviour by means of a functioning network of cycling lanes that will lead them not only to the complex of the barracks, but throughout the whole city, too.

The influence of the use of such an opportunity is especially in the respect that this considerate behaviour can be later learned by other people, notwithstanding the fact that the increase of the cycling transport in the city places automatic pressure on providers of services, so that they built the cycling infrastructure, which makes Opava more attractive for its visitors as well.

6.7 Conclusions

The most suitable ways of transport of people for Opava as a city are already known these days. Since Opava is a city overloaded with vehicle traffic, it would be the best for the city's inhabitants to leave their cars at home and go to work by the public transport or, for example, by bicycle. Positive motivation is preferable in these cases of behaviour rather than restrictions.

The conclusion of this topic is also the fact that it is necessary to provide people with a choice in the ways of their behaviour (in this case, the means of transport they use) as well and to show them clearly what kind of behaviour is the best for the city as a whole ("leave your car at home").

7 PILLAR IV – Creation of jobs

How the socio-economic re-use of the sites can maximise local jobs for local people and therefore sustainable communities and greater social cohesion

7.1 Thesis

The development of each location that is dealt with is not only its physical preservation and renovation (or change), but also the considerable benefit for the inhabitants of the city (or, possibly, for all the ones who are somehow going to use the location). Here, everything can be specified in such a way that it is necessary to find such a solution which will be the most beneficial for the inhabitants of the Opava city. One of such direct benefits is supposed to be creation of jobs.

It is obvious that practically any new use of an abandoned location leads to creation of jobs. Nevertheless, it is necessary to consider what jobs they will be and to what extent they will help the further development of the whole city, or how they possibly contribute to creation of other (indirectly created) jobs.

It always depends on the needs of the city and the quality of the jobs that are created. Highly qualified jobs create other job opportunities. What could the needs of the city be?:

- to employ or to help to employ a certain group of people with a similar qualification (the kind of group can be found out in the register of the job centre); these situations arise when a significant employer closes down in the city and dismisses a large number of people with a similar qualification structure
- to increase the educational structure of the population, or potential employees as well
- to help the local entrepreneurs with supplies of qualified labour force (in Opava, there is, especially, a lack of qualified employees in technical areas)

7.2 Goal – New jobs with a higher benefit for the city

The new use of an empty location always leads to creation of new jobs, but the question is, whether the opportunity is not lost in case they are jobs that do not have the multiplication potential of creation of follow-up or indirect jobs.

The goal is to use the complex of the Dukla Barracks, so that new jobs of high qualification were created here, which would help to develop the educational structure of the whole city, to create other jobs and so that the independent new function would further keep developing the opportunities of the whole city.

7.3 How to achieve the Goal

From the point of view of creation of new jobs, the business function would be the most suitable one from all the intents of the future use of the Dukla Barracks (business, housing, education) because this would help to create jobs immediately. However, this question is disqualified by many factors:

- the surrounding buildings are intended for housing, so it is necessary not to disturb the peace for housing
- the traffic should not increase considerably due to the character of the surrounding buildings and due to the absence of good-quality connection to Olomoucká Street and Krnovská Street which are significant arterial roads of the city; this condition would certainly not be fulfilled
- it is a short-term view - as for the future of the city, it is much more sustainable and convenient to appropriate the complex of the Dukla Barracks for, especially, the educational function

The intent to use the Dukla Barracks for education consequently generates these kinds of jobs:

- o high qualification: school managers, educational staff
- o middle qualification: administrative apparatus of operation of educational facilities
- o low qualification: maintenance staff, cleaning staff

The educational function – in this sense, we mean advanced vocational training or university education – generates an increased movement of students in the city, which is the new purchasing power for the local entrepreneurs who are thus able to create new indirect jobs.

The educational function in the Dukla Barracks increases the education level in the city; hence the educational structure of the local population is increased, which could make Opava more attractive for potential investors.

If education facilities are located in the Dukla Barracks, so it will help, on certain conditions, the local entrepreneurs as well as the employment.

7.4 Good Practice Examplesfor Pillar IV

7.4.1 Telecom City – Cooperation of the city, the entrepreneurs and the university

The Swedish City of Karlskrona has a functioning system of cooperation between the city, the local entrepreneurs and the academic area. The City of Karlskrona is heavily focused on one area of business – the telecommunication technologies.

By means of the aforementioned cooperation, the education of employees is especially dealt with. A special organization (an association) called Telecom City came into existence. This organization provides both education and, possibly, recruitment of employees all over Sweden. The academic area provides in this association the actual education according to the needs of the companies. The companies and the city share the operation costs of the association evenly (including education activities).

