

# The manage project

A journey along salt, sugar, soldiers and stars

An overview of and guideline for sustainable management centres for regenerated heritage sites

Bezucherzentrum Hoheward (G) • Lions Salt Works (GB) • Sugar Factory (B) • Weißenburger Tor (G) • New Dutch Waterline (NL)





## List of abbreviations

BZH	Bezucherzentrum Hoheward
CWac	Chester West and Chester
RVR	Regionalverband Ruhr
LSW	Lion Salt Works
NDW	New Dutch Waterline
SLO	Stichting Liniebreed Ondernemen
SFV	Sugar Factory Veurne
VMC	Virtual Management Centre
VRRN	Verband Region Rhein-Neckar
WBT	Weißenburger Tor
WVI	West Vlaamse Intercommunale

## The Project partners

Manage+ is a European co-operation project with six partners from four countries (Germany - 3), Great Britain, the Netherlands and Belgium). The Lead Partner is the Regionalverband Ruhr.

## Key facts

**Project duration:** 2009 to 2014 / **Project budget:** 6.2 million (50 % ERDF)

## Contact addresses partners

**Leadpartner**  
**Regionalverband Ruhr**  
Frank Bothmann  
Nora Künemund  
Arbeitsgemeinschaft  
Neues Emschertal /  
Konzeption ELP  
Gutenbergstraße 47  
45128 Essen  
Deutschland  
Tel +49 201 2069-680  
Fax +49 201 2069-520  
Kontakt **Frank Bothmann**

**Cheshire West and**  
**Chester Council**  
Project Development  
Officer  
Steve Woolfall  
Museums, Heritage and  
Tourism Manager  
HQ, Nicholas Street,  
Chester, CH1 2NP  
Great Britain  
Tel +44 1244.977281  
Contact **Karen Williams**

**West Vlaamse**  
**Intercommunale**  
Project coordinator  
Eveline Huyghe  
Baron Ruzettelaan 35  
8310 Brugge  
Belgium  
Tel +32 50 36 71 71  
Fax +32 50 35 68 49  
Contact **Eveline Huyghe**

**Stadt Germersheim**  
Stadtverwaltung  
Franz Dehof  
Kolpingplatz 3  
76726 Germersheim  
Deutschland  
Tel +49 7274.960 293  
Fax +49 7274.960 11261  
Kontakt **Franz Dehof**

**New Dutch Waterline**  
Marieke Hekman-de  
Knegt  
European Affairs Officer  
PO Box 406  
3500 AK Utrecht  
The Netherlands  
Tel +31 6.21124733  
Contact **Marieke**  
**Hekman-de Knegt**

In association with  
**Verband Region**  
**Rhein-Neckar**  
Jörg Saalbach  
Europareferent  
Körperschaft des  
öffentlichen  
Rechts-P 7, 20-21  
68161 Mannheim  
Deutschland  
Tel +49 621.10708-43  
Kontakt **Jörg Saalbach**



**Regionalverband Ruhr**  
Besucherzentrum Hoheward

**Address Central Service**

Werner-Heisenberg-Straße 14  
45699 Herten

**Telefon:** +49 (0) 2366 / 1811-60

**Telefax:** +49 (0) 2366 / 1811-618

**Website:** [www.landschaftspark-hoheward.de](http://www.landschaftspark-hoheward.de)



**Cheshire West and  
Chester Council**  
Lion Salt Works

Stove House 5  
Management Centre

**Address**

Ollershaw Lane, Marston,  
Northwich CW9 6ES

**Email:** [kathryn.ravenscroft@cheshirewestandchester.gov.uk](mailto:kathryn.ravenscroft@cheshirewestandchester.gov.uk)

**Telephone:** 01606 271640



**West Vlaamse Intercommunale**  
Suikerfabriek Veurne

**Address**

Brikkerijstraat 19  
8630 Veurne  
[www.suikerfabriek.be](http://www.suikerfabriek.be)



**Stadt Germersheim**  
Tourismus-, Kultur- und Besucher-  
Zentrum im Weißenburger Tor

**Address**

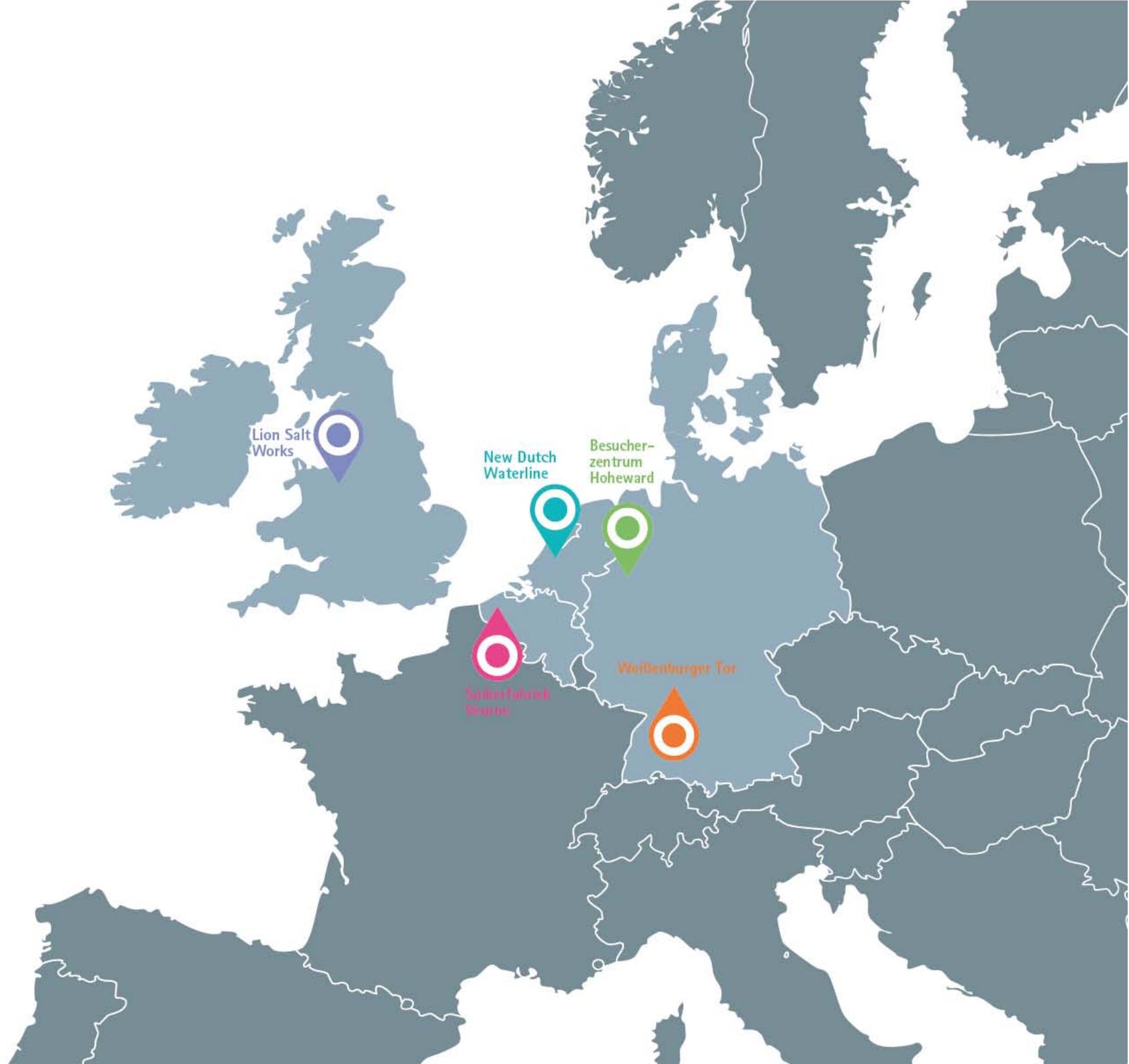
Paradeplatz 10  
D-76726 Germersheim  
Telefon: +49 (0) 7274 - 97381 -71  
[www.germersheim.eu](http://www.germersheim.eu)



**New Dutch Waterline**  
Stichting Linie Breed Ondernemen

**Address**

Rijksstraatweg 7 b  
3631 AA Nieuwerluis  
0031- 6-20565504  
[info@liniebreed.nl](mailto:info@liniebreed.nl)  
[www.liniebreedondernemen.nl](http://www.liniebreedondernemen.nl)



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• Weißenburger Tor (G) • New Dutch Waterline (NL)

# Foreword

'The city of Chester has a long history of working in European projects. For Cheshire West and Chester and the development of the Lion Salt Works, the manage+ project has been an opportunity to not only fund the new management centre but to work with experienced professionals from Belgium, Germany and the Netherlands. All partners have brought their own expertise to the project from which everyone has benefitted.

With any development of a heritage site, especially old industrial buildings, there are a range of skills required to deliver a successful project. These skills will include specialist building restoration and repair, heritage architecture, marketing and promotion and community engagement. It is rare for one organisation to have all these resources and so working with partners and sharing skills is a key part of the development process.

Manage+ has been a unique and highly successful partnership. It has brought together heritage and development professionals with a shared passion for history based on different individual themes. If manage+ were a recipe, many might believe that the ingredients were too diverse. Into the mixing bowl went salt (Cheshire), sugar (Veurne), soldiers (New Dutch Waterline and Gernersheim) and stars (Hoheward) producing a creative melting pot. However, sprinkled with Interreg funding, mixed with wide transnational sharing of experiences and under the guidance of master chefs from both RVR and Planco, a truly wonderful collection of management centres and models have been produced.

For any operator of a heritage site it is always a challenge to deliver a high quality, customer focussed attraction at low cost while providing value for money. This report contains a range of best practice

management models which are key components in delivering major regeneration projects: public/private partnerships to fund and deliver the regeneration; stakeholder engagement with the local community to ensure ownership of the project and encourage engagement with activities; and involvement of local businesses working together in a cluster to increase the visitor economy of the area.

As Executive Member for Culture at Cheshire West and Chester Council I have been highly impressed with the manage+ team and have enjoyed meeting them on several occasions. All partners can be proud of their new management centres as beacons of excellence for arts and heritage events at a local, national and international level'.

