

ACTION PLAN

FOR THE REGION OF ÚSTÍ REGION

Part I – General information

Project: **RFC – Recapture the Fortress Cities, PGI05866, Interreg Europe**

Partner organisation(s) concerned: Ústí Region

Country: Czech Republic (Česká republika)

NUTS2 region: Severozápad

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Part II – Policy context

The Action Plan aims to impact:

<input type="checkbox"/>	Investment for Growth and Jobs programme
<input type="checkbox"/>	European Territorial Cooperation programme
<input checked="" type="checkbox"/>	Other regional development policy instrument

Name of the policy instrument(s) addressed:

The original aim: **Integrated Regional Operational Programme 2014-2020**

The new aim: **Strategie Terežín 2030 (Strategy of Terežín 2030)**

The original goal of the Project Action Plan was to support the “Integrated Regional Operational Program 2014-2020”, but during the implementation of the RFC project, the project team decided to change the operational program due to the termination of the Integrated Regional Operational Program 2014-2020.

The new “Integrated Regional Operational Program 2021-2027” is influenced by Ústí Region thanks to the “Regionální stálá conference” (Regional Standing Conference), which is advisory board for Czech Republic government. The outcomes of project and exchange of good practices will be presented on this board as well. But still, the implementation to IROP platform may be very problematic and limited.





That is why we changed the policy instrument to better implementation of project experiences. "Strategie Terezín 2030" (Strategy of Terezín 2030) is actual strategic material of the town of Terezín since 2019. It was prepared for the use of interdepartmental commission of Czech government and financed by Ústí Region. Therefore, this material is common strategic material for state, regional and local governments for revitalisation of Terezín fortress:

http://mestoterezin.cz/assets/File.ashx?id_org=16647&id_dokumenty=144352

This strategy was chosen to be the best and most direct policy instrument to be influenced by RFC project. All three action follow up the strategic objectives defined in this material. This action plan is developing and concretizing this material. We may say this action plan is second step of Strategy of Terezín 2030 presenting new level of this material. These objectives are:

Strategic objective No. 1: Revitalisation of economy in fortress town.

Strategic objective No. 3: Improving the living condition in town and its surrounding

Strategic objective No. 4: Complex communication of local history and destination management

Strategic objective No. 5: Optimalization of financing of restoration and maintaining Terezín monuments

Addressing these objectives by this action plan will improve the basic policy instrument. Strategy Terezín 2030 suggested next objective and even specific action to be carried out. But none of them were ever realised. The following actions are thus a direct continuation and development of the strategy because they implement the specific assignment of this policy instrument.

The action plan thus implements the good practices and answer the needs of all local stakeholders involved in project: Terezín Municipality, Terezín Memorial and organisation "Terezín – mesto změny". Thanks to this project the common memorandum of cooperation between all these three stakeholders on 6th April 2022.

Following this cooperation and good practices gained thanks the experience exchange in project, the Ústí Region is preparing new program to support municipalities as Terezín by financing or co-financing future project intentions prepared for IROP or other programs - „Podpora přípravy projektových záměrů v Ústeckém kraji“ (Support of project preparation in Ústí Region) . But basic condition for such regional program is the existence of detailed strategic material. The Strategy Terezín 2030 as policy instrument is such material. But it is not detail enough to meet the conditions of regional program.

Thank to this action plan, the basic policy instrument Strategy Terezín 2030 will be improved (with implementation of experience exchange of RFC project) to appropriate level to meet the conditions of regional project (Support of project preparation in Ústí Region). Thanks to this policy instrument improvement, Terezín fortress and all important local stake holders will have open access to European and national grant programs as Integrated Regional Operational Programme or Operational programme of Fair Transformation.



Part III – Details of the actions envisaged

ACTION 1: New Green Management

1. Relevance to the project

According to the project application, one of the positive outputs of the project is sustainable development of region: "Sharing the experience in application of new innovative methods of restoration, developing of methodologies how to preserve multiple ecosystem services and transfer of proved practices together with increase of knowledge and capacities of staff of institutions and also key stakeholders in participating regions will also contribute to the positive impacts of the project."