The benefits are obvious:

- for the city:
 - o lower unemployment
 - o development of the local entrepreneurial activities (the number of inhabitants who come to Karlskrona for work from all over Sweden increases permanently)
 - o development of highly qualified jobs, which has a positive effect on the city's economy
- for the companies:
 - o lower costs on education of their employees (the city participates and, moreover, shares these costs with the competition)
 - o sufficiency of new qualified employees who are educated in accordance with their current needs
 - o the possibility to relocate the premises for education of employees to the complex of university, thus obtaining further place for production, research, etc.

This experience is interesting for Opava because something similar could come into existence in the Dukla Barracks. However, the main condition is clear: there would have to be sufficiently strong entrepreneurial community in Opava and its surroundings, preferably from the same or similar area of business, which would adopt the project, start it in cooperation with the city and then use it.

7.4.2 University campus without actual university

In Medway Council in England, which is an analogy of former districts in the Czech Republic, there was a long-time lack of university education establishments – in the whole area inhabited by approximately 250,000 people, there was no university. Along with that, the local authorities were dealing with the problem of what to locate in the former naval military school. In this context, it is a very similar case to the one that is being dealt with in Opava. However, there is no absence of university, but there is intent to use the abandoned Dukla Barracks in Opava for education, too.

The authorities of Medway Council decided to locate university campus in the aforementioned complex, but because founding a new university would be administratively demanding, an agreement with the existing surrounding universities to locate their faculties in the abovementioned complex was concluded. The benefit is lively campus; the city is full of young people (i.e. interesting purchasing power); and the administrative load for the Council (authority) itself is minimal.

In case there was, at least partly, located a university in the Dukla Barracks, this solution is a certain possibility of avoiding difficulties with the administration and with implementing something new, while it would be more efficient to provide the complex for a subject who already possess the necessary know-how.

7.5 The proposal of (technological) solutions and procedures

The particular answer to the question of the influence of the new educational function in the Dukla Barracks depends on finding a particular version of the solution. The goal is still to find a suitable content in the area of education for the Dukla Barracks:

- Version 1: university campus – i.e. a place for a new university, it could be a brand new institution, a new faculty of the existing local university (e.g. The Silesian University Opava or VŠB-Technical University of Ostrava), or a new faculty of another university (also from abroad)
- Version 2: all forms of lifelong learning – i.e. placement of a nursery school, a primary or secondary school, a higher vocational school or a smaller faculty of an existing university that would also provide the operation of the University of the Third Age. As for the nursery, primary and secondary school, they should be a kind of a unique, innovative or, at least, alternative educational establishment because there are enough common schools of this type in Opava at the moment.
- Version 3: education focused on the needs of the local entrepreneurs who have been facing a lack of qualified employees for a long time – it is possible to locate here a form of apprentice, secondary or higher vocational education which will prepare new qualified labour force for the local companies. The companies could relocate here their educational capacities

as well, which would save their costs for operation of classrooms. Education in such facilities should be provided on the basis of close cooperation with the entrepreneurs who could participate, for example in the teaching process and the acquisition of practical experience of the people who will be educated.

The procedure of solutions in this area should be as follows:

- to decide on the most suitable way of education in the Dukla Barracks
- to discuss such a solution with all the groups that can influence the future implementation of the project:
 - o the public
 - o the organs of monument protection and other relevant interest groups etc.
 - o the potential users (to find out the interest in the proposed content) – can be used a round-table discussion or a conference
- to adjust the selected solution to the architectural proposal (later the project documentation, etc.), to discuss this solution with the public (as well as the experts) and to obtain the necessary official permissions
- to secure financing of the project and to ensure its implementation

7.6 The influence of the solution of Pillar IV on the development of Opava

If we avert our eyes from the benefit of the use of the formerly abandoned area, the positive effects on the whole city are, especially, as follows:

- the higher number of educated people – better educational and qualification structure, i.e. higher attractiveness for investors in other areas of business as well (in this connection, it is necessary to deal with the lack of new areas for conducting business activities)
- the increased purchasing power (on condition that the educational establishment that will be a part of this solution will attract students from all over the country – e.g. a university faculty)

7.7 Conclusions

Any selected solution, no matter which it will be from the possibilities offered, will certainly have a positive impact on employment in the city. The question is if it will be a short-term impact or a long-term one, general or focused on a certain need of the city. The answers will be provided by the particular decision on the direction we are going to take when dealing with the Dukla Barracks.

8 COMMON CONCLUSIONS

8.1 Relevant solutions, conclusions and recommendations from individual Pillars

8.1.1 Pillar I – energy saving, waste management in the area that is dealt with

- to discuss, in cooperation with the organs of monument protection and the public, the acceptable solutions in the area of thermal insulation and heating of the historical buildings
- in the area of waste disposal, to introduce a clear method of waste collection and separation and to educate the users of the buildings and the whole complex in using this method
- to solve the buildings in the complex to be as much environmentally friendly as possible from the point of view of power saving
- to educate the users of the complex in "environmentally friendly behaviour", i.e. to the efficient use of available technologies (decreasing the energy intensity) and systems (e.g. waste collection and separation)
- to educate the users towards creating synergy with the place
- to carry out in the implementation stage as many activities as possible in cooperation with the future users of the output of the project, especially as for the preparation of the project and involvement of relevant subjects.

