

Paola, Malta

BACKGROUND INFORMATION	
PROJECT TITLE	Corradino Prison redevelopment project and local action plan
Beneficiary	A.S. Hibernians Ltd sport association
Duration of project	2010–2014 - 48 months
Member State	Malta, Paola Local Council
Geographic size	Population of the municipality 8 856 Functional urban area 355 000
Funding	The net eligible budget for the Corradino prison interpretation centre is €306 068. The project is eligible for 50% co-financing ERDF funding totals €153 034.
Operational Programme	Title: Operational Programme 'Investing in Competitiveness for a Better Quality of Life' CCI no.: 2007MT161PO001 Final approval date: 2007-06-25
Managing Authority	Planning and Priorities Coordination Department Office of the Prime Minister, 12/13, St Paul Street MT-VLT 1210 Valletta
Cohesion Policy Objective	Convergence
Main reason for Highlighting this case	This is a good example of how EU-supported networking actions can have a positive effect as a driving factor fostering integrated planning. Starting from the initial specific plan to redevelop an old prison building into a museum and tourism facilities, participation in the REPAIR network of the URBACT II programme presented the opportunity to develop a local action plan producing a substantial integrated vision for the entire city, comprising a whole set of projects of a multi-sectoral nature, creating a wide partnership including private and public actors, and diversifying sources of funding, including ESF funded actions. The local action plan (LAP) has become a substantial strategic document shaping the functional and social regeneration of Paola.
Key Contact person	Malcolm Borg , Heritage Enterprise heritage.enterprise.au@gmail.com

1. PROJECT DESCRIPTION

<p>Overall objective / goals</p>	<p>The first goal of the project was the functional redevelopment of an old prison building into a cultural and sports facility. AS Hibernians' broader goals are 'to transfer the economic benefits of these activities into the running and management of the complex to transform the site into an interesting space under a viable and sustainable economic regime' (LAP 2011). The initial objective has become the trigger for a wide strategic planning action aimed at the regeneration of Paola along several axes, comprising the creation of a green path linking heritage sites, mobility reorganisation of the city, creation of employment and training for the disadvantaged, sustainable energy sources, etc. The REPAIR methodology for urban regeneration suggested five 'pillars' according to which the actions have been designed and integrated by the partnership led by the local administration:</p> <ul style="list-style-type: none"> • sustainable urban conservation • transit-oriented development • sustainable communities • good design • energy efficiency <p>One of the main objectives of the Paola Action Plan is to enhance its potential as a heritage site in a context identified mainly as a residential and transit site next to the Valletta Grand Harbour area.</p>
<p>Description of activities</p>	<p>In the initial stage the activities of the project concentrated on two aspects. Firstly, the physical regeneration of the old prison has been almost accomplished, following a strict conservation approach. Secondly, through the REPAIR network, a local action group has been established and a detailed strategic vision and implementation plan has been developed, setting the conditions and timeline for the integrated regeneration of Paola along the 'pillars' defined with REPAIR.</p> <p>Currently the physical refurbishing of the Corradino prison is almost completed while other projects are different stages of implementation. A few are in the operative phase while others are being approved or are in search of funding. A solid partnership among the local administration, national agencies and private actors has been established and international cooperation and twinning has also been reinforced.</p> <p>The local action plan (LAP) provides a strategic vision aimed at connecting the various projects into a holistic plan of transformation and local empowerment, identifying synergies among the different projects.</p>