**Councillor Stuart Parker**  
*Executive Member - Culture and Economy*  
*Cheshire West and Chester council*



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# 'Und so wird der Steuerzahler entlastet'

**This phrase – 'And so the taxpayer is relieved' – was the headline of a newspaper article in the Recklinghäuser Zeitung after the final conference of manage+. With this one-liner, the reporter captured the purpose of the project perfectly: to reduce public funding for investment in, and the operation of regenerated heritage sites by involving other stakeholders. Due to the economic crisis, this purpose is even more relevant today than it was when the project application was written in 2008.**

## **What was the aim of manage+?**

The project's aim was to develop viable management models for the long-term use of former industrial and military heritage sites converted into business parks, greenbelt recreation areas and tourist destinations. Traditionally, such sites have been subsidised and managed by the public authorities. Manage+ endeavours to run them sustainably and - ideally - without public funding.

## **What did manage+ want to achieve?**

The project aimed to reduce conflicts

of interest through cooperation and by encouraging team work to turn divergent interests into common goals. From the very beginning, public and private stakeholders and the local community were involved in project development, which helped to ensure the operation of the sites was sustainable and profitable.

Five sites in four European countries (Great Britain, Belgium, the Netherlands and Germany) served as pilots for implementing manage+. The European partners' specialist and innovative expertise was used and shared by exchanging information and transferring knowledge.

## **What did manage+ want to deliver?**

The aim of the project was to deliver methods for public and private stakeholders to be actively involved in the operation of the sites. Therefore, physical and economic models for management centres and organisational structures were collected during the project and solutions for cooperative management were applied such as shared information tools, coordinated arrangement of on-site visitor activities and cooperative marketing.

## **Who benefitted from manage+?**

The project results were shared with experts and interested public and private partners through training materials and events. The project helped the public authorities involved to reduce their finance, management, maintenance and marketing workload. Examples are the integration of local businesses and community initiatives in activities and events on-site, and in the management of regenerated projects.

## **What was the main lesson of manage+?**

Heritage sites have a story. One of the main lessons of manage+ was to use that story to create goodwill and involvement with a multitude of stakeholders in creating a single site and management centre.

The original history of the Hoheward landscaped park is one of the coal, sweat and steel of the mining period and its recent history relates to the stars: the horizon observatory in the landscaped park and the 'new horizons' exhibition in the management centre.

The history of the Lion Salt Works is one of salt: the hot, dry and

(thirsty) work of an industry that has vanished but that has shaped the landscape. The history of the Sugar Factory in Veurne is one of sugar: the site is an epigraph of the agricultural framework and history of the surroundings, town and site. The history of the town of Germersheim is based on its soldiers.

The Weißenburger Tor is now a focal point for the long-standing military history of the town.

The history of soldiers in the New Dutch Waterline is the history of long-since forbidden places that are now open to the public and is the story of a small nation that turned its foe - water - into its ally - a water defence line.

These stories appeal to one's national, regional or local identity. The story of the heritage site is a very useful tool for involving all kinds of potential stakeholders. It is more an appeal to the emotions than to rationality, but experience shows that this appeal can be a powerful force in creating enthusiasm for one's history and a feeling of responsibility towards the heritage site. So when revitalising heritage, seek out the site's history and use it to involve the stakeholders.



| CHAPTER 1 |

# The pilot projects

# Pilot project Besucherzentrum Hoheward Herten

## Landscape Park Hoheward

**Transforming the biggest slag heap in Europe into an open, high quality design landscape. This was the general aim when the planning process started in 2002 about the transformation of the Hoheward slag heap with a total surface area of 240 ha. The winning design proposal for the masterplan from Henri Bava formed the basis for the reconstruction of the landscape at Hoheward. The inter municipal process led by Regionalverband Ruhr follows the high quality design approach for the reconstruction of regional landscapes, which was successfully implemented during the International Building Exhibition "Emscher Park" 1989 - 1999.**



In keeping with the tradition of this general idea the high quality landscape design was supplemented with an art installation on top of the heap. Based on the "genius loci" of the site a huge and unique "Horizon Observatory" was erected as well as a huge sundial. Both places are open to the public and offer unique views of the metropolitan park area. These investments were supported by funding streams from the state of Northrhine-Westfalia and the EU.

With the award winning design quality, the installation and the positive response of the public it became obvious that the transformation has created an area with unique touristic potential. Regionalverband Ruhr as the landowner and managing body responsible for the maintenance of the new landscape park has to take decision how to manage this development.

A management and visitors' centre was envisioned to better meet the needs of the public and to contribute to the development potential of the site. Taking into account that future financial and funding capabilities were limited, new concepts were sought.

The manage+ project provided the framework to develop a new management approach while sharing experiences from other European countries and making the new land-

scape investment sustainable. Asset was a key issue for actively capitalising on the new landscape.

The management centre is located in the "Hoheward" landscape park, which includes the "Zukunftsstandort Ewald" business park on the site of a former coal mine. Both are important, mainly regenerated, areas within the 450 km<sup>2</sup> regional Emscher Landscape Park. The main aim of the pilot project was to develop an operational model for the cost-effective and sustainable management of the site, through a



successful collaboration of varied public and private stakeholders. As a first step a management and visitor centre will be created, providing the functionality required for stakeholders to meet their goals. A key challenge is to ensure all plans for the management of the visitor centre are based on sound financial structures and require as little public funding as possible. In a medium term perspective the management centre will take on more and more responsibility for the further development of the site.

## Regionalverband Ruhr Besucherzentrum Hoheward



### Address Central Service

Werner-Heisenberg-Straße 14  
45699 Herten

Telefon: +49 (0) 2366 / 1811-60

Telefax: +49 (0) 2366 / 1811-618

Website: [www.landschaftspark-hoheward.de](http://www.landschaftspark-hoheward.de)

### Address Info point

Cranger Straße 11  
45661 Recklinghausen

### Opening hours

Besucherzentrum Hoheward – central service  
Tuesday – Sunday from 10.00 – 17.00 hours,  
Also on bank holidays, closed on Monday

### Money involved

Concept development and planning: 350.000 €  
Realization of the MC (investment): 500.000 €  
Contribution by manage+ : 425.000 €

### Staff

- 3 full time employees
- 1 trainee
- 1 part time employee during summer season



## Planning process

### How the manage+ project came to be

#### 2002 – 2008

Planning and construction for the transformation of the slag heap to the 240 ha Landscape park Hoheward

#### 2008

First concept for visitor centre; no funding opportunities due to high cost and demand for a sound financial management concept

### Planning process

#### 2008

Application development for manage+

#### 2009

Successful manage+ application

#### 2010

Rising touristic potential of the new Landscape Park Hoheward has led to the local initiative of a "Tourismsbüro Herten"

#### 2011

March - July

Development of a management centre model with external consultation; stakeholder inventory and mapping and wide stakeholder involvement process (workshops)

16<sup>th</sup> November

Workshop and feedback from joint design panel

#### 2012

June - August

Political discussions and

formal decisions about the BZH-partnership in local parliaments of Herten and Recklinghausen

August

Formal decision in RVR parliament about BZH-partnership

#### 2013

1<sup>st</sup> January

New start of the regional management centre "Besucherzentrum Hoheward"

29<sup>th</sup> March

Opening of MC Besucherzentrum Hoheward

18<sup>th</sup> September

Opening of info point Recklinghausen

May

Tendering for the design of the exhibition in Hoheward

June-Oct

Design of the exhibition

November

Tendering for the construction works of the exhibition (ended April 2014)

#### 2014

1<sup>st</sup> October

Start construction works at building and implementation of exhibition "Neue Horizonte"

6<sup>th</sup> November

Formal opening of the exhibition "Neue Horizonte"

#### 2015

21<sup>st</sup> January

Transnational training workshop on the topics market consultation, business clusters, IT community, volunteer management and employment effects.

## Stakeholder involvement, transnational workshops, public surveys and events

### 2011 Stakeholder information and involvement activities

22<sup>nd</sup> - 23<sup>rd</sup> March  
First stakeholder workshops (analysis phase)

27<sup>th</sup> May

Stakeholder workshops (concept development phase) with external consultants

May - July

Bilateral expert/stakeholder interviews (25 persons)

June - July

Visitor survey (300 persons) at Hoheward landscape park  
Telephone survey (508 persons) about Hoheward

29<sup>th</sup> June

Stakeholder meeting on "site operation"

14<sup>th</sup> September

Stakeholder meeting on "site operation"

26<sup>th</sup> October

Stakeholder meeting on "site operation"; presentation of results of external consulting

17<sup>th</sup> November

Stakeholder workshop development of on-site activities with WVI and NDW

Regularly

Coffee meetings with on-site local businesses



### 2012 Stakeholder information and involvement activities

Feb - Nov

Regular meetings between public stakeholders (Herten, Recklinghausen, RVR and landowner)

Regularly

Coffee meetings with on-site local businesses

### 2013 Stakeholder information and involvement activities

February

Signing of cooperation contract (Herten, Recklinghausen and RVR) for the joint operation of BZH

Quarterly

Regular formal advisory board meetings ("Beirat")

March - July

Meetings with public stakeholders for the opening and operation of the MC and info point