8.1.2 Pillar II – protection of the historical heritage

- to specify in great detail the future use of the complex of the Dukla Barracks in the sense of location of particular education services and, along with that, it is important to assess everything really sensitively in relation to the future use because, due to the lack of funds and the limited access of both the investor and the architect, the historical buildings are often damaged.
- to decide, on the basis of the necessary capacities and the analysis of the historical value of the buildings in the complex, which buildings will be preserved, which ones will be removed and which ones will be newly built
- to discuss the complete proposal (both from the point of view of the particular use and the solution of the buildings) on all levels, with both the public and the experts

8.1.3 Pillar III – sustainable transport

- to identify such kinds of transport that will be used effectively for the connection of the complex to the transport infrastructure as well as for the movement inside the complex (the transport may include cars, bicycles and the city public transport)
- to bring directly to the complex one or more cycling lanes and to connect them suitably to its internal communications network
- in relation to the real use and possible demand, to extend the transport services to the complex by means of the public transport, again especially in relation to Vančurova Street
- to motivate the users of the complex as well as Opava inhabitants to use sustainable kinds of transport (advertisement for using of the public transport, price advantage for services for the ones who will arrive by bicycle, public transport, train, etc.)

8.1.4 Pillar IV – local employment

- to decide on the most suitable way of education in the Dukla Barracks
- to discuss the selected solution with all the groups that can influence the future implementation of the project (the public, the organs of monument protection and other relevant interest groups etc., the potential users)
- to adjust the selected solution to the architectural proposal, to discuss the architectural solution with the public (as well as the experts) and to obtain the necessary official permissions

8.2 Summary – the general conclusion

Some conclusions are repeated, which underlines their importance. As for the other ones, we can identify their interconnection and dependence. The summary could, however, look as follows:

"The most important aspect is, first of all, to specify the future use of the complex of the Dukla Barracks and, at the subsequent implementation, to proceed in logical steps, so that the final solution produced the most beneficial effect upon the whole city. All the steps must be continually communicated with the public, i.e. the future users, the experts and the inhabitants of the city."

8.3 Steps leading to the goal

1) to specify the future use of the complex of the Dukla Barracks, i.e.

- a. to specify how big the part of the complex assigned for sale as lands for housing will be and how much finance can be received from such sale
- b. to select such an option of the educational function that will be used (for more information see Pillar IV – university campus, lifelong learning, education focused on the needs of the local entrepreneurs); based on the selection that has been made, to start looking for the future operators of the services (promotion of the place and the services provided as investment opportunities); to specify the legal form of the future keeper of the complex and how the city is going to participate
- c. to present the selected solutions to the public and to make possible corrections; to find out precisely the demand for the services that will be provided within the selected solution
- d. to specify exactly the assignment for the architects/designers on the basis of the facts that have been found out

2) to elaborate a proposal of the future architectural solution by a designer/architect

- a. the selected designer/architect shall, in cooperation with the city (or the future provider of services), elaborate a general proposal of location of the buildings and services that will be provided here
- b. to elaborate a complete architectural proposal of the solution of the whole complex in cooperation with the city or the future providers of services; it must be elaborated while respecting the abovementioned conclusions from the area of environmentally friendly operation of the complex and from the area of connection of the complex to the sustainable kinds of transport
- c. to present the architectural proposal to the public as well as to the experts and to incorporate the possible relevant feedback to the proposal
- d. to finalize the project documentation into necessary degrees (the documentation for planning proceedings and building permission, the budget)

3) to secure financing of the project (some activities can be carried out along with the implementation of Section 2)

- a. to find a strong partner or partners who would support the implementation financially (donator, local companies, developer, etc.)
- b. to divide the implementation of the project into stages in case a partner for the whole implementation is not found; to divide it into stages, so that it

- was as simple as possible to find partners and external funds (e.g. demolition work, preparation of the area for the coming of investment, construction work on existing and new buildings, etc.)
- c. to find a suitable model of financing of the project implementation – it is obvious that this project cannot be implemented only from public funds, so it will be necessary to find a suitable mixture of public, private and, best of all, European funds
 - d. to secure all the relations between the city and its partners by means of a contract

4) to carry out construction work

- a. as a whole or in specified stages (a more likely option)
- b. to continually inform the public about the progress of the construction work
- c. to continually put into operation individual services to be provided

5) to put the complex and the services provided into operation

- a. to secure the operation of the complex from the administrative point of view depending on the selected legal form of the keeper of the complex
- b. to introduce the history of the place and its current function to the public – to use the information boards in the complex in order to state there the history and the use of individual buildings
- c. to introduce functional systems for rubbish collection and regardful use of the complex as a whole