	<p>It is structured around five main ‘nodes’ of Sustainable Planning for Urban Regeneration:</p> <ul style="list-style-type: none"> • SPUR 1: Corradino detention Barracks - Interpretation centre - Heritage trail; • SPUR 1b: Solar power farm - alternative energy source for locals; • SPUR 2: Paola square upgrade – new market and transit station; • SPUR 3: Saint Ubaldesca and surrounding area – sustainable tourism initiatives; • KONNECT is the main connecting element, a green corridor for pedestrian access and mobility among the main heritage cities of the city. <p>In addition, a list of cross-sectoral projects developed within these ‘nodes’ is identified, including costs and granted or possible sources of funding. Among these projects are:</p> <ul style="list-style-type: none"> • the realisation of green spaces • the restoration of the military fortifications (both supported by Interreg IV) • a social programme for the training and professional reintegration of prisoners in the correctional facility operating in the area. <p>This last programme, funded by the ESF, is an example of the integration of EU-funded actions designed at final beneficiary level, as the training is foreseen to be implemented in activities and building sites of the other actions, i.e. regeneration of fortifications and green corridor, training disadvantaged people in skills such as stone restoration and gardening.</p> <p>Finally, the Paola Action Plan identifies a series of national strategies and flagship projects occurring in or close to the target area which can influence and integrate the development vision: the MCAST university campus redevelopment, the Corradino Industrial Parks Redevelopment, and the Bus Transit Terminal. So far, the conversion of the old prison is almost accomplished following rigorous conservation principles.</p>
	<p>The next step is to create a heritage site in the form of an interpretation centre, with audiovisual devices providing historical reconstructions set in the ancient cells and other spaces of the building. This should be completed by a Sports Convention Centre with a Sports School and Hostel Complex to attract international and European-based sports conventions, educational and cultural activities and related programmes. The target opening date is end 2012.</p>
Recipients	<p>The local community is affected at various levels, primarily by job creation in the cultural sector and empowerment of the entrepreneurial capacity of the sports association that has leased the facility. From the local action plan, the local administration benefits from an increased strategic capacity and access to diversified funding opportunities. As a consequence, mobility reorganisation, public space improvement, tourist attractiveness and sustainable energy provision are foreseen as outcomes for the whole population of Paola. Finally, ESF-funded actions integrated into the plan will provide benefits in terms of training and future employment opportunities to a targeted group of prisoners of the Corradino corrective facility.</p>
Mainstreaming of gender equality and non discrimination	<p>No specific parameters have been set for mainstreaming of gender equality and non-discrimination.</p>
Intended outputs and results	<p>The intended outputs of the project when first approved where the redevelopment of the old prison into a culture and sports centre. The outputs foreseen by the action plan are a collection of integrated projects including physical regeneration of buildings, cultural valorisation, green areas, training for employment, solar energy park and mobility infrastructure. The overall result of the plan is the upgrading of Paola, which is today a densely inhabited centre at the margins of the Grand Harbour area known mainly for its bus terminal and heavy traffic, to enhance its potential as a touristic site and residential centre. EU networking resulted in a significant upgrading of the scope of the project.</p>

2. POLITICAL AND STRATEGIC CONTEXT

National and regional framework for implementing ERDF funded urban development projects

Malta is one of the most densely populated states of the globe. Despite its reputation as a small archipelago in the southern Mediterranean sea relying mostly on tourism, it is an almost fully urbanised territory of only 316 km². National-local coordination is therefore very direct, with centralised unified development planning and a local level historically weak although growing in terms of autonomy and agency. The use of the European Structural Funds is generally strongly state-directed at Prime Minister' Office level (which was also criticised by some interviewees as excessively monopolistic). Two operational programmes are issued at national level, one for ESF and the other for ERDF/CF co-funded interventions.

This latter OP '*Investing in Competitiveness for a Better Quality of Life*' is aimed at Competitiveness for a Better Quality of Life' for ERDF/ CF co-fund enhancing the attractiveness of the archipelago in terms of environmental quality, transport facilities and services as well as clean and efficient energy patterns'. It is structured into 7 Priority Axes:

- Priority 1: Enhancing knowledge and innovation (ERDF)
- Priority 2: Promoting sustainable tourism (ERDF)
- Priority 3: Developing the infrastructure (CF)
- Priority 4: Upgrading services of general economic interest (ERDF)
- Priority 5: Safeguarding the environment (CF)
- Priority 6: Urban regeneration and improving the quality of life (ERDF)
- Priority 7: Technical assistance (ERDF).