29<sup>th</sup> March

Official opening of MC Besucherzentrum Hoheward

June - July

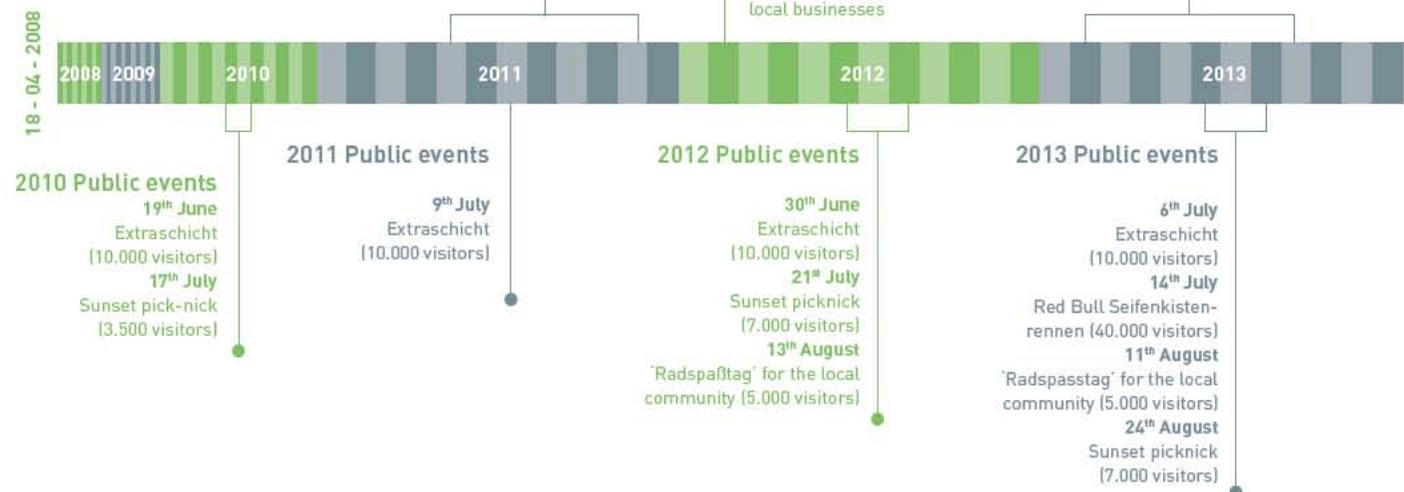
Visitor survey at Hoheward landscape park

8<sup>th</sup> August

meeting of mayors (Herten, Recklinghausen) and RVR representative on strategic perspective of BZH

18<sup>th</sup> September

Official opening of Info point Recklinghausen



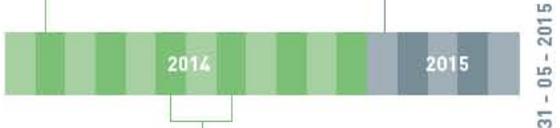


### 2014 Stakeholder information and involvement activities

**Quarterly**  
Regular formal advisory board meetings ("Beirat")  
**6<sup>th</sup> November**  
Official opening of exhibition "Neue Horizonte"

### 2015 Transnational workshops

**20<sup>th</sup> January**  
Transnational training workshop: market consultation, business clusters, IT community, volunteer management, employment effects  
**22<sup>nd</sup>, 23<sup>rd</sup> January**  
End conference manage+



### 2014 Public activities and events

**21<sup>st</sup> June**  
Deutschland Military Tattoo – Celtic Sundown  
**28<sup>th</sup> June**  
Extraschicht (10.000 visitors)  
**19<sup>th</sup> July**  
Sunset picnic (7.000 visitors)  
**10<sup>th</sup> August**  
'Radsparstag' for the local community (5.000 visitors)



# Outcome – involved stakeholders

## Cooperation partners – funding of the MC

### Public Partners

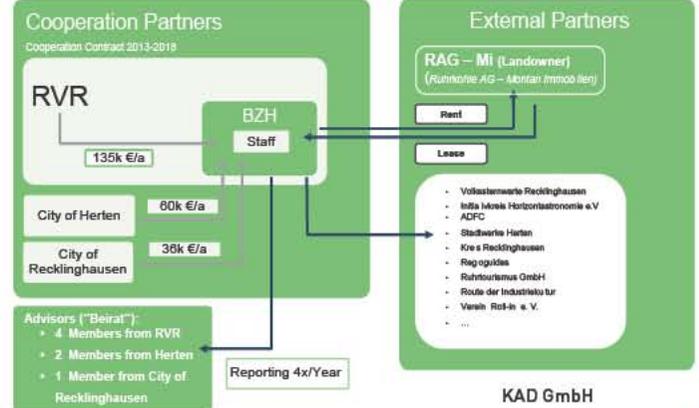
- RVR  
Main operating and financing entity of MC. Marketing, landscape park development
- Municipality of Recklinghausen  
Financing operation of MC  
Marketing

- Municipality of Herten  
Financing operation of MC  
Marketing  
Site development

### Private partner – owner of the MC

- Ruhrkohle AG – Montan Immobilien  
Landlord of MC building

## Organisation/Partners of Besucherzentrum Hoheward(BZH)



## External Partners

### Public partners

- Kreis Recklinghausen  
Facilitator of tourism development on county level
- Volkssternwarte Recklinghausen  
advice and activities on exhibition "Neue Horizonte"
- Route der Industriekultur  
Marketing on regional and national level

### Private partners

- Initiativkreis Horizontastronomie e.V.  
Conception of USP development of slag heap and development of concept for exhibition;
- Allgemeiner Deutscher Fahrrad Club ADFC  
MC as official local contact point
- Jugend in Arbeit (non-profit)

Association that operates bike workshop in the same building as MC is located. Provide the following services to the MC: Cleaning services, Repairing bikes, Transport of bikes

- RegioGuide  
offering quality guided tours
- Roll In e. V.  
cooperation to operate the InfoPoint
- KAD GmbH  
Private event agency, renting multifunctional room from landlord in MC building, cooperation in events and marketing MC provides touristic services to KAD
- Ruhrtourismus GmbH  
Marketing of Metropolis Ruhr on national and international level
- Revue Palast  
Private event location at the site
- Stadtwerke GmbH  
Sponsoring of Segways

## Positive effects

- Due to the intensive stakeholder involvement process a partnership approach for the operation of the management centre (BZH) has been applied.
- Following this an enormous reduction of investment and operation cost could be implemented. For RVR the annual cost contribution is limited to 135.000 euro. In the very beginning of the development process an investment volume of about 3 to 5 million euro was foreseen and could be limited to 0,5 million euro.
- The partnership between the City of Herten, the City of Recklinghausen and RVR is fostered.
- Due to the fostered partnership and the stakeholder involvement process the further development of the landscape park is better coordinated. New potentials for the site development and joint activities among the partnership and stakeholders are envisaged.
- The marketing of Landscape Park Hoheward could be improved through the partnership by using each partners existing marketing activities and respective budgets.
- The number visitors of the BZH and the site could be stabilized during winter season and increased on the yearly basis.
- The BZH has triggered and helped to develop the touristic potential of Landscape Park Hoheward; economic benefits are evident.

## Lessons learned

- A long term strategic vision is absolutely necessary. It is a driving force for developing progress and a requirement to join a variety of partners together under a common goal.
- Cooperation and stakeholder involvement is a positive driving force and creates opportunities.
- Partnership has to be managed; it does not happen on its own.
- Management of expectations is necessary when a public body invites and seeks private partners for cooperation.

## Most proud of...

**Having realised a visitor centre with much less investment cost and limited operational cost in a lasting partnership.**

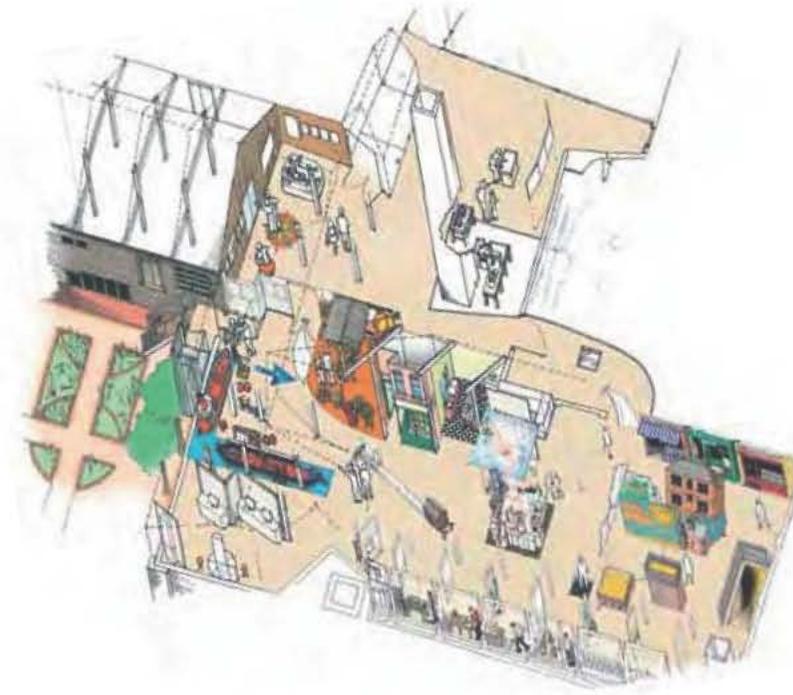


**Frank Bothmann** team manager RVR

# Pilot project Lion Salt Works Marston

The Lion Salt Works site is located in the village of Marston, Cheshire and is a historic open pan brine salt making site and a Scheduled Monument. The site is close to the town of Northwich, adjacent to the Trent and Mersey Canal and close to the historic Anderton Boat Lift. CWaC became owners of the project in April 2009 and converted the site into a unique heritage attraction. Restoration work started in Spring 2011 and the attraction opens to the public in May 2015. The Lion Salt Works will be managed as part of the Cheshire West and Chester Museums Service and become an appealing place to visit for tourists, day visitors and families and a valued resource for local communities, Cheshire businesses and heritage interest groups.

CWaC built a management centre on the Salt Works site with conference and training facilities for local businesses, heritage and tourism societies and community groups.



CWaC initiated the development of the concept of business clustering, which is defined as a model to create and develop sustainable tourism through partnerships to increase the visitor economy of a region. A mapping exercise was carried out to identify the core businesses around the Lion Salt Works, which highlighted a number of key tourism subsectors (e.g. catering establishments, rural destinations and industrial attractions) that create a visitor journey along the history and

heritage of an area. Stakeholder meetings were used to develop a group strategy identifying internal relationships, partner expertise,



geographical boundaries, a development plan, funding plan and performance measures including promotional opportunities through a website, joint marketing and events. A business cluster website was created using the innovative Discover Cheshire system. Discover Cheshire enables the integration of a range of data sources with fully scalable, interactive mapping. This allows the site to link routes and visitor destinations or themed trails to local tourism businesses thus benefiting the visitor economy; create synergy with public and private sector partners and provide details of more recreational routes and attractions than could be possible through print; creates a one-stop-shop, where residents or visitors can find in-depth information on a range of potential destinations or activities, all in one place with leaflets and route descriptions available to download as PDFs.