The topic of sustainable development, ecology, response to climate change and the like was often mentioned during joint meetings of project partners. Whether it was a specific online workshop "Nature and environment management and maintenance" held in December 2020 (exTerezin). This topic was mentioned again and again in some other workshops as well.

During these discussions and exchanges of experience between the partners, Belgian forts in particular proved to be very advanced in this regard. The aspect of ecology, nature protection, sustainable development or response to climate change is part of many strategic materials related to fortification greenery. An example is the 2 Seas Project "Walls and Gardens", which was much discussed at mutual meetings. It presents a various step that can be implemented on fortifications and what was tested on the fortresses of England, France, the Netherlands and Belgium.





On the contrary, the actual absence of a similar master plan for green maintenance for Terezín is a major disadvantage. The Terezín Fortress does not yet have any similar material that would systematize the care of the fortress greenery based on modern approaches. The current maintenance system is fragmented and each of the stakeholders approaches the fortifications in a different way.

Within the project, two analyses were prepared concerning other topics, but with a content related to the care of the fortress greenery, which is ubiquitous in Terezín.

The first of them focused on tourism and its sustainable development. Insufficient maintenance and neglected condition of greenery was defined as one of Terezín's problems. The preparation of a master plan or a management plan of the fortress green is a concrete measure solving one of the current problems of the Terezín fortress directly related to the content and goals of the project.

The second material analysed the Terezín infrastructure and proposes a specific solution for it. One of the parts of this work was the tourist infrastructure in terms of routes for pedestrians, cyclists, horses and shipping, which would make accessible the up to now inaccessible parts of the fortifications. In the case of new tourist routes, nature trails, possible landing site for boats, etc., the maintenance of the fortress greenery and other sustainable measures will be key for the year-round service of this infrastructure.

It can be said that this measure is based directly on the content of this project and the exchange of experience between its individual partners. It responds to the current need of the Terezín Fortress raised not only by individual local stakeholders, but it is also based on several analyses developed during this project. Its aim is to apply the experience of foreign fortresses with sustainable development and fortification maintenance, including response to climate change, water retention and other green measures, for which fortifications with their soil walls and water moats are an ideal place.

This action change and improve existing policy instrument Strategy Terezín 2030. This action corresponds to the proposed procedure of existing strategy. Especially strategic objectives No. 3 and No. 5:

No. 3 Improving the live condition in town and its surrounding:

"The short - term objective is to prepare a comprehensive study of the urban development of Terezín and create sufficient financial reserve (resources) for investments in public infrastructure. These resources they will be created through saving (page 102)." Green masterplan will aim on such savings.

No. 5: Optimalization of financing of restoration and maintaining Terezín monuments:

"In the medium term (until 2025) the goal is to reach a consensus of the Municipality of Terezín, Ústí Region and the government of the Czech Republic over the possibilities of supporting the revitalization of the city and the way of new use of these monuments. The medium - term objective is to reduce the financial and administrative burden arising from care for historical monuments requirements. (...) The long-term goal



(by 2030) is to find the optimal model for the maintenance of the fortress. The goal is to adapt the number of the town's assets to its fiscal and financial capabilities (page 106).” As most of the monuments in Terezín consist of fortifications and green areas, optimization of maintenance costs is key to this policy instrument

This action also response to Action No. 5 of policy instrument Strategy Terezín 2030 - Architectural and urban study. “The measure is aimed at the systematic revitalization of the city's monument zone, including fortifications, public space, infrastructure and listed buildings themselves. The purpose of the study is to create time frame and revitalization plan. (...) The study will include:

- the overall concept of revitalization of the fortress of Terezín
- adaptation and re-use of specific monuments
- urban infrastructure, especially communications
- urban greenery and related furniture

The measure will be implemented in the long term and based on intensive cooperation with the professional public (architects of various specializations, urban planners, representatives of monument care, historians and next). The study will include construction-historical surveys mapping, for example, historical surfaces roads, parks and greenery in Terezín. (...) The measure will contribute to the fulfilment of the strategic goal of the strategic objective No. 3 Improving the live condition in town and its surrounding (page 109”).