The managing authority is the Planning and Priorities Coordination Department, Office of the Prime Minister. However this very central organ sub-delegates part of the management to sectoral institutional branches. The intervention analysed is funded by an allocation to the Tourism and Sustainable Development Unit, referring to Priority Axis 2. A grant of €10 million has been allocated to the Grant Scheme for Sustainable Tourism Projects by Enterprises ERDF 2007 - 2013 for Malta. The scheme, which is being managed by the Tourism and Sustainable Development Unit within the Office of the Prime Minister, directs funds towards the economic development of the tourism sector. Sustainable tourism projects submitted should strengthen Malta's competitive advantage in tourism; increase the use of IT for tourism; increase good environmental practices by tourism enterprises as well as increase innovation in tourism. It is worth noting that although the project is promoted by a tourism grant scheme, it delivers substantial urban regeneration and development actions, which enhance the fact that an integrated planning approach may stem from pivotal sectoral interventions and deliver multi-sectoral sets of actions able to enlarge the scope of the initiatives to embrace more holistic approaches.

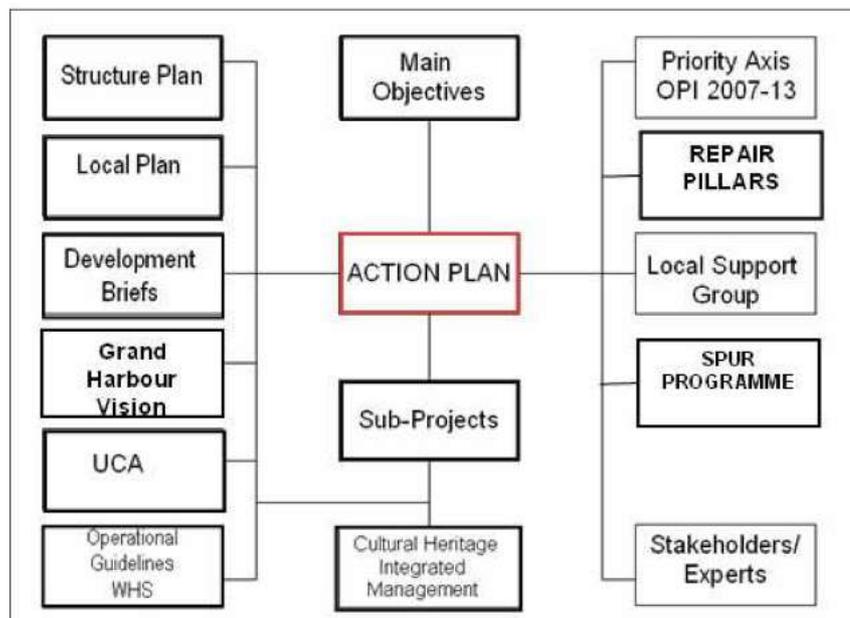
The planning context

The Structural Plan for the Maltese islands is in fact a development plan acting at regional and urban scale identifying national priorities. It was compiled as a government initiative through the newly adopted planning legislation 'to encourage further social and economic development of the Maltese Islands and to ensure as far as possible that sufficient land and support infrastructure are available to accommodate it'.¹ Local plans are prepared for all the municipalities by the Malta Environment and Planning Authority (MEP). The legislative standing of the local plan is pivotal and all development applications must be assessed in the light of the respective policy applicable to the site in question, unless this is allowed in the specific policy in the local plan itself or in another policy document in force.²