The Lion Salt Works business cluster website [www.visitcheshire.com/things-to-do/lion-salt-works-p31811](http://www.visitcheshire.com/things-to-do/lion-salt-works-p31811) highlights recreational routes e.g. canal paths, cycle routes and tours around the business cluster for information and stories about salt, the canal and local flora and fauna.

## Cheshire West and Chester Council Lion Salt Works



Lion Salt Works  
Stove House 5  
Management Centre

### Address

Ollershaw Lane, Marston,  
Northwich CW9 6ES  
Email: [kathryn.ravenscroft@cheshirewestandchester.gov.uk](mailto:kathryn.ravenscroft@cheshirewestandchester.gov.uk)  
Telephone: 01606 271640

### Scheduled opening

2<sup>nd</sup> May 2015

### Money involved

Realization of the MC: 333 000 €.  
Contribution by manage+ : 113 500 €

### Staff

In total 6 fte divided over 8 jobs are available at the new MC Lion Salt Works.

- Team leader and site manager: 1 fte
- Museums Supervisors: 2 x 1 fte each post
- 2 Museums Assistants: 2 x 1 fte each post
- Administrations Officer: 0.3 fte
- Administrations Assistant: 0.3 fte
- Cleaner: 0.4 fte





## 2014 Stakeholder information and involvement activities

16<sup>th</sup> January

Lion Salt Works Trust meeting

19<sup>th</sup> March

Saltscape events business cluster meeting  
Meeting to discuss arrangements for co-ordinating Saltscape events in the Northwich area especially those to be held at the Lion Salt Works management centre so that all events would be integrated into the Lion Salt Works Events and Activity Plans.



John Tasker, Site Manager Anderton Boat Lift  
*"Linking with the Lion Salt Works as part of a wider industrial heritage visitor offer makes perfect sense. We can then share limited resources for promotions and events so that both sites benefit from increased activity".*

1<sup>st</sup> December

Local apprentices activity meeting

## 2014 Transnational workshops

26<sup>th</sup> November

Transnational training workshop: market consultation, business clusters, IT community, volunteer management, employment effects

## 2014 Public event

13<sup>th</sup>-14<sup>th</sup> September  
Heritage Open Days  
(330 visitors)



31 - 05 - 2015

## 2015 Stakeholder information and involvement activities

11<sup>th</sup> February

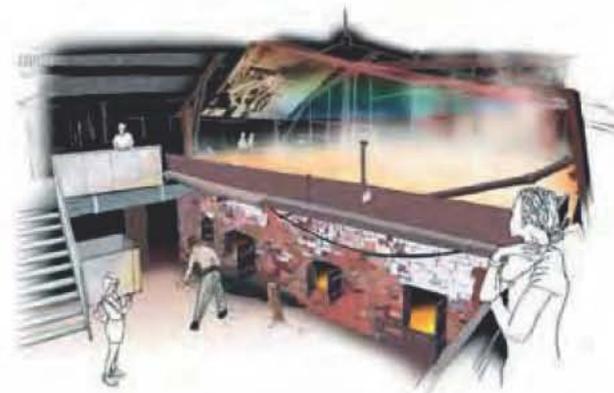
Events marketing tour of site

April

Pre-opening trial events with invited community groups, schools and the LSW Trust to test the displays and facilities e.g. café for robustness under heavy use.

2<sup>nd</sup> May

Opening of MC Lion Salt Works



## Outcome – involved stakeholders

### Public - Cheshire West and Chester Council (local authority)

Site owner, manage and run the site.  
Deliver events and activity programme.  
Booking.  
Building maintenance.  
Joint marketing with business cluster partners.  
(= boat lift, weaver hall museum, Northwich woodlands)

### Volunteers - Lion Salt Works Trust (charitable trust)

Provide volunteers (events support, guided site tours).  
Fundraising role for future projects.  
Advocacy role, marketing role (links with local businesses)  
The Trust will contribute through giving their time in volunteer support and in fundraising to bring new money into the LSW. A Trust Action plan will be supported by the LSW staff and reviewed annually. All volunteers will be managed through the Museum service volunteer co-ordinator and volunteer policy.  
The Trust meets every three months to discuss progress.

### Volunteers - Butterfly conservation group (charitable trust)

Provide volunteers (events support, guided site tours, focussed on ecological issues i.e. butterfly garden).  
Educational activities.  
Landscape maintenance (coppicing + hedge making).  
The Group will contribute through giving their time in volunteer support to manage the butterfly garden, school visits and family events. All volunteers will be managed through the Museum service volunteer co-ordinator and volunteer policy.

### Private - Salt Barge Pub (private business)

Provide refreshments for events and conferences (catering)  
Link to community – information site for local residents  
The Salt Barge will contribute through being paid to provide catering for events and activities in the management centre and to provide supplies for the café.  
It will be a formal tendering agreement reviewed on an annual basis. Part of the business cluster to increase local business and boost the visitor economy.

### Community - Local residents

Advocacy role  
Focus group – crucial to keep the dialogue with them

### Public Private Partnership- Marketing Cheshire (public/private partnership)

Marketing, using the platform "conference desk" of the website  
Marketing Cheshire have a funding agreement with CWaC in which CWaC pay for a gold standard package of marketing through web, print and conference desk facilities. This is reviewed on an annual basis. MC are responsible for hosting and developing the Discover Cheshire website.

### Future wishes and policy to expand the stakeholders on site/in the building.

The LSW Activity Plan highlights a range of groups which will help deliver activities and events on site and in the management centre for the next 3 years.

## Positive effects

- The restoration and repair of a derelict Scheduled Monument on the national UK heritage buildings at risk register to create a brand new community facility and management centre at the Lion Salt Works.
- Multi stakeholder management: using the business cluster concept to engage with a range of stakeholders who will help to manage the site and management centre, for example the Salt Barge pub will provide catering for events, conferences etc., and the Lion Salt Works Trust who will fundraise and assist in volunteer management.
- The support and engagement to the project from the local community living around the Lion Salt Works and their delight at seeing it finally restored from its derelict state.
- Providing new customers and business for the Salt Barge pub in the village which helped the owners to engage with the business clustering concept and become a key stakeholder.
- The steady growth of visitors to onsite events and open days during the project lifetime in response to publicity.

## Lessons learned

- Seeing first hand and learning from how other partners managed their own project showed that all partners faced the same challenges which could be discussed and solved through a sharing of knowledge and expertise.
- With any development of a heritage site, especially old industrial buildings, there are a range of skills required to deliver a successful project. These skills will include specialist building restoration and repair, heritage architecture, marketing and promotion and community engagement. It is rare for one organisation to have all these resources and so working with partners and sharing skills is a key part of the development process.
- A range of best practice management models are key components in delivering major regeneration projects:
  - public/private partnerships to fund and deliver the regeneration;
  - stakeholder engagement with the local community to ensure ownership of the project and encourage engagement with activities;
  - involvement of local businesses working together in a cluster to increase the visitor economy of the area.

# Suikerfabriek Veurne

The WVI project is located in the city of Veurne and is a regeneration site of 46 ha, a former sugar factory. The master plan aimed to redevelop the site into one third housing, one third business park and one third park and nature conservation area. The manage+ project helped WVI in preparing the redevelopment of the site, while taking into account the maintenance, management and exploitation of the site once redeveloped as well as in cooperation with private and community stakeholders.

WVI built a management centre in support of the stakeholder process. This was the first visible construction and received a lot of attention from the press and inhabitants. The management centre is to be used as base for the development, communication and participation processes and it can be booked through the city of Veurne for whatever event or meeting related to the site.

A study for the most appropriate management structure was commissioned. Once the study was finalized WVI started implementing the results by conducting a market consultation to ask private developers their views on the development



and management of the site and to gain their interest. Based on the results of the consultation, WVI produced a selection guide that will be published in Spring 2015. After having received the offers from private developers, WVI can start the negotiation process for a PPP structure.

Besides private partners, WVI also sought cooperation with community partners for example for the allotment garden project in the part of the site that will become the city park. Natuurpunt is the natural partner for the nature conservation part of the project. They use the management centre as starting point for bird watching visits and for nature education purposes.

The development of the site will be supported by a communications strategy including a website, [www.suikerfabriek.be](http://www.suikerfabriek.be), a project logo and house style. The strategy has identified the stakeholders and target groups and has produced insight in how to approach them in a successful way. Thanks to the strategy WVI has gained insight in how to inform and communicate about complex and multidisciplinary projects and how participation processes can be organized.

## West Vlaamse Intercommunale Suikerfabriek Veurne



### Address

Brikkerijstraat 19, 8630 Veurne  
[www.suikerfabriek.be](http://www.suikerfabriek.be)

### Scheduled opening

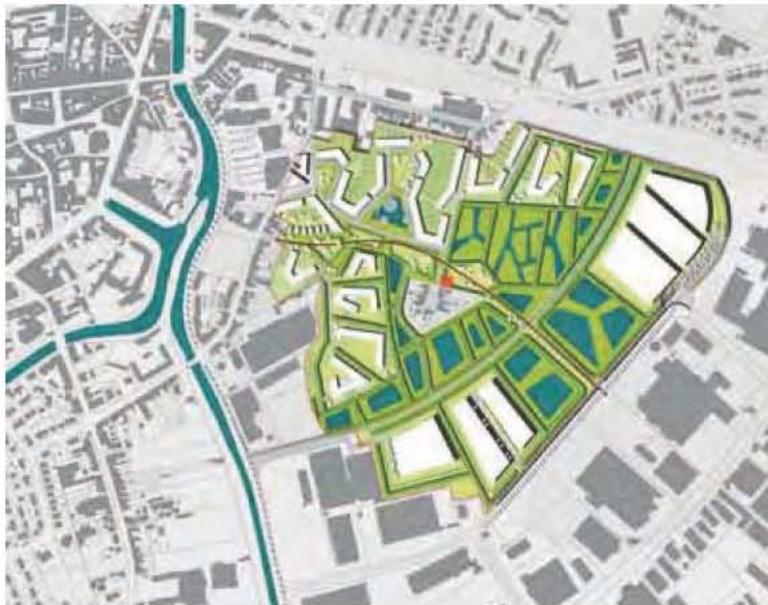
24<sup>th</sup> June

### Money involved

Realization of the MC: 333 000 €.  
Contribution by manage+: 113 500 €

### Staff

No new staff is employed. The whole sugar factory site team will use the management centre for site development meetings and for communication purposes. A guess is that about 2 fte of the time of WVI is used for the use and operation of the management centre divided over the project coordinator, the communications manager, the WVI engineer who does the follow-up of the contractors, etc.