In this way, this action not only improves and develops the basic policy instrument of Terezín (Strategy Terezín 2030), but also systematically fulfils its objectives and planed actions for the future.





2. Nature of the action

The aim of this action is to build on the ongoing exchange of experience (good practice, etc.) of the international RFC project focused on revitalizing fortress monuments and on applying the newly acquired knowledge in the preparation of a management plan for sustainable care of fortress greenery. During the project, the experience of individual partner fortresses and the results of the Walls and Gardens study were presented, showing examples of modern methods of restoration and maintenance of fortress greenery responding to sustainable development trends, climate change and environmentally friendly approaches. The goal of the action is to apply these procedures in Central Europe on a specific example of the Terezín Fortress. The project will have the following parts:

1. Analytical part:

- Botanical research
- Zoological research

2. Exchange of experience:

- Joint meetings with local stakeholders and other relevant institutions to share experiences on the topic of sustainable care of fortified greenery
- Consultations with Czech professional institutions such as the Monumental Preservation Institute, Landscape and Natural Preservation Agency, etc.

3. Conceptual part:

- Evaluation of previous surveys and definition of individual characteristic sites (their definitions).
- Variant proposals for maintenance of fortress and urban greenery with environmental, economic and functional evaluation.
- Proposals for further measures and rules for the future restoration of fortification and urban greenery as:
 - Measures to increase biodiversity
 - Elimination of invasive species
 - Planting and felling of trees
 - Use of water elements (cunette, water gate, etc.)
 - Financing of maintenance and further development

4. Result

The result of this plan will be the application of experience with the maintenance of fortress greenery realized on other fortified complexes in the EU, especially in Western Europe, to the specific example of the Terezín fortress. A management plan will be created defining the advantages, disadvantages and potential of various ways of caring for the greenery in the fortress and representing a complex group of measures responding to the current needs of the fortress. The processed material will further develop and cultivate the experience



gained during the project so that it can be used as a "cookbook" measure at other similar cultural monuments, where there is no experience with a similar approach.

The processed material will then be applied directly in Terezín. The implementation of the proposed procedures will be continuously monitored and evaluated. The aim of this monitoring will be not only the success and sustainability of individual measures, but also the difficulties associated with their implementation or the reasons for their possible failure.



3. Stakeholders involved

The following three institutions represent the most important stakeholder in the Terezín Fortress, which takes about 400 ha space. The largest owner of fortified areas and other green spaces is the Municipality of Terezín itself, which including three nearby villages, has almost 3,000 inhabitants.

The association "Terezín – the Town of Change" was established by the Ústí Region and the Municipality of Terezín as a non-profit organization to present the monuments of the Terezín Main Fortress, to repair and maintain them. Its activities are aimed to older history of the fortress until 1938.

Terezín Memorial is a contributory organization of the Ministry of Culture of the Czech Republic owning primarily the so-called Small Fortress and some other buildings in the town (Main Fortress). Its main purpose is to preserve and present the history of Terezín during the Second World War, when a branch of the Prague Gestapo prison operated in the Small Fortress and when a Jewish ghetto was established in the Main Fortress.



The involvement of these entities in the action will be as follows:

a) Municipality of Terezín

As the main owner of the fortifications, it will be mainly his maintenance experience from which the material will benefit. Cooperation with it will be crucial for the prepared material, because the municipality as the largest stakeholder should define its requirements for green maintenance on the one hand and on the other hand it will again be a municipality that will mainly implement the proposed measures and evaluate their success. Simply said, the role of the municipality will be to share experiences, cooperation and consultations on the prepared management plan, implementation of the proposed measures and their subsequent evaluation.