In 2007 a *Vision for the Grand Harbour* was presented by the government. The document targets underused space to stimulate new levels of investment to turn the harbour into one that is functional all year round. In the document the government commits itself to reopen parts of the Valletta historic landscape and plan a continuous heritage walk. The area around the Creek in Corradino at the base of the promontory, which is an under-used industrial site, is earmarked for a maritime institute and maritime techno-park. There is an element of fragmentation due to the fact that this part of the city falls under the Grand Harbour strategic vision, while the majority of its territory is ruled by the Paola local plan. In designing the Paola Action Plan, the World Heritage Site Management Guidelines have been taken into account. The task of compiling such a plan was developed by Heritage Enterprise Ltd, not only aiming to meet stakeholders' requirements but also to integrate the various forms of planning regimes based on national planning systems, EU directives and International conventions and charters. The foundation of this document dates back to 2009 when it was originally developed as a baseline study and terms of reference set by URBACT and discussed with the Paola Local Council. In order to enable this plan to be as fully effective and accessible as possible the coordinators have ventured to apply the following measures and standards:

1. create a character appraisal as a system to analyse and evaluate fully the resources and assets of the city
2. use the World Heritage City Guidelines
3. involve the Europe 2020 strategy
4. follow the reference made by the Leipzig Charter
5. include the planning framework as applied and used locally.

The following diagram shows the interaction of the local action plan with strategic documents and involved stakeholders (Source: Paola Action Plan).



¹ Structure Plan for the Maltese Islands – Draft Final Written Statement and Key Diagram (December

3. IMPLEMENTATION

3.1. PROJECT DESIGN AND PLANNING

The first input for the project came from the A.S. Hibernians, a sports association managing one of the top football teams and other sport activities in Malta, which was interested in investing in the territory to extend its field of action. The association obtained from the national government a 49-year lease on the unused Corradino Military Detention Barracks, to be used partially for sport activities, but also to receive investment in tourism-related facilities and mobility infrastructure. A.S. Hibernians first applied to the ERDF via the grant scheme for Tourism Projects by Enterprises in October 2009 (second call),³ but the project was not successful. In the second phase, the municipality was involved and the private consultancy firm Heritage Enterprise was commissioned to design the project. At this point, the Municipality of Paola entered into the URBACT II thematic network dedicated to the regeneration of old military buildings. This created the possibility of developing a Local Action Plan integrating the project for the Corradino Prison together with a range of multi-sector projects, and to further successfully apply for ERDF funds in October 2010.

The project was not based on a specific initial needs assessment. As a matter of fact, the LAP was the consequence of a privately led initiative for a single project. Through the URBACT participation a baseline study was prepared, gathering together analysis and planning visions developed at national and local level. A significant factor in this was Heritage Enterprise's grounded expertise in the local context.

Regarding results exploitation and transferability, this was not an explicit initial task of the project, which started with less ambitious aims than those subsequently established, after participation in URBACT gave it the character of a wider integrated operation with a Local Action Plan. In this perspective, it can be seen as the successful outcome of a good practice transfer at EU level. The interviewees recognised the importance of international knowledge exchange as an important source of inspiration and of methodological background for the project. Its results appear innovative in the Maltese context and its approach is taken into consideration at MEPA as a good practice to be further applied.

With regard to energy efficiency measures, the original Corradino prison building was built in the 19th century according to effective traditional techniques of good ventilation and insulation, and the restoration of the structure has preserved those characteristics. In addition, the LAP includes among its projects a solar farm to be built on a neighbouring plot, aimed at the energy sustainability of the local community.

The project was definitely made possible by the EU support, both as the basis for developing an integrated strategic vision through the LAP, and as a means to finance the specific Corradino redevelopment project. In this sense, all the stakeholders recognise the added value of ERDF as essential to developing the complexity of an integrated plan and to supplying the specific knowledge that was needed.