# Planning process

## Overall site development

Key elements in the site development were the stakeholder mapping and the market consultation. These two methods were innovative for WWI. WWI made its stakeholder map not for the management centre but for the whole site development. This stakeholder map was an essential document for the consultant who made the communications strategy.

**2010**

**Feb - July**

Process of stakeholder mapping

**2013**

**Winter**

Start of internal process at WWI for market consultation

**2014**

**17<sup>th</sup> March**

Publication of the market consultation document.

**Half May**

Ending of response time for private parties interested in the site development

**June**

Publication of analysis report of market consultation

## Realization of the management centre

**2011**

**16<sup>th</sup> February**

Workshop transnational design panel for the MC

**2012**

**10<sup>th</sup> October**

Date of combined assignment to architect and constructor.

A (long) period of price negotiations started.

**19<sup>th</sup> November**

Building permit for management centre

**2013**

**February**

Decision to build a new building for the management centre.

**April**

Start of planning/design

**June**

End of planning/design

**2014**

**31<sup>st</sup> March**

Start of building

**31<sup>st</sup> December**

Completion of building

**2015**

**24<sup>th</sup> June**

Opening of het 'Suikerklontje' management centre for the sugar factory development project

## Realization of the ecological allotment gardens

**2014**

**4<sup>th</sup> September**

Finished design for the allotment gardens

**28<sup>th</sup> October**

Building permit for allotment gardens

**December**

Project approval for the allotment gardens by the Flemish Government

**2015**

**February**

Start implementation allotment gardens

**May**

Completion allotment gardens and landscape work around the management centre.

# Stakeholder involvement, transnational workshops, public information and events



18 - 04 - 2008



## 2011 Transnational workshop

**16<sup>th</sup> February**

Joint design panel in Veurne.

## 2012 Stakeholder information and involvement activities

**27<sup>th</sup> April**

Excursion to Gent for the city of Veurne, the province of West Flanders and the project team of WWI (20 participants)

## 2012 Transnational workshop

**28<sup>th</sup> November**

Joint design panel in Chester  
The outcome of the transnational workshops with the joint design panel was that in February 2013 the decision was made to abandon the idea to use an old building for the management centre but build a new one. This new management centre became 'het Suikerklontje', the iconic new building centre for the sugar factory development project.

## 2013 Stakeholder information and involvement activities

**14<sup>th</sup> May**

1st Workshop learning network sustainable housing quarters. 19 participants from 6 stakeholders (province of West Flanders, experts from the learning network, city of Veurne, Natuurpunt, architect Jan Maenhout)

### Quotes of the workshop

**Pascal Sticker, alderman - city of Veurne**  
*"The city of Veurne is pleased that WWI plans to realize in cooperation with private stakeholders a sustainable housing quarter at the sugar factory site."*

**Norbert Roothaert, Natuurpunt**

*"We are willing to start negotiations with WWI about the rent, lease or purchase of the nature conservation park on the sugar factory site."*

**23<sup>rd</sup> October**

2nd Workshop learning network sustainable housing quarters. 16 participants from 7 organisations (=city of Veurne, province of West Flanders, City of Ieper, experts from the learning network, TuinHier, Christian Union ACV)

**12<sup>th</sup> December**

Study day with site visit for the members of the EGTC Flandre - Dunkerque - Côte d'Opale (20 participants)

## 2013 Public information and events

**22<sup>nd</sup> January**

Information moment on-site inhabitants

## 2013 Temporary use

**16<sup>th</sup> January**

permit for temporary use for television series

**January - August**

'In Flanders Fields' Set for WWI Belgium television series





### 2014 Stakeholder information and involvement activities

9<sup>th</sup> July

Excursion to ecological allotments in Ghent

**Quote of the excursion**

Jan Pattin, chairman of the Veurnse Volkstuin, feitelijke vereniging

*"We are very happy that WVI asked us to realize a common project for peoples vegetable gardens in the park that will be developed on the sugar factory site, near the place where the management centre will be erected"*

### 2015 Transnational workshops

21<sup>st</sup> January

Transnational training workshop: market consultation, business clusters, IT community, volunteer management, employment effects

### 2015 Stakeholder information and involvement activities

24<sup>th</sup> June

Opening of 'het Suikerklontje' (MC Sugar factory project)

### 2015 Public information

Spring

Information bill board and flyer

### 2014 Public information and events

2<sup>nd</sup> April

Information session for citizens of Veurne

16<sup>th</sup> April

School visit for own master plan project

27<sup>th</sup> September

Hiking club event.



## Outcome – involved stakeholders

### Public – WVI (regional development agency)

WVI is owner of the management centre and will use it as office building (not permanently) for information provision, publicity and promotion and meetings concerning the sugar factory project. WVI will have contracts with the stakeholders concerning a free right of use. WVI will only charge the utility costs that are used (e.g. the allotment gardens gardeners can use water and electricity and that will be charged). The general principle is that the management centre is open to any event related to the sugar factory site.

### Public - Province of West Flanders (regional authority)

Use for free of the information box the province made when making the master plan and the spatial executional plan for the sugar factory site – it will be put in the management centre or just outside the door as promotion of the management centre and the sugar factory site. The support point for sustainable housing of the province has asked whether they can use the building when their building is in renovation. An agreement will be made before the usage starts.

### Public - City of Veurne (local authority)

The city takes care of the booking system for the centre and can make use of it if the event is related to the sugar factory site. The city of Veurne is also partner in the allotment garden project (delivery of material for footpaths) and subsidises the green roof of the management center.

### Volunteers - Natuurpunt VZW (trust)

Natuurpunt will use the management centre as starting point for nature walks, as place for nature education (with schools), for workshops and seminars, as watch point (roof of MC) and for storage of their communication materials. Between WVI and Natuurpunt an agreement will be made for the development and management of the nature park on the site by volunteers of Natuurpunt.

### Volunteers - TuinHier VZW (trust)

TuinHier will use the management centre for meetings and workshops about (ecological) allotment gardening. TuinHier will do the management of the ecological allotment gardens. The chairman of TuinHier has offered to be the caretaker of the management centre on a volunteer basis. A user agreement for the management centre including care taking tasks will be made with WVI.

## Positive effects

The manage+ project made WVI think of topics we are not used to think of. The project induced “out of the box thinking” like the management centre, the allotment gardening, the PPP-process, the project website, etc. Community thinking became part of the working process for the sugar factory site and WVI hopes to continue this in other projects.

## Lessons learned

- The PPP-structure process was tough and hard to do, but the most fulfilling too. The management structure study of Deloitte did not really bring what WVI wanted in the end but it made WVI think of PPP in a different way and made WVI work towards a well-designed PPP-structure.
  - The manage+ project had a difficult start in WVI because the aims and objectives lied too far away from the daily work. On the other hand, once involved, colleagues started thinking ‘out-of-the-box’ which lead to beautiful ‘wow’ moments like the allotment gardens and the market consultation for the PPP-structure.
  - For WVI ‘grabbing chances’ was used as ‘method’ to get events on the site. Examples are the making of the World War I series. The site was used to make a trench and battlefield scene. (Björn Denecker, the sugar factory coordinator, was a supporting actor in the battlefield scenes.)
- For the allotment gardens WVI grabbed the opportunity of subsidies of the Flemish government. For the green roof on the MC municipal subsidies were applied for.

## Most proud of...

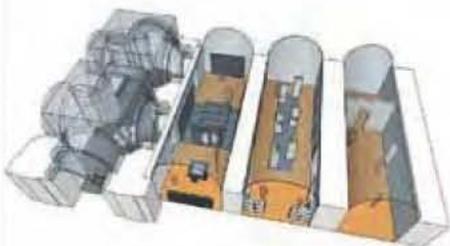
**WVI is most proud of the experience gained with stakeholder mapping. It was very time consuming but proved very worthwhile for all the different processes that had to start on the site: the housing development, the management centre, the allotment gardens, the nature conservation area etc. Stakeholder mapping will certainly be incorporated in the methods WVI uses for project development.**



**Eveline Huyhge** European funding officer at WVI

# Pilot project Weißenburger Tor

The Weißenburger Tor is part of the well-preserved fortification buildings in Germersheim, a town situated on the west bank of the river Rhine in 'Bundesland Rheinland-Pfalz' in south-west Germany. The Weißenburger Tor has been used by the armed forces until they left around the turn of the century. Due to its prominent status in the region and the quality of the location, the building is qualified to act as a management centre and forms the focal point of management and marketing actions. It will be developed into a facility for stakeholder gatherings, public relation events, instruction and training courses and work space for preparation and implementation of campaigns. Furthermore, it will be the focal point of tourism with a local tourism office, a space the virtual presentation of the fortification, the town and the region and the assembly and starting point for various sight-seeing activities. Preferably within the manage+ project an upgrade to regional significance is being pursued as it will be developed as formal gateway to the region.



benefits through modern marketing and information about the regenerated complex. It will not replace existing marketing organisations, but serve as a coordination place for different, hitherto separate promotion actions.