b) Terezín - the town of change

As an organization dealing with tourism and the presentation of Terezín fortress, it is crucial for it that the fortress has maintained and attractive impression. At the same time, it is a non-profit organization with a very limited budget, for which it is essential to find the optimal sustainable way of maintaining greenery with a minimum of funds. So far, it is the only subject that tries to implement alternative ways of caring for greenery in Terezín - mosaic mowing, haymaking, grazing, etc. The role of the association will also be to share experiences, cooperation and consultations, implementation of specific proposed measures and their subsequent evaluation.

b) Terezín Memorial

The Terezín Memorial owns and maintains green places of the Small Fortress and the National Cemetery complex. It is a key stakeholder in the town, without whom Terezín cannot be sense as a whole. Its purpose is also the maintenance and presentation of monuments. However, due to his reverential focus, his demands and needs are completely different from other local stakeholders. Its role will be, as in the previous cases - sharing experiences, cooperation and consultation, implementation of specific proposed measures and their subsequent evaluation.

4. Timeframe

a) Analytical phase: 8 / 2022 – 10 / 2022

At this stage, it will be mainly a matter of collecting data concerning the current state and functioning of the Terezín fortress and its natural conditions. These is key base for the next steps, because first it is necessary to have an underlined structure of the building and the individual ecosystem of the Terezín fortress. As a result of this phase, the following surveys processed by experts in the given fields (botanists, zoologists) will be submitted:

- Botanical research
- Zoological research

In this phase, there will also be ongoing consultations and meetings with the Terezín stakeholders, authors of individual surveys and other experts preparing the design part.

b) Conceptual phase: 10 / 2022 – 4 / 2023

In this phase, based on the information from the first phase, it will be an evaluation and design of conceptual measures that could be implemented within the maintenance of the fortress green in Terezín. It will not be a specific single measure designed in every detail at the level of project documentation. On the contrary, it is only a set of alternative solutions for a given situation (grass mowing methods, rules for planting trees, etc.) responding to the current conditions in the locality (walls, moats, inundations, etc.).



The final material will contain at least the following parts:

- Evaluation of previous surveys and definition of individual characteristic sites. The typology can be determined on the basis of different ecosystems (forest, wetland, meadow, steppe, etc.) or on the basis of the nature of the fortifications (walls, moats, inundations, etc.), or in another logical way.
- Variant proposals for maintenance of fortress and urban greenery with environmental, economic and functional evaluation. This means proposing several maintenance options (eg mowing intensities,

haymaking, grazing, etc.) and assessing the financial, technical and personal requirements, impacts on biodiversity, climate change response and possibly other areas of sustainable development.

- Proposals for further measures and rules for the future restoration of fortifications and urban greenery in following areas:

- Measures to increase biodiversity

- Rules for planting and felling trees

- Use of water elements (cunette, water gates, etc.)

- Possibilities of financing care and further development

5. Costs

a) Analytical part (botanical and zoological research): 100.000 CZK

b) Conceptual part (evaluation and definition of individual characteristic places, variant concepts for maintenance of greenery and other measures, etc.): 150.000 CZK

Total: 250.000 CZK

6. **Funding sources** (please describe how action 1 will be financed. Is it through the policy instrument(s) indicated in part II):

This action plan will be financed from the budget of the Ústí Region.



ACTION 2: Manual of public spaces

1. Relevance to the project

According to the project application, one of the positive outputs of the project is sustainable development region: "Sharing the experience in application of new innovative methods of restoration, developing of methodologies how to preserve multiple ecosystem services and transfer of proved practices together with increase of knowledge and capacities of staff of institutions and also key stakeholders in participating regions will also contribute to the positive impacts of the project."

The topic of sustainable development, revitalization of fortress towns, improving the quality of life of the inhabitants of these monuments and the attractiveness for the tourists was often mentioned at individual workshops, during joint meetings of project partners and was more or less a part of many project topics.

Examples of revitalization of public spaces in fortresses or around fortification structures have been repeatedly presented by many partners. It is therefore possible to build on the amount of experience from other partners across EU. In many cases, public spaces are part of the master plan of these fortified places.