1990) full written statement, <http://www.mepa.org.mt/lpg-structureplan> (accessed 2 May 2012)

² Local Plans Interpretation document, December 2007, <http://www.mepa.org.mt/LpDocumentDetails?syskey=671> (accessed 2 May 2012)

³ https://secure2.gov.mt/TSDU/grant_scheme

	<p>The Corradino prison redevelopment has been financed by the ERDF, but the action plan included a training project whose beneficiaries are the prisoners of the neighbouring correctional facility that has been funded by the ESF. The actions are connected and coordinated by the municipality, which will employ the trained prisoners on <i>parole</i> (probation) working on gardening and physical maintenance of areas regenerated through the plan.</p>
<p>3.2. MANAGEMENT, MONITORING AND EVALUATION SYSTEM</p>	<p>The management of the action plan is directed by the Municipality of Paola, which coordinates the Local Action Plan, with a central role played by Heritage Enterprise, which is also delegated by Hibernians as manager of the Corradino Prison redevelopment project. The director of Heritage Enterprise, Malcolm Borg, played a key role, being the coordinator of the Local Action Group, and is the central figure in the project management, providing the necessary expertise in integrated planning and acting as the networking agent among the different players. An important aspect of his competence derives from a previous long-lasting experience as an employee of the national planning authority MEPA, which was reflected in the matching interpretation of the national strategic framework. In particular his competences include the wide scope of the strategic policy, including the attention to the Transit Oriented Development (TOD) approach, which appears essential in the congested context of Paola to conjugate the role of a main connective node, and knowledge of the heritage valorisation aspects according to UNESCO World Heritage principles. The manager was initially selected by Hibernians for the Corradino project, and subsequently took over the coordination of the LAP.</p> <p>Paola Local Council, like municipalities in Malta in general, is small with very limited human and financial resources, and made a great contribution to the Corradino project and the planning vision. The main role in developing the project has been that of the Administrative Secretary of the municipality, who was also appointed as the Secretary of the Paola Heritage Foundation. At Heritage Enterprise Ltd, two people are employed in the operation. Hibernians appointed a person full-time as site and precincts manager of the Corradino complex.</p> <p>The Local Action Group set by URBACT played the role of steering group for this project. It was constituted by representatives of the Local Council of Paola (three people including the mayor), the Malta Chamber of Planners, MEPA, Hibernians as well as various private and public actors involved in the local partnership, and the Malta Industrial Parks. Consultations and specific collaborations are in place with Malta Transport Authority, the Civil Prison, parish church, schools and colleges.</p> <p>Ex ante evaluation of the project was carried out by the Intermediate Body (Tourism and Sustainable Development Unit, Ministry for Tourism, Culture and the Environment), in the selection procedure for projects.</p> <p>Ex post monitoring is carried out through the standard ERDF template for on-the-spot documentary checks that must be filled in by the beneficiary prior to a claim for reimbursement. Further to this, before processing the claim an external company specialising in quality surveying, analysing IT and mechanical/electrical engineering verifies the technical specifications that are indicated in the submitted quotations where relevant. This is an added verification that the funds are being used according to the specifications previously approved during the evaluation procedure.</p> <p>The project is still in early implementation. The LAP process produced an initial character appraisal, identifying the main characteristics and potentialities of the place, although not in the form of a structured SWOT analysis or feasibility study.</p> <p>Until now, no significant implementation problem has emerged. However, the</p>

	<p>managing team constituted by the local council and Heritage Enterprise demonstrated a definite capacity to adapt the project design to the progressive enlargement of scope brought about by the action plan, and to define the conditions for the realisation of the planned visions.</p>
	<p>The ERDF and ESF projects are basically independent actions promoted by the municipality in the frame of an integrated planning vision, and they are managed separately. Nevertheless, given the small size and the minimal staff employed in the Paola municipality, those projects are managed by the same people.</p>
<p>3.3 GOVERNANCE: PARTNERSHIP, PARTICIPATION AND EMPOWERMENT</p>	<p>The core of the partnership is composed of the Municipality of Paola, providing political and technical support, the A.S. Hibernians, representing private entrepreneurship but also social commitment, and Heritage Enterprise Ltd, a consultancy firm providing innovative expertise and coordination capacity. Participation in REPAIR led to the formation of a Local Support Group, which is a strategic partnership developing a common proactive vision for the City of Paola. Among the other principal stakeholders involved is the Paola Heritage Foundation (PHF), which is nevertheless a direct emanation of the municipality created at the beginning of the LAP process to focus attention on cultural resources of the territory. The foundation is responsible for creative and innovative initiatives by artists and by cultural and heritage organisations, supports cultural and artistic interaction with all sectors of society, invests in heritage, supports multidisciplinary in heritage practice, including new media and technologies, and strengthens the quality and diversity of Paola's heritage and cultural assets within an international context. Currently the PHF has targeted various heritage sites including the Punic Tombs and the Corradino Lines (fortifications) as cardinal sites for better heritage management and interpretation. Other relevant actors involved in the planning process are the Malta Transit Authority (MTA), The Malta Environment and Planning Authority (MEPA) and other institutional actors such as the Civic Prison administration which is a partner in the ESF-funded training project.</p> <p>In general terms, the small scale of Malta and the local council of Paola enabled direct relations between the stakeholders and of the local council with the citizens and entrepreneurs. Consultative actions have been put in place targeting the population (see 4.1)</p> <p>The municipality has a central role as initiator and manager of the local action plan, and fully supported the agency of Hibernians as developer in the Corradino project. The local council fully exploited the opportunity provided by participation in URBACT to develop its redevelopment vision for the area, concentrating a range of funding opportunities into an executive plan and setting a solid implementation timeline. The plan has been carefully based on the strategic tools at national level, and the operation nevertheless received full support from the higher governmental tiers. The local administration and the national government have opposite political colours but this has not affected political support of the initiative. Elections were recently run in Paola, and the council has a new mayor from the same labour party, which has re-assured continuity of support to the project. Some councillors involved in the LSG have been appointed to the Paola Heritage Foundation to continue their contribution to the project.</p> <p>In political terms, the mayor and the local administration of Paola and in executive terms, Heritage Enterprise, in the person of Malcolm Borg, coordinated the project and steered the formation of the Local Support Group. The process was steered by the Local Support Group put in place by the URBACT process.</p>

	<p>The partnership is quite innovative in the Maltese context. The project created the conditions for one of the local councils, which are small and relatively weak entities in the national administrative context of Malta, to empower its strategic capacity and ability to access EU funds as direct beneficiary. The wide partnership involved, including private consultants and non-governmental organisations, and the solid experience-based knowledge deriving from the networking action of the EU, provided the project with an up-to-date set of tools to develop an integrated action. This resulted also in an intense activity of twinning with European cities, participation in Interreg programmes and activation of partnerships, which is not the rule in the local framework.</p>
<p>4. INNOVATIVE ELEMENTS AND NOVEL APPROACHES</p>	
<p>4.1 INNOVATION</p>	<p>The project is innovative in the capacity showed by a local council with little technical staff to design and manage the implementation of a strategic set of projects under its own direct responsibility. ‘Municipalities’ technical offices are often able to tackle simple design tasks, but such a strategic planning capacity is quite exceptional to find in the Malta context,’ stated one executive at MEPA. An innovative aspect is the integration of actions, both at project and plan level. The Corradino prison redevelopment is innovative in the effective multi-stakeholder private-public partnership, designing a recovery which is not only based on the museum function but also in synergy with sports activities, alternative energy provision and a strong focus on mobility issues and solutions. The plan is innovative in designing a set of measures that interact in a holistic way, i.e. promoting ESF-funded training initiatives on gardening and stone restoration in the ERDF-funded building sites, in promoting social inclusion of the disadvantaged (prisoners), integrating different national and EU funds (ERDF, ESF) and networking actions (URBACT, Interreg IV) cooperating on the same vision.</p>
<p>4.2. KEY IMPLEMENTATION CHALLENGES AND PROBLEM-SOLVING PRACTICES</p>	<p>Hibernians was certainly far-sighted in imagining a privately led development shifting from the sectoral logic (in the specific sport activities) and starting an integrated vision of development for the Corradino prison. However, the stakeholder demonstrating greater capacity to infuse innovative approaches has been Heritage Enterprise Ltd. The consultancy firm assumed the role of executive management of the Corradino prison redevelopment as well as coordinator of the Local Support Group elaborating the Paola Action Plan, coordinating the partnership among the public and private partners, providing expertise for a number of innovative approaches such as TOD, heritage management, integration of policy and EU-funded programmes. A key factor has been the competence of Malcolm Borg, director at Heritage Enterprise and project manager, who previously worked for a long time at Malta Environment and Planning Authority (MEPA), together with being experienced in international and European planning. This gave the possibility to graft the project into the strategic framework of Malta, responding to the main planning tools at different scales and to the most updated references, and to foster the better collaboration of the local administration with the national authorities.</p>
	<p>In the framework of the Local Support Group’s activity, a civic consultation took place in the main square of Paola, under a tent set up with different design solutions for the city. In 2011, as part of the development of this action plan, Heritage Enterprise Ltd, together with the Local Council and in collaboration with the local council architect, created a survey to better understand the perceptions and aspirations of Paola’s citizens in the action plan area. This survey was carried out over a period of three days and was aimed at a vast range of city users including – identified per category – residents, shop owners and commuters (a relevant presence in the area).</p>

	<p>URBACT as a networking project provides a platform for exchange and publication of the results, and the Corradino case has already been presented in international meetings and publications. On the other hand, although the projects are mainly at an early state of implementation, planners at MEPA recognised the innovative and successful aspects of the Paola experience and declared an interest in disseminating the approach nationally.</p>
	<p>A main challenge has been for the Paola local council to follow the whole planning action and to participate in the URBACT activities, including visits to other cities, given the limited means and the minimal staff of the local administration. In addition to that, local civil servants and councillors serve on a voluntary basis also for the activities of the Paola Heritage Foundation. An effective working partnership with Heritage Enterprise has been essential in the achievement of the objectives so far.</p>
<p>4.3. THEMATIC FOCUS</p>	<p>Theme 6: cooperation and networking</p> <p>As stated throughout this report, this case is a good example of the capacity of an EU-funded networking operation to upgrade the planning scope of localities and support sustainable integrated strategic planning. This capacity appears particularly relevant in the context of small or new member states, which have a less developed and skilled local administration, as it provides an increased operational capacity and a set of knowledge and good examples to refer to. In a more developed planning context, such activities as the URBACT networking and local action plan exercises are essentially an enrichment of perspectives and an opportunity for visibility. But for weaker local administrations such as the Paola Local Council, to develop a baseline study and a planning exercise is a much more concrete opportunity to put in place substantial policy tools and to pool funding, which are otherwise extremely difficult to envisage.</p>
<p>5. FUNDING</p>	
	<p>In Paola circa €1 million of EU and national resources is being invested over the next three years on projects responding to the LAP's strategic vision, apart from the local council's investment.</p> <p>The net eligible budget for the Corradino prison interpretation centre is €306,068. The project would therefore be eligible for 50% co-financing through the Scheme for Tourism.</p> <p>The budget is made up of different activities falling within the following intervention areas:</p> <ul style="list-style-type: none"> - product upgrade & investment in equipment - investment in environmentally-friendly measures - investment in information communication technology - investment in marketing <p>https://secure2.gov.mt/TSDU/file.aspx?f=7285</p> <p>Among other EU interventions financed by the Structural Funds in and around the area:</p> <p>Hybrid Parks €215 000 Interreg IVC: http://www.interreg4c.eu/showProject.html?ID=54800</p> <p>AT FORT €152 000 Interreg IV: http://www.interreg4c.eu/showProject.html?ID=54888</p>
	<p>Hibernians is supposed to contribute €150 000 to the Corradino redevelopment.</p>
<p>6. PROJECT ASSESSMENT</p>	

6.1. FINANCIAL SUSTAINABILITY	Hibernians has a 49-year lease on the Corradino Complex, and has a long-term strategy for its use in the context of its activity as a sports and cultural enterprise. Information about the financial plan for its private management of the site has not been provided.
6.2. TRANSFERABILITY	<p>The project did not start in a previous funding phase</p> <p>As pointed out in 4.2 the approach is potentially transferable, in particular in its integrative approach. Nevertheless, the conditions which made the operation possible are quite particular, including such factors as:</p> <ol style="list-style-type: none"> 1. participation in an EU-funded knowledge network, which is not mainstreamed practice and quite a particular opportunity; 2. the triggering role of a private subject which is dynamic and financially solid enough to promote consistent investment, together with a social local involvement, as the case of the Hibernians Sport Association; 3. the coordination capacity and skilled expertise of Heritage Enterprise, which was able to fuse deep knowledge of local policy and actors and innovative approaches deriving from the widest international context. <p>Given this assumption, the conditions for the transferability of such an approach depend on the capacity to extend that promoted by URBACT to a wide number of local administrations and to reinforce the local expertise and strategic capacity of actors to apply innovative integrated approaches.</p> <p>Closing on a more individual note, due to a mix of personal reasons and local professional opportunities, the managers of Heritage Enterprise responsible for a relevant part of the success of the operation, although keeping the agency in Malta, are moving to Australia to pursue academic and professional growth opportunities.</p>
6.3 ISSUES AND PROBLEMS	In general terms, a difficulty arose from the fact that the two areas of interventions of Corradino and Paola fall under two different Local Development Plans, which limited the opportunity of integrating some projects into the implementation plan. However, the LAP took into consideration the wider strategies for the area.
6.4 PROJECT OUTPUTS & RESULTS	<p>The physical regeneration of the prison is almost completed, but its functional transformation is still not implemented.</p> <p>Outputs at the current stage are mainly concentrated on delivering an operational planning vision for Paola, consolidating a wide partnership of private and institutional actors and identifying and pooling funding sources. Many applications for funds have been successful (ERDF, Interreg IVC, ESF) and the projects are moving into the implementation phase. It is early to record significant impacts on the territory, but so far the initiative has put in place the strategic and political conditions to implement a transformative vision for Paola that has been fairly welcomed by the local population. The administration, although with some turnover of particular individuals, has recently been re-elected thereby giving ongoing political approval to the project.</p>
7. CONCLUSIONS: KEY SUCCESS FACTORS AND LESSONS LEARNED	

	<p>The first success factor was participation in the REPAIR network which, from the practical expertise and knowledge exchange on the specific issue of regenerating the old prison, was able to enlarge the scope of the initiative to an integrated redevelopment vision for the whole city. A second success factor was the direct open-minded approach of the AS Hibernians, pursuing a relevant social role in its activity and agreeing to diversify its action from single sectoral action and become a relevant actor in an integrated development vision for the city. The third factor was the skilled competence of Heritage Enterprise and its director Malcolm Borg in managing the process with an inclusive and innovative approach, and a deep knowledge of the national strategic framework and EU policy tools available for the implementation. Finally, the commitment and dedication of the Paola Local Council civil servants, and in particular the Communal Secretary Kevin Borg, gave to the project continuity and capacity to reach all the social components and involve a wide and cohesive partnership.</p>
8. FURTHER INFORMATION	
Bibliography	<p>http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=MT&gv_reg=ALL&gv_PGM=1052&LAN=7&gv_per=2&gv_defL=7 http://www.mepa.org.mt/home https://secure2.gov.mt/TSDU/grant_scheme</p>
Contact	<p>Malcolm Borg Heritage Enterprise Consultancy Ltd 6, 7, 8 St. Mary Square ZEJTUN, ZTN 2181 Tel.: +356 21809166 Mobile: +356 79093948s8heritage.enterprise.au@gmail.com http://heritagenterprise.net/about.html</p>
Name of expert who did the case study	Lorenzo Tripodi
Date	April 2012

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