The Weißenburger Tor should become a centre for tourism and multiple stakeholder marketing, which goes beyond traditional marketing. It has a more complex dimension with the involvement of stakeholders as multipliers and contributors. The City of Germersheim wants to develop a concept for broad public-private local-regional marketing partnerships.

The concept for a management centre which promotes multiple stakeholder marketing and user information in combination with professional area management will be highly relevant for many other regenerated areas across NWE. A transnational design panel will help to improve the concept by giving advice about the conversion of functional into physical concepts, and for an environmentally-friendly construction and area operation. Transnational cooperation will help to disseminate this experience.

The new centre will be the seat of a small management team which will develop extended public-private partnerships for coordinated area operation and marketing, with new services, events and other offers for users of the area arranged by private businesses and citizen groups. The management and marketing centre will support citizen groups to present and expand their various activities. Identity and further social activities (in fields such as environmental, cultural, sports) will be promoted by involving stakeholders by letting them support new activities by voluntary in-kind contribution (staff for visitor activities, preparation of events, maintenance work). The centre will enhance economic

## Stadt Germersheim Tourismus-, Kultur- und Besucher-Zentrum im Weißenburger Tor



### Address

Paradeplatz 10  
D-76726 Germersheim  
Telefon: +49 (0) 7274 - 97381 -71  
[www.germersheim.eu](http://www.germersheim.eu)

### Opening hours

From 1st April to 1st November  
Monday to Friday from 10.00 – 17.00 hours.  
Saturdays from 10.00 – 14.00  
Sundays and bank holidays from 10.00 – 15.00.  
From 1st November to 1st April  
Monday to Friday from 10.00 – 17.00 hours.  
Closed on Saturdays and Sundays.

### Money involved

Realization of the MC: 1.189.250 €  
Contribution by manage+: 672.000 €

### Staff

In total 5 full time job equivalents (fte's) - and 1 student apprentice - divided over 5 jobs are in place at the new MC Weißenburger Tor. This staff is managed by the city administration, located at the town hall. The tourism manager is the superior to the staff at the Weißenburger Tor. She is responsible for the staff. Of these jobs 2 were new and 3 were transferred from the town hall to the management centre.

- Service desk & telephone info, ticket sales: 2 fte
- Backoffice: 2 fte NEW
- Facility manager: 1 fte
- Student apprentice: 1 fte

In total 5 fte (plus 1 student apprentice)



## Planning process

**2009**

**August**

First steps planning the future use of the Weißenburger Tor after the conversion (after military use)

**2010**

**14<sup>th</sup> April**

Signing partnership agreement

**8<sup>th</sup> June**

Workshop and feedback from joint design panel

**September**

Start of planning/design with architect Gerd Gassmann, Karlsruhe

**December**

First works to explore the underground

**2011**

**April**

End of planning and design. Building application finished

**April - May**

Workshops and execution stakeholder mapping. Outcome of the stakeholder mapping process were the two workshops on tourism ('tourist talks') on 6th April and 15th June. This was the start of the informal stakeholder marketing and eventing network for GERMERSHEIM.

**August**

Working on tendering for the building, ground works, etc.

**Dec**

Official tendering (finished in January 2012)

**2012**

**February**

All building permits are given

**June**

Start of building for both wings of the management centre

tourist office/conference room and exhibition rooms

**June**

Start of designing the exhibition with several experts

**Nov**

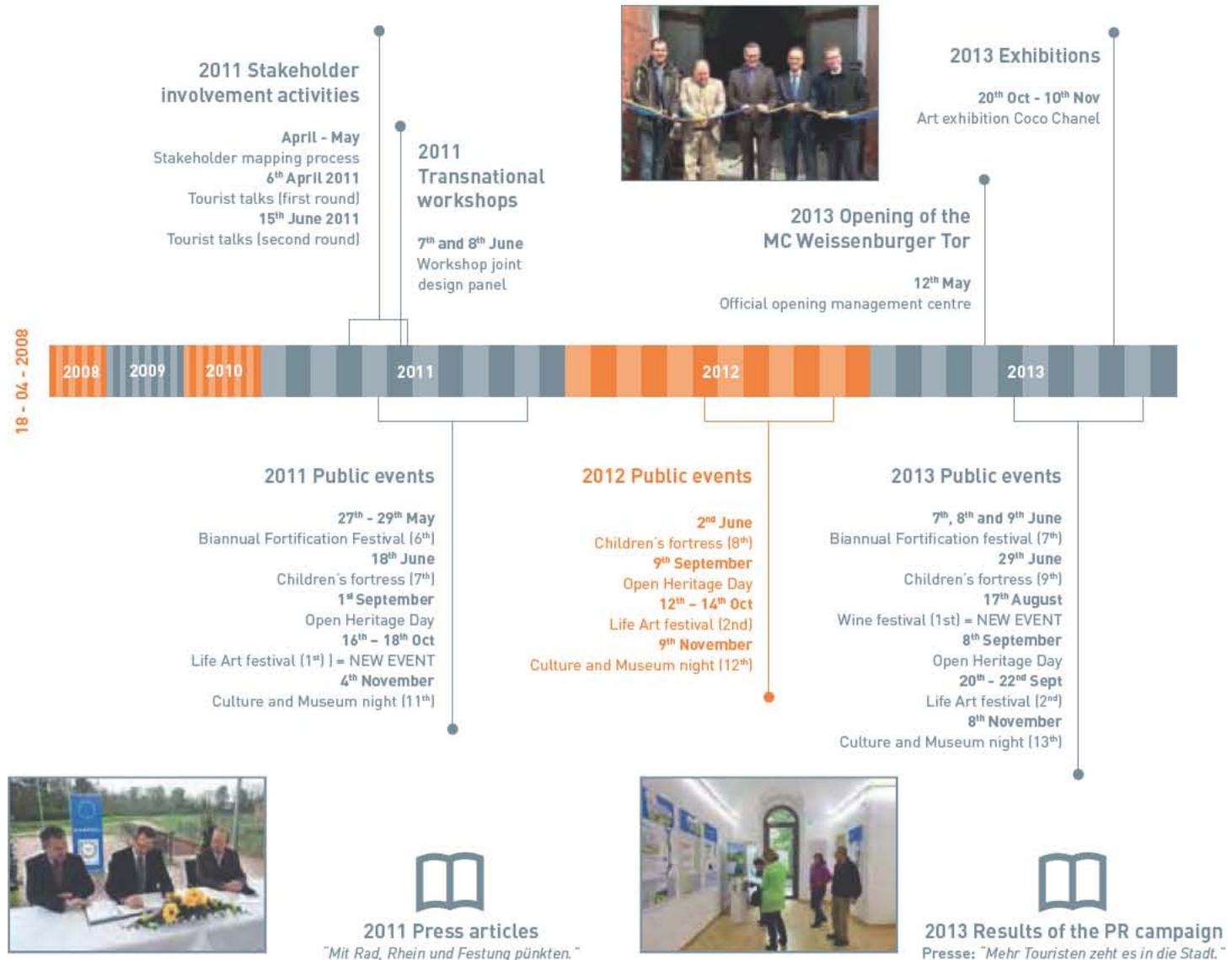
Making and fitting in the exhibition about the fortification history (finished in April 2013)

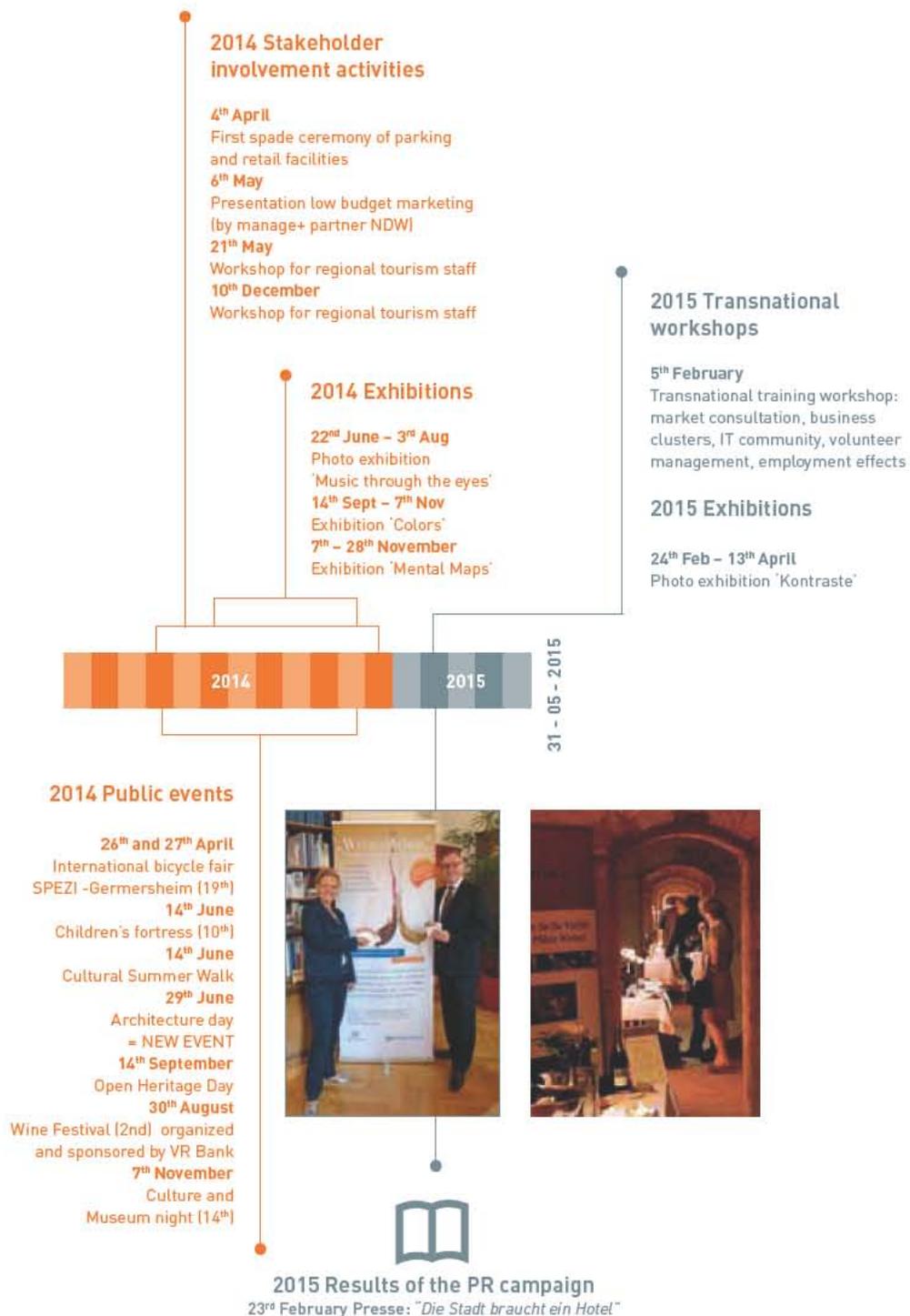
**2013**

**12<sup>th</sup> May**

Opening MC and exhibition

## Stakeholder involvement, transnational workshops, public information and events





## Outcome – a living network of involved stakeholders

### Outcome of stakeholder mapping

The town of Germersheim established a large network of stakeholders that plays an increasingly important role in the marketing of Germersheim and the surroundings. This network is an outcome of the stakeholder mapping and 'tourist talks' at the beginning of the manage+ project where more than 280 stakeholders were invited.

The informal stakeholder network facilitates tasks of the management centre, creates new events and brings in new ideas, extra time and money for marketing. There are no written arrangements or formal steering mechanism in this public-private-community network. But when the need arises relevant stakeholders find each other in impromptu organization committees. Lots of informal contacts and a living network make it easy to work together even on very short notice.

### The network for marketing support

These stakeholders support by investing expertise, time and money in the marketing of town and region or the sponsoring of events.

#### Public partners:

- SüdpfalzTourismus Stadt Germersheim
- SüdpfalzTourismus Kreis Germersheim
- GWL Gewerbe-Leistungsgemeinschaft
- Pfalztourismus e.V.

#### Private partners

- Pamina e.V.
- Technologierergion Karlsruhe e.V.
- Local shop owners association GWL
- Local banks

### The network for joint activities

A lot private or community partners support or organize activities and events by themselves.

- Local associations supporting event partners, guides, etc.
- Local banks new annual Wine tasting event;
- Gerwerbe- und Leistungsgemeinschaft Cultural night in November
- Kutschfahrten P. Kostolany coach tours
- Segway Partner Segway tours
- Local wine shop "Vino Kastel" Wine tasting events at the visitor centre or in the fortress combined with guided tours
- Sprechergruppe Ohrenschmaus; Private and community partners for cultural events: Uli's Weinbar & Tore; Freunde cinema, music, poetry slams, theatre, event, exhibitions, handgemachter Wirtshausmusik) street art etc.

### Future wishes and policy to expand the stakeholder network

There is a possibility to rent out the rooms at the first floor of the WBT building. They were not part of the manage+ project but now the whole site is very well regarded and the current tenant is thinking about moving out. Maybe interesting stakeholders move in there. At the moment the town government is planning future workshops to create new ideas and strategies for (new) businesses and how to use empty shops or abandoned property in the inner city.

## Positive effects

Years ago Germersheim started to advertise to get tourists in the town and to present itself as an attractive destination for people from the region for a short visit or a drive by. Germersheim was very active in inventing and installing cultural facilities and events, and it has a calendar full of interesting public events throughout the year.

The manage+ project wrapped up all this activities and enabled the last necessary steps for the municipality of Germersheim. Manage+ enabled the building of the management centre and the exhibition, the multi-functional room and all the facilities that make it a wonderful tourist info and a management centre that is really one of a kind. The municipality could make good use of the funding that was necessary to create a project of this size.

Now we have a real Tourist info that hints to all the lovely sights and historic buildings and at least the impressive remains of the historic fortification. The whole city smells like a real touristic destination now. Not only new jobs and new places to go were created. What is most important is that many people not only love their home town but begin to be proud of it and that they start to talk about it positive where ever they are in the world. In former times the image of Germersheim wasn't too good – but that has changed and still changes a lot at the moment.

## Lessons learned

The town administration learned how to market a complex project of that size. Initiated by the manage+ project we learned and understood how to cooperate jointly with various marketing partners and how to deal with a large variety of different stakeholders in multiple projects. During the project and with help from our partners we learned how to contribute in international projects even though our town is rather small. From our partners we learned a lot about functional management models, complex tendering procedures, planning and designing PPP structures and how to negotiate and make contracts with stakeholders. Now, thanks to manage+ there are a lot of future plans and ideas how to market and exploit the remains of the historic fortification and the local heritage.

## Proud off ...

When I - Franz Dehof, project leader manage+ for Germersheim - was a child: a young, curious and adventurous guy, it was prohibited to go to very many interesting places we had in Germersheim because there were caserns and a lot of prohibited areas all over the place. Most of all we feared the big and wild watchdogs they had inside the caserns, especially at the caserns directly at the Weißenburger Tor. Many years later - after I moved back to my home town - many of the caserns were empty. The soldiers, the dogs and the fences had gone and many places like the fortification or former caserns were open. After so many years I now was able to discover my home town and see it totally different than I had seen it in my boyhood. I love what has been developed since then and am pleased that I was part of that process in these last years when manage+ enabled Germersheim to present itself as a nice recreational and tourist destination.



Franz Dehof projectleader for Germersheim

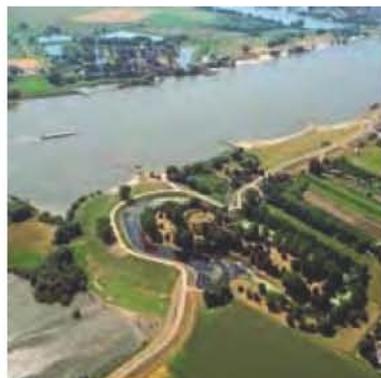
# Pilot project New Dutch Waterline

The New Dutch Waterline (NDW) was a military line of defence that extended from the former Zuiderzee to the Biesbosch. The Line was established as a protective barrier and is 85 km long and 3–5 km wide. The New Dutch Waterline's primary element of defence was water. With an ingenious water management system comprising sluices, flood canals, existing waterways and dikes the land was inundated with a shallow layer of water, deep enough to make the land treacherous and difficult to pass for soldiers, vehicles and horses. The weak spots of the line - the parts that couldn't be inundated - were defended by 85 fortresses.



The project NDW is an interdepartmental national project consisting of five departments which work together with provinces, municipalities, water boards, civic organizations, owners, private parties and citizens. The mission of the project office is to connect cultural history with spatial design and to redevelop the NDW and exploit it for economic and spatial development. A large number of redevelopment projects along the line have already been executed or are well underway.

The NDW today offers a great many tourism and recreational possibilities. Every fort has a different purpose: a campsite, a wine cellar, a museum, a restaurant or nature reserve. There are plenty of opportunities to visit the waterline: on foot, by bike, boat or car; have diner or lunch in a fort or even stay overnight in one of the forts, a bunker or a castle.



The NDW's focus now needs to shift to management, maintenance and exploitation. This requires a renewed design of the overall management and information structure. The model should safeguard and propagate the NDW in a sustainable way with less public funding and with a stronger private involvement. (This model could also be applied to the Emscher park area as this has the same decentralized setting and need for private involvement and funding). The model should have the NDW's decentralized setting as a starting point and allow for 'bottom up' management. The NDW has developed and tested such a model in manage+. It proved to be twofold: a 'virtual management centre' (VMC) and an association of public and private stakeholders: the 'Stichting Liniebreed Ondernemen' (SLO).

The aim of the VMC was to develop ICT tools and technologies to manage the complex of sites and stakeholders effectively and to encourage different groups of stakeholders to manage 'themselves'. This process started with research and a report about the IT architecture and recommendations about which tools to develop.

The aim of SLO was to create a sustainable network of entrepreneurs at and around the fortresses in the NDW and to facilitate these entrepreneurs with joint activities in marketing and promotion, events, purchasing, knowledge, fundrais-



ing and networking. This facilitation was intended to lead to more visitors and customers and to more turnover for those entrepreneurs. During the project not only entrepreneurs became a member of SLO but also public partners and associations of volunteers. During the manage+ project SLO developed itself as a good example of a stakeholder driven promotor of mutual NDW interests and an effective regional marketing organization.

## New Dutch Waterline Virtual Management Centre

### Addresses

- [www.hollandsewaterlinie.nl](http://www.hollandsewaterlinie.nl) → educational programs (page 'educatie')
- [www.fortenvademecum.nl](http://www.fortenvademecum.nl) → restoration, re-use and management
- [www.erfgoed suite.nl](http://www.erfgoed suite.nl) → knowledge network on heritage, presentation heritage collection
- [www.forten.nl](http://www.forten.nl) → IT community for event promotion

## Stichting Linie Breed Ondernemen

### Address

Rijksstraatweg 7 b  
3631 AA Nieuwerluis  
0031- 6-20565504 (Titia Blom)  
info@liniebreed.nl  
[www.liniebreedondernemen.nl](http://www.liniebreedondernemen.nl)

### Money Involved (in 2012 and 2013)

- Realization of SLO: 355.000 €
- Contribution by manage+: 180.000 €

### Staff

- In total 2 part time jobs of 28 hours were created (1,4 fte's).
- PR, marketing and communications officer: 0,7 fte
  - Managing director: 0,7 fte

SLO was supported by the manage+ project in 2012 en 2013. The members for 2015 are counted unto 15<sup>th</sup> March.

	2012	2013	2014	2015
Members	45	100	106	114



**HOLLANDE**  
**WATERLINIE**  
LAAT JE VERRASSEN

# Planning process

## Process Virtual Management Centre

- 2009**  
Development first version website 'Forten vademecum', restoration tool
- 2010**  
Research, report and advice about new IT architecture NDW.  
Three target groups were provided for with It solutions:
  - professionals: knowledge and networking
  - schools: education
  - entrepreneurs and the public: PR for events
- 2010**  
Educational programmes (4), downloadable
- 2011**  
'Erfgoed suite', website and network tool for heritage professionals
- 2011**  
IT Community of entrepreneurs and PR tool
- 2012**  
Development of training for IT community
- 2013 - 2014**  
Training entrepreneurs and SLO in use IT community
- 2014 - 2015**  
IT community is shared at transnational trainings in Chester, Essen and Germersheim
- 2015**  
Transfer of ownership IT community to SLO

## Process stichting Liniebreed Ondernemen (SLO)

- 2011**  
by NDW  
Organizing finance  
Making of policy paper and year plan  
Making and publishing job description  
Start recruiting staff
- 2011**  
**6<sup>th</sup> April**  
Founding of stichting Liniebreed Ondernemen
- 2012**  
**1<sup>st</sup> January**  
Appointment of PR, marketing and communications officer
- 1<sup>st</sup> August**  
Appointment of managing director  
Organization complete

# Stichting Liniebreed Ondernemen - stakeholder involvement and public events





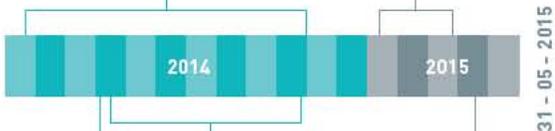
### 2014 Stakeholder involvement activities

- January: New Year's event
- 17<sup>th</sup> April: Newsletter – network
- 20<sup>th</sup> May: Newsletter – members only
- 28<sup>th</sup> May: Newsletter – members only
- 17<sup>th</sup> July: Newsletter – network
- 30<sup>th</sup> September: Stakeholder meeting 'Green Fortresses'
- 13<sup>th</sup> October: Stakeholder meeting 'Waterpower'
- 16<sup>th</sup> October: Newsletter – network



### 2015 Stakeholder involvement activities

- 20<sup>th</sup> Jan: New Year's event at Linielanding (170 participants)
- 19<sup>th</sup> Feb: Newsletter – network
- 9<sup>th</sup> Mar: Newsletter – network
- 30<sup>th</sup> Mar: Stakeholder meeting Fort Marken binnen



### 2014 Regional marketing magazine

April  
1<sup>st</sup> Magazine  
FORTRESS!



### 2014 Public events

- 19<sup>th</sup> – 21<sup>st</sup> April: Opening fortress season
- June and July: Event 'Taste the lines'
- July – August: Event 'Summer full of Stories'
- September: Event 'Fortress festival'

### 2015 Regional marketing magazine

April  
2<sup>nd</sup> Magazine  
FORTRESS!



### Membership form SLO

**Inschrijfformulier**  
**Opname van de Nieuwste Linieland Ondernemers**

1. Naam Persoon: \_\_\_\_\_

2. Bedrijfsnaam: \_\_\_\_\_

3. Naam contactpersoon: \_\_\_\_\_

4. Postadres: \_\_\_\_\_

5. Telefoon / e-mail algemeen: \_\_\_\_\_

6. Website: \_\_\_\_\_

7. KvK-nummer: \_\_\_\_\_

8. Graad van aansluiting op de Nieuwste Linieland Ondernemers:  
 Ik ben lid van de Nieuwste Linieland Ondernemers  
 Ik ben lid van de Nieuwste Linieland Ondernemers en heb een andere aansluiting op de Nieuwste Linieland Ondernemers  
 Ik ben lid van de Nieuwste Linieland Ondernemers en heb een andere aansluiting op de Nieuwste Linieland Ondernemers  
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 Ik ben lid van de Nieuwste Linieland Ondernemers en heb een andere aansluiting op de Nieuwste Linieland Ondernemers

9. Graad van aansluiting op de Nieuwste Linieland Ondernemers:  
 Ik ben lid van de Nieuwste Linieland Ondernemers  
 Ik ben lid van de Nieuwste Linieland Ondernemers en heb een andere aansluiting op de Nieuwste Linieland Ondernemers  
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 Ik ben lid van de Nieuwste Linieland Ondernemers en heb een andere aansluiting op de Nieuwste Linieland Ondernemers

10. Kortere omschrijving van uw organisatie: \_\_\_\_\_

## Positive effects

The financial support from manage+ in 2012 and 2013 for SLO was crucial. It gave the foundation the start it needed. The building of the IT community and promotion tool for entrepreneurs - www.forten.nl - and the link of this tool to SLO was a necessity to become more attractive for the entrepreneurs in the NDW. Because the use of the tool is 'members only' we got an influx of new members when stakeholders realised the tool was a strong means for marketing.

## Lessons learned

- Be supportive of bottom up initiatives (restrain on the top down approach).
- Be aware that positioning stakeholders is a political game.
- Be aware that it is difficult for public authorities to let go of control (decentralization of responsibilities)
- Focus on your main stakeholders (in the NDW the (strong) fortress entrepreneurs).
- Seek collaboration with existing, regional organizations or clusters.
- Deliver concrete results and show them (also short term).
- Stay in good contact with your members/stakeholders (network events, phone calls).
- Two years is too short to be a self-supporting MC.

## Proud off ...

We paraphrase the Three Musketeers: 'One for all , all for one'. We think we created a sense of 'togetherness' with the stakeholders. We mean that the foundation LBO tries to get everybody in the mood of common interests and common goals: re-creating the NDW (and other waterlines) as usable and well known (public) space. We think we are getting there.



Juke van Niekerk  
managing director SLO  
Titia Blom  
Marketing and communications officer SLO

# Developing local partnerships by applying a strategy that involves stakeholders

## Outcome

The process of achieving a successful strategy that involves stakeholders can be transferred to other organisations and regions. Start with a stakeholder map, use the questionnaire to categorise stakeholders and finally complete the stakeholder inventory.

The organisation needs motivated and enthusiast project officers who want to invest time in the process of getting stakeholders involved. They have to be well prepared, have negotiation skills and show respect for others' opinions. Stakeholder involvement is a process that needs to be dealt with in a structured way. The experience of the partners showed that the path to the end goal was not always straight and could take different paths to get there.

- stakeholder involvement increases creativity;
- those that make the most noise are not always the most important;
- contact with stakeholders is very personal; find a personalised approach;
- be flexible: don't exclude stakeholders that have a different aim to yours;
- remain positive even in hard times;
- accept that the relationship with the stakeholder changes over time;
- you cannot please all stakeholders: choices must be made;
- just do it! Consider stakeholder involvement, it is worthwhile.

## Approach

It is important to define the approach by which the stakeholders will be involved. Will it be top-down (regional coherence) or bottom-up (common aim) or a combination of both? The scope of the project is important for defining the approach.

In projects like the New Dutch Waterline and the Emscher Landscaped Park, regional coherence is a very important factor. For that, a top-down approach is required. This top-down approach consisted of the redevelopment of the 85-km military defence line of NDW by setting up a national project organisation that arranged for local stakeholders to be involved by establishing a network

## Experiences

Stakeholder involvement is a difficult, time-consuming but rewarding and interesting process that needs to be started as soon as possible, preferably during the regeneration phase. It allows for innovation and the integration of new ideas and it makes those involved think about and work on the post-management and operation of regenerated sites. The partners collected the following findings in their process of stakeholder involvement:



Text based on the contribution of:  
**Eveline Huyghe** | WVI  
European funding officer



of local entrepreneurs. This is much more a bottom-up approach that increases motivation, participation and cooperation. Stakeholders work together to reach a common aim that they themselves could identify. Having organised the network of entrepreneurs, the NDW, in cooperation with the entrepreneurs, has set up a foundation in which the entrepreneurs work together on marketing, communication and organising common events. The national project organisation does not play any role in this foundation, with the exception of some start-up funding. A combination of both seems to be the best option. In the NDW, this is definitely the case. Marketing for the NDW is a top-down approach. The forts that have a theme that interlinks the different entrepreneurs are the bottom-up approach. All in all, most manage+ local projects strive for a combined process.

## Method

Involve stakeholders in a structured way, manage expectations and be realistic and honest. The organisation in search of stakeholders must be very clear about what topics can be discussed and what is not open for discussion. The role of the stakeholder must also be clear. And do not be afraid to negotiate budgets. Define the limits of the project. Inform the stakeholder of the boundaries and restrictions, those aspects of the project that cannot be changed. This puts limits on management and operations and needs to be communicated at an early stage in contacts with the stakeholders. Stakeholder involvement needs to be done step by step. The manage+ partners agreed on a

working process that comprises the following steps.

1. Make a stakeholder map of your own project
2. Complete a stakeholder inventory form for all the stakeholders
3. Draw up a strategy for involving stakeholders.

## Process

The process starts by prioritising potential stakeholders: is the impact of the stakeholder on the project considered high, medium or low? The stakeholders with a high impact are those that are by their very nature important for the management and operation of the regenerated site. Another important step is to identify the current attitude, interest and activities of the stakeholder. As with a job interview, it is very important to know the organisation you contact in order to make them a proposal for cooperation that fits their business model and culture. It is equally important that the organisation that searches for stakeholders is able to identify what they expect from the potential stakeholder. This is what is referred to as the attitude and activities required. Once this knowledge has been obtained, a plan can be drawn up for contacting the stakeholder. This is comparable to a communications plan: the message is outlined for the stakeholder and communication measures are proposed to convince the potential stakeholder. The communication measures are ideally customised because they need to be adapted to the stakeholder's business model and culture. The message must be well thought through because this is really the aspect that needs to convince the potential stakeholder to

get involved. It should answer to the question "Why should I be interested in getting involved?" Having taken all these steps, the stakeholder can be contacted to negotiate its potential role in the management and operation of the regenerated site.

## History or topic

It helps to find a common topic to work on or choose a viable theme. Use the history of your site or region to capture the stakeholder's interest. This can be a management topic such as, for example, a common marketing strategy being worked out by the city of Germersheim in cooperation with Verband Region Rhein – Neckar and local players. This common topic can also be a theme based on which stakeholders can organise different activities. Here, we have examples from the NDW.

## Messages

Structure the message to the stakeholder according to the time schedule and phases of the project (beginning, middle and end). It is important that stakeholