

Efforts Start up meeting

Venue: Zitadelle Spandau, Spandau Berlin

Date : 19th and 20th January 2017



19th January 2017 09.00 – 18.00

Present:

1. Mr. Fabian Albert, director of Education and Culture, Spandau, Berlin
2. Mr. Huibert Crijns, external funding officer, walled town of 's-Hertogenbosch, The Netherlands **(minutes)**
3. Mrs. Lilian Grootswagers, consultant to the municipality of 's-Hertogenbosch & member of the council of Future Religious Heritage
4. Mrs. Nicole Hahl, administration management Zitadelle Spandau, Germany
5. Mr. Felix Jaeger, scientific trainee, Zitadelle Spandau, Germany
6. Mrs. Eileen Jahnke, scientific advisor, Zitadelle Spandau, Germany
7. Mr. James McGeever, Strategic project investment department, Kaunas, Lithuania
8. Mr. Fiorenzo Meneghelli, ISAM & the Municipality of Ponti sul Mincio, Italy
9. Mr. Andrea Meneghelli, ISAM & the Municipality of Ponti sul Mincio, Italy
10. Mr. Martin Nooijens, head of the heritage department, walled town of 's-Hertogenbosch, The Netherlands
11. Mr. Lex Roolvink, mayor of the walled town of Grave, The Netherlands **(chair)**
12. Mrs. Erika Schuster, director Culture and Tourism dept., walled town of Gmünd in Kärnten, Austria
13. Mr. Daniele Sferra, Venice / Istituto per la Storia e l'Architettura Militare (ISAM), Italy
14. Mrs. Andrea Theissen, head of the Cultural Department and the City History Museum of Spandau, Germany

Absent: with regrets Mrs. Marieke Muilwijk

1. Welcome, opening and introduction of the delegates

On behalf of Zitadelle Spandau Mr. Fabian Albert and Mrs. Andrea Theissen welcomed all attendants. Zitadelle Spandau is looking forward to working together in the future and to host this meeting.

It is agreed Mr. Lex Roolvink will chair the meetings
Mr. Huibert Crijns will produce the minutes

The general aim of the meeting is:

Take the next step in order to launch the EFFORTS network in 2017

With reference to the agreed actions as set in the Memorandum of Understanding in Den Bosch 2016

i. Organise set-up research, investigating different forms by end February 2017

2. Mission and Aims

Overall introduction powerpoint by Mr. Martin Nooijens.

Historical overview/ where are we now/ next steps

- reference to Declaration of intent 27th of October 2014, signed in Suomenlinna, Helsinki /Finland by the members of AtFort (an Interreg Europe IVC project initiative)
 - Memorandum of Understanding, signed 31 October 2016 in Den Bosch, the Netherlands
- The current needs are 4 C's:
- Commitment** (participants and members)
 - Contact** (communication means & annual symposium)
 - Creation** (project realisation)
 - Continuity** (sustainable future for the network)

Specific items addressed in the ppt:

- Different organisational structures their advantages / disadvantages
- Possible start-up costs
- Business case (draft)
- Membership growth model

The chair invited all present to reflect on the presented items.

Conclusions:

- All draft documents provided in the agenda and papers package are a good base to start the discussion
- A detailed estimation of the required budget to set up the network is required
- A step by step approach (different phases) is recommended
- Definition of a clear focus is necessary
- Clear definition of what we want to be and to achieve, bring a concrete message across
- Ensure not to create a bureaucratic top down organisation
- A legal entity of the organisation is necessary
- Sharing knowledge is the key issue with external funding as a spin off and a benefit
- Membership should be defined very short and clear
- Different levels of membership should be possible
- Clear definition of mission, aims, visions, member beneficiaries

In order to define mission/aims and membership benefits a reflection session was set:

Each participant was asked to provide: (from the perspective of their organisation)

- 5 reasons why to become a member
- 1 answer to the question: what would make it difficult for me to convince my organisation (director/financial manager, board) to become a member.

Conclusion:

The most outstanding ideas and answers were gathered, discussed and approved in order to be the base for the membership beneficiary specification:

a. Knowledge exchange:

To gain/provide access to support and information to implement projects on site. This will save money, bring new ideas).

To get access to the network of other partners.

To gain/provide tailored best practice materials on specific topics.

- To gain/provide access to financial support.
- To establish a research and education centre of fortresses in Europe.
- To gain/provide mentoring knowledge exchange trips.
- b. Lobby and policy influence:
 - To lobby at European level on the subjects important to fortified heritage.
 - To insert specific policy on fortified heritage into regional, national and European policy papers, in order to enhance a legal framework.
 - To establish a range of funding opportunities in the long term.
- c. Platform to develop EU projects:
 - To find suitable members as project partners.
 - To provide a quick guide to partners on relevant EU funding strands.
 - To scan eligibility and availability of EU programs.
 - To keep up a database of potential ideas for EU cooperation.
 - EFFORTS as the portal to build partnerships.
- d. Creating more visibility and raising the profile of the site or city.
- e. Creating new possibilities:
 - Being part of a new prospering community.
 - A window of opportunities to European wide cooperation.

Lunch Break followed by a guided tour through the museum and the impressive exhibition “unveiled”. Berlin and its monuments in the provisions depot (1560).

Second sessions on Aims and Mission and organisational models (statues/internal rules)

The afternoon meeting started with an analyses of the gathered information. After plenary discussion and full approval of the analyses and its defined outcome (1 mainsheet and four additional specified info sheets) it was decided a well formulated mission, aims and membership document would be presented by James McGeever and Lilian Grootswagers as first item on the agenda of 20th January meeting.

3. Organisation and legal structure

The draft statues were discussed in detail. Altered accordingly and approved by all present.

The draft internal rules were discussed in detail, changes suggested and accepted and approved by all present.

4. Any other business

EU funding discussion:

Mr. Sferra suggested to focus on a road map towards EU funding.

Mr. Crijns reported the outcome of the Den Bosch meeting: Only few concrete ideas were perceived during the project sessions in Den Bosch.

The municipality hired an external consultant to define three project ideas (one on LIFE+, one on Interreg and one on Horizon2020) outcomes will be shared within the EFFORTS network.

EYCH2018 initiative: Mr. Meneghelli suggested a European open day of fortified heritage as a European action with which we could present ourselves and the topic. Mr. Meneghelli and Mr. Daniele Sferra will provide a draft paper/concept plus an action plan how to proceed on this initiative.

5. End of official meeting 18.00 h.

6. Dinner

The evening dinner at restaurant Alt Spandau organized and hosted by the Museum, was attended and well appreciated by all delegates.

Friday January 20, 2017 (09.00 – 16.00)

Present: all

Absent with notification: Mr. Fabian Albert

All attendants were welcomed by the chair. It was noted James McGeever would have to leave directly after lunch.

1. Final approval of mission, aims, membership benefits, fees

The draft document mission, aims and member beneficiaries was presented and discussed.

EFFORTS Mission: as approved.

To share expertise, promote cooperation and to emphasise the significance of fortified heritage as a continuing connection to our common European history and as a condition for social, economic and spatial development.

EFFORTS Aims, to:

- Establish and maintain an on-going European network of fortified heritage sites
- Highlight and raise the **profile** of fortified heritage - such as walled towns, fortresses, defensive lines
- Recognise the tangible and intangible **values** and social and economic **significance** of fortified heritage
- Understand and promote the **regeneration** and **redevelopment** of fortified sites and their surrounding urban and rural landscape
- Provide an international **exchange** of information and **research** expertise on re-use of fortified heritage
- Establish permanent and practical **partnerships** between scientific experts, policy makers, enterprises and practitioners
- Promote **accessibility** for citizens and meaningful **sustainable reuse** of fortified heritage

Membership benefits, general:

- Permanent **team of lobbyists** at the European level to influence on new policies and new policy agenda
- Production of specific **policy note recommendations** on fortified sites for regional, national and EU level policy papers to enhance a permanent legal framework
- **Resource e-library** of best practice materials, case studies, technical specs and toolkits
- European partner network for **developing marketing and tourism strategies**
- **Periodical scan** of available **EU financial and funding programmes**
- **An exchange** knowledge on National funding
- **Forum** of potential **future project development** ideas
- A "**portal**" for other external opportunities to build partnerships

- **Annual European Fortified Heritage Sites Conference**

Membership benefits Individual:

- Personalised **knowledge, skills and training needs assessment** (to assist in developing capacity of members and improving membership services)
- Access to **identified financial support** on national and EU levels
- Up to three **expert-to-expert exchanges** (providing specialist technical knowhow on similar and /or visionary levels)
- Personalised **support to implement on-site projects**
- Personalised **thematic best practice materials** (eg: accessibility / environmental impact / tourism / volunteerism / management / restoration / re use / finance)
- External **project partner matching** service
- Increased city profile on European level through visibility on an online European map of fortified heritage members

Our work includes:

- Sharing expertise
- Providing news and information
- Connecting our members
- Awareness raising with policy makers and the public at large
- Developing research and other projects
- Providing expert advice to members

Membership fees

Annual membership fees were discussed and approved as follows:

Fees will be reviewed annually by the Finance committee. Payment settlement as indicated in the internal rules.

Full Members

National, regional and local public and voluntary bodies:

MUNICIPALITIES	
Municipalities less than 5.000 inhabitants	€ 200,-
Municipalities between 5.000 and 20.000 inhabitants	€ 400,-
Municipalities between 20.000 – 50.000 inhabitants	€ 1.000,-
Municipalities between 50.00 and 100.000 inhabitants	€ 1.500,-
Municipalities over 100.000 inhabitants	€ 2.000,-
ORGANIZATIONS	
Small organizations (annual budget of less than €100.000)	€ 50,-
Medium organizations (annual budget between €100.000 – 1 million)	€ 200,-
Large organizations (over 1 million annual budget)	€ 1.500,-

Associated Members

Commercial companies, professional practices and individuals

Business/Corporate (commercial)	€ 1.000,-
Individuals (non commercial)	€ 25,-

2. Membership expansion

It is necessary to start contacting potential members as soon as possible.
All present will contact at least five potential members.

In order to do so:

Den Bosch will prepare an informative package, consisting of a flyer, the aims, vision and membership beneficiaries paper, conditions of membership plus the minutes of today's meeting.

Deadline package building: 4 weeks from today.

Feedback deadline for all partners is set at the first of May.

Feedback should be send by email to Mr. Crijns at h.crijns@s-hertogenbosch.nl

Coverage of start-up budget (as of February-November)

Den Bosch will provide a support request letter to be send to all subscribers of the Memorandum of Understanding in order to obtain funding for the start-up costs. This letter will include a specified budget.

Mr. Meneghelli and Mr. Sferra will provide a paper on their idea of an International day of fortified heritage and how this event should be realized.

3. EFFORTS online – Website – Facebook

The website www.efforts-europe.com was presented as well as the Facebook page www.facebook.com/effortseurope. Both were well received.

The website should contain partner information. In order to collect the proper information and to ensure a structured presentation of the members.

Den Bosch will present a framework for the partnerpage.

This partner page should contain: Contact person, max 250 words intro text, 2 pictures and a weblink to the homepage of the member.

Deadline and dissemination framework/template partner page:

4 weeks, to be send out together with the membership invitation package.

Facebook:

Delegates are invited to put short term information and events on the Facebook page of Efforts.

4. Berlin Meeting 2017

Annual EFFORTS conference **date 9th and 10th November 2017**.

Location: Berlin – Zitadelle Spandau

Zitadelle will organise the conference (provide location, programmplanning, pressreleases, conference infrastructure), Invitations to be send out by EFFORTS.

Agenda Topics so far:

- **Project building sessions:**

the Idea is to jointly elaborate on the Zitadelle s and other members project ideas.

Andrea Theissen introduces some future cooperation project ideas:

- Artists in residence in fortified heritage (Creative Europe programme)

- Bat festival

- Planned investment projects of the Zitadelle open for future cooperation:

1. Create accessibility to disabled people, incl. path on the Zitadelle walls

2. Develop the “glacis” around the Zitadelle into a public park, car park and improved

connection to the subway

3. Redevelopment of the attic of a 1930 building into an international library on fortified heritage

- **Annual General Meeting** / launch of Efforts
- **Introduction EU wide day of Fortified Heritage**, (to be launched at the European Year of Cultural Heritage 2018) and introduced at the first annual meeting
- **Follow up on the project meeting sessions in Den Bosch 2016**

How to define and raise budget and funding to organise EFFORTS and support the conference organisation:

- As Zitadelle will host the meeting, EFFORTS needs to be the organising party.(invites sent out under Efforts, cooperation on PR etc).
- Upfront the meeting a “quarter maker” budget should be secured.
- A breakdown of the preparation costs from today till November conference will be prepared and presented by Martin Nooijens within 4 weeks.
- Andrea Theissen will contact the (new) minister of Culture to discuss the organisation of the conference plus explore the possibility to obtain funding.
- Mr. McGeever will provide a text to get businesses interested in supporting the Berlin event and to present themselves.

5. Actions agreed to be taken:

1. Den Bosch will provide the participants with the minutes within 4 weeks from the meeting.
2. Den Bosch will apply all changes to the constitution and internal rules and send these document to the delegates within 4 weeks from the meeting.
3. Den Bosch will prepare and send out to the participants a draft letter to ask for a financial contribution to the start-up costs (preparatory actions) of the network within 4 weeks from the meeting.
4. Den Bosch will specify the start-up costs of EFFORTS from February to November 2017 within 4 weeks from the meeting.
5. Den Bosch will prepare a leaflet consisting the mission of EFFORTS and the reasons to become a member within 4 weeks from the meeting.
6. Den Bosch will provide to the delegates a template of a partner page on the EFFORTS website within 4 weeks from the meeting.
7. All delegates will contact at least 5 potential partners (municipalities, organizations) and report / respond to Den Bosch about the outcome before the 2nd of May.
8. Den Bosch will send out letters and expects to have a reply from the founding organizations by two month from sending out these letters.
9. Mr. James McGeever will provide a text to get businesses interested in supporting the Berlin event and to present themselves.
10. Mr. Fiorenzo Meneghelli and Mr. Daniele Sferra will provide a paper on their idea of an International day of fortified heritage and how this event should be realized (4 weeks from the meeting).
11. Den Bosch/Efforts will send out the invitations to the Berlin conference.

6. Any other business

The chair Mr. Roolvink wrapped up the final conclusions and actions agreed upon. All considered the meeting very effective and fruitful. A special word of gratitude to Mrs. Andrea Theissen and her team for the hospitality at the Citadel. The official part of the day was ended. After the lunch break a guided tour was offered in and around the Citadel, the various monuments and exhibitions. More information (in English) via weblink: <http://www.zitadelle-berlin.de/en/>

7. Closing Dinner

The closing dinner at restaurant Brauhaus in Spandau was organized and hosted by the Museum. It was attended and well appreciated by all delegates.