In the case of Terezín, such general material (master plan) is missing. There is no proper manual on how to approach public spaces, roads, etc. Each part of public space is then solved separately without a connection to the surroundings or the whole. This was also stated in the analysis prepared during the project dedicated to infrastructure, which at the same time showed Terezín's huge potential in this direction.

Similarly, the tourism analysis developed during the project defined the unhappy state of public spaces as one of the serious problems, which significantly reduces the quality of life of the locals and the attractiveness of the place for tourists.



It can be stated that this measure is based directly on the content of this project and the exchange of experience between its individual partners. It responds to the current need of the Terezín Fortress raised not only by individual local stakeholders, but also based on several analysis developed during this project. Its aim is to apply the experience of foreign fortresses with the administration, revitalization and sustainable development of public spaces, which form a significant part of the town and the fortress of Terezín.

This action change and improve existing policy instrument Strategy Terezin 2030 to new level. Especially strategic objective No. 3: Improving the live condition in town and its surrounding, objective No. 4: Complex communication of local history and destination management and objective No. 5: Optimalization of financing of restoration and maintaining Terezin monuments:

No. 3 Improving the live condition in town and its surrounding:

"The strategic objective responds to the problem of insufficient infrastructure for the further development of the town. (...) Attractiveness of the town also reduces the very poor condition of local roads (roads and sidewalks), the lack of pedestrian crossings, intensive truck traffic through the town centre, increased secondary dust in the streets, etc. (page 102)." Manual for public spaces will aim exactly on such problems, which are the main object of this policy.

No. 4: Complex communication of local history and destination management and objective:

"At the same time, it will be necessary to remove other factors that reinforce the current negative perception of the town. In the first place, it is a poor state of public infrastructure, public spaces, dilapidated military complexes and other unrepaired houses. Terezín must become a town with repaired streets, reconstructed houses, landscaped urban greenery (page 104)." Manual for public spaces will be part of this policy.





No. 5: Optimization of financing of restoration and maintaining Terezin monuments:

"In the medium term (until 2025) the goal is to reach a consensus of the Municipality of Terezín, Ústí Region and the government of the Czech Republic over the possibilities of supporting the revitalization of the town and the way of new use of these monuments. The medium - term objective is to reduce the financial and administrative burden arising from care for historical monuments requirements. (...) The long-term goal (by 2030) is to find the optimal model for the maintenance of the fortress. The goal is to adapt the number of the town's assets to its fiscal and financial capabilities (page 106)." As the whole Terezin municipality is the monument (fortress), the Manual for public spaces will be key instrument.

This action also response to Action No. 5 of policy instrument Strategy Terezin 2030 - Architectural and urban study. *"The measure is aimed at the systematic revitalization of the city's monument zone, including fortifications, public space, infrastructure and listed buildings themselves. The purpose of the study is to create time frame and revitalization plan. (...) The study will include:*

- *the overall concept of revitalization of the fortress of Terezín*
- *adaptation and re-use of specific monuments*
- *urban infrastructure, especially communications*
- *urban greenery and related furniture*

The measure will be implemented in the long term and based on intensive cooperation with the professional public (architects of various specializations, urban planners, representatives of monument care, historians and next). The study will include construction-historical surveys mapping, for example, historical surfaces roads, parks and greenery in Terezín. (...) The measure will contribute to the fulfilment of the strategic goal of the strategic objective No. 3 Improving the live condition in town and its surrounding (page 109)".

In this way, this action not only improves and develops the basic policy instrument of Terezin (Strategy Terezín 2030), but also systematically fulfils its objectives and planed actions for the future.

2. Nature of the action

The aim of this event is to follow up on the ongoing exchange of experience within the international RFC project focused on the revitalization of fortress monuments and to apply the newly acquired knowledge in the preparation of the public space manual. The manual aims to describe and design an ideal way of working with public space, which will be characterized by emphasis on sustainability, residential quality of public spaces, the historical side of Terezín, the urban nature of the fortress and new ways of using it.

a) *Analytical part:*

- Mapping of original material solutions of public spaces and their hierarchization.
- Analysis of the current state of public paved areas.
- Selection of public spaces, which will be developed in greater detail (main square, northwestern part of the fortifications, parking place with visitors centre at Retranchement 5).

b) Exchange of experience:

- Meeting with local stakeholders to jointly search for the ideal appearance of the whole town (Main and Small Fortress).
- Consultations with professional institutions, especially with NPÚ (Institution for Monumental Preservation).
- Consultations with experts and companies specializing in the implementation of paved areas in public space to create specific solutions for Terezín.

c) Conceptual part:

- Evaluation of initial analyses and consultations.
- Hierarchization of public spaces and design of their material solution. The logic will be described and historical documents according to which the premises will be hierarchized. The design will take the form of a list of necessary properties and parameters and will contain a description and graphical representation of the ideal solution (regardless of existing product or company) applicable in several variations to any public space in Terezín (Main and Small Fortress, both retranchements, or in the three adjacent villages).
- Detailed elaboration of several key parts of the public space for a predetermined purpose (elaboration of main square to create documents for announcing an architectural competition, elaboration of the north-western part of the fortifications for experimental access to the fortifications in the form of a walking / tourist route).





d) Result

- The result of this master plan will be the creation of a holistic approach to the creation and revitalization of public spaces, which aims to unite qualitatively, visually and logically all parts of the Terezín fortress including the Terezín Memorial (Small Fortress), and surrounding villages.
- The basic principles of the processed material will be generalized so that it can be applied to other similar cultural monuments, especially other fortified places.
- The processed material will be applied directly in Terezín. The implementation of the proposed procedures will be continuously monitored and evaluated. The aim of this monitoring will be not only the success and sustainability of individual measures, but also the difficulties associated with their implementation or the reasons for their possible failure.

3. Stakeholders involved

The following three institutions represent the most important stakeholder in the Terezín Fortress, occupying a total of approximately 400 ha. The largest owner of fortified areas and open spaces is the Municipality of Terezín itself, which simultaneously processes three nearby villages and has almost 3,000 inhabitants.

The organisation Terezín - Town of Change was established by the Ústí Region and the Municipality of Terezín as a non-profit organization to open the monuments of the Terezín Main Fortress for visitors, to repair and maintain it. This organisation is focused on the older history of this bastion fortress until 1938.

Terezín Memorial is a contributory organization of the Ministry of Culture of the Czech Republic, which owns primarily so-called Small Fortress and some other buildings in the town (Main Fortress). Its main purpose is to preserve and present the history of Terezín during the Second World War, when a branch of the Prague Gestapo prison operated in the Small Fortress and when a Jewish ghetto was established in the Main Fortress.

All three entities will be involved in the development of the action plan with the aim of finding the ideal form and the functioning of public spaces. The agreement of these entities should lead to the unification of Terezín and increase its ability to act.

4. Timeframe

- a) Analytic phase: 8/2022-11/2022
- b) Experience exchange: 10/2022-2/2023
- c) Conceptual phase: 12/2022-4/2023



5. Costs

a) Analytical phase:

- | | |
|--|------------|
| - Mapping of original material solutions of public spaces and their hierarchization: | 30.000 CZK |
| - Analysis of the current state of public paved areas: | 15.000 CZK |
| - Selection of public spaces, which will be developed in greater detail: | 2.500 CZK |
| - | |

b) Exchange of experience:

- | | |
|--|------------|
| - Meeting with local stakeholders: | 2.500 CZK |
| - Consultations with professional institutions, especially with NPÚ: | 10.000 CZK |
| - Consultations with experts and specialized companies: | 15.000 CZK |

c) Conceptual phase:

- | | |
|---|------------|
| - Evaluation of initial analysis and consultations: | 15.000 CZK |
| - Hierarchization of public spaces and design of their material solution: | 80.000 CZK |
| - Detailed elaboration of several key parts of the public space: | 30.000 CZK |

Total: 200.000 CZK

6. Funding sources

This action plan will be financed from the budget of the Ústí Region.





ACTION 3: Re-design of tourist infrastructure

1. Relevance to the project

According to the project application, one of the positive outputs of the project is sustainable development region: "Sharing the experience in application of new innovative methods of restoration, developing of methodologies how to preserve multiple ecosystem services and transfer of proved practices together with increase of knowledge and capacities of staff of institutions and also key stakeholders in participating regions will also contribute to the positive impacts of the project."

The topic of tourism and sustainable development of this economic segment on monuments like fortresses, fortifications, forts etc. was the key topic of the whole RFC project. Tourism was not only main topic of some workshops and study visits, but it was a red line going through all the topics discussed between all partners. Tourism was part of discussions about ecology, economy, sustainable development re-use of old empty military structures etc.

Examples of revitalization and re-use of public spaces in fortresses, fortifications itself for visitors and tourist infrastructure were repeatedly shown during different session. For example: "Restoration and revitalization of Oradea Fortress included in the local tourist circuit" in Romania, "Gradual restoration of the wall of Albarracin" in Spain, "Change of defence barrack into a culture fortress" in Germany etc. Generally we can say, that in almost all places presented by project partners, the key stone was basic and professional tourist infrastructure, "welcome place" for visitors of fortifications.





It became clear, that at least basic tourist infrastructure is necessary for securing basic services for visitors and so for opening the monument for the public.

Unlike the Small Fortress, which is opened for visitors since 1947, the Main Fortress was closed military complex till 2000. That is why development of tourist infrastructure in the Main Fortress is still in the beginning. Some projects were realised thanks to the EU funds or national funds, but there is still lots to do.

The orientation and navigation of visitors coming to Terezin fortress is very problematic due to intentionally confusing system of fortifications. Parking place for incoming tourist, once military brownfield, was opened, but it looks like unfriendly, because it is large, paved area without any green or shadow. System and equipment of fortress information office is also old and outlived. At least, it cannot withstand comparison with the tourist infrastructure design presented by the partners during the project.

Exactly these problems (among others) were also stated in the tourist infrastructure analyse managed thanks to this project. It submitted bad conditions of open spaces and insufficient or unattractive tourist infrastructure as one of the key disadvantages of Terezin fortress, which defends in future development.

Therefore, it can be stated that this measure is based directly on the content of this project and the exchange of experience between its individual partners. It responds to the current need of the Terezin Fortress discussed not only with local stakeholders, but also based on clear analyse developed during this project. Its aim is to apply the experience from other project partners directly in Terezin.

This action change and improve existing policy instrument Strategy Terezin 2030 to new level. Especially following objectives:

Strategic objective No. 1: Revitalisation of economy in fortress town:

"The medium-term objective is to create conditions for the development of tourism and the creative and cultural industry in the town by (...) related infrastructure (page 100)." This action will be the key stone of this policy instrument improvement.

Strategic objective No. 3: Improving the live condition in town and its surrounding:

"The strategic objective responds to the problem of insufficient infrastructure for the further development of the town (page 102)." This action will help to improve this objective.

Strategic objective No. 4: Complex communication of local history and destination management:

"The long-term objective is to communicate Terezin as a place of modern history with unique cultural monuments, specific urbanism, natural landscape and history (page 104)." This action will help to achieve this objective.

Strategic objective No. 5: Optimalization of financing of restoration and maintaining Terezin monuments:

“In the medium term (until 2025) the goal is to reach a consensus of the Municipality of Terezín, Ústí Region and the government of the Czech Republic over the possibilities of supporting the revitalization of the town and the way of new use of these monuments. The medium - term objective is to reduce the financial and administrative burden arising from care for historical monuments requirements. (...) The long-term goal (by 2030) is to find the optimal model for the maintenance of the fortress. The goal is to adapt the number of the town's assets to its fiscal and financial capabilities (page 106).” This action will help to reach this objective by improving the tourist infrastructure, which will increase the income for the fortress monuments.



This action also response to Action No. 5 of policy instrument Strategy Terezin 2030 - Architectural and urban study. *“The measure is aimed at the systematic revitalization of the city's monument zone, including fortifications, public space, infrastructure and listed buildings themselves. The purpose of the study is to create time frame and revitalization plan. (...) The study will include:*

- *the overall concept of revitalization of the fortress of Terezín*
- *adaptation and re-use of specific monuments*
- *urban infrastructure, especially communications*
- *urban greenery and related furniture*

The measure will be implemented in the long term and based on intensive cooperation with the professional public (architects of various specializations, urban planners, representatives of monument care, historians



and next). The study will include construction-historical surveys mapping, for example, historical surfaces roads, parks and greenery in Terezín. (...) The measure will contribute to the fulfilment of the strategic goal of the strategic objective No. 3 *Improving the live condition in town and its surrounding* (page 109)".

And it will also respond to Action No. 7: Communication and marketing strategy of the town. "The action is aimed at changing the perception of Terezín as a tourist destination. The goal of communication is presentation of Terezín complex history and its attractions as travel destination. (...) The strategic part will contain proposals (possibilities) for new products and new image of this destination. (...) The action will contribute to the fulfilment of strategic objective No. 1 "Revitalisation of economy in fortress town" and No. 4 "Complex communication of local history and destination management (page 110)".

In this way, this action not only improves and develops the basic policy instrument of Terezín (Strategy Terezín 2030), but also systematically fulfils its objectives and planned actions for the future.

2. Nature of the action

The aim of this event is to follow up on the ongoing exchange of experience within the international RFC project focused on the revitalization of fortress monuments and its opening to the public to provide sustainable development for future. This action will create new design for basic tourist infrastructure realised step by step for last ten years.

This action will solve design, disposition and function of already existing fortress entrance, main tourist parking place and information office in the Nord-west part of the Main Fortress (Retranchement 5). The content of the action is to create only a study and its documentation.

a. Preparations:

- verification of the actual state, control of the plans and documents
- discussions with local stakeholders and other concerned authorities
- defining the assignment (libretto), including preliminary economic and time requirements

b. Study:

- elaboration of the concept of open space and interior design in the form of sketches, 3D visualizations, 2D drawings and references
- concept of material, furniture and lighting design
- visualisation in paper and electronic form - 2x printed steam A3 + 1x pdf
- 2x comment consultations with stakeholders during the elaboration of the concept

c. Discussion of the study with the authorities:

- engineering activities (obtaining the consent of all the authorities concerned in accordance with the law)

d. Implementation and project documentation:

- elaboration of documentation for construction, furniture, lighting and data activities
- concept of graphics and presentation in showroom
- material sampling
- itemized budget
- delivery in paper and electronic form (accompanying report, drawings of individual parts, calculations, recommendations for implementation, 2x printed steam + electronic)
- 2 comment consultations during the elaboration of the concept

e. Author supervision (optional if possible in this timeframe):

- cooperation in the begin of realisation, coordination of professions during realisation and finalization
- supervision in cooperation with a graphic designer in the showroom visual
- cooperation in tendering



3. Stakeholders involved

The improvement of tourist infrastructure will be positive for all stakeholders and also other subjects of tourism in the town and fortress. Two stakeholders will be involved directly – the Municipality of Terezin and “Terezin – město změny”. The first one manages the entrance to the fortress and parking place itself. The second one provides information office and museum in Retranchement 5 and nearby places. This will be two main stakeholder discussed in this action.

4. Timeframe

- a. Preparations: 8/2022 – 9/2022
- b. Study: 9/2022 – 11/2022
- c. Discussion of the study with the authorities: 11/2022 – 12/2022
- d. Implementation and project documentation: 11/2022 – 4/2023

5. Costs

a. Preparations	15.000 CZK
b. Study	70.000 CZK
c. Discussion of the study with the authorities	5.000 CZK
d. Implementation and project documentation	130.000 CZK
Total: 220.000 CZK	

6. Funding sources

This action plan will be financed from the budget of the Ústí Region.





30. 06. 2022

Date: _____

Name of the organisation(s) : Ústí Region

Signatures of the relevant organisation(s):



Ing. Jan Schiller, Governor of the Ústí Region



Stamp of the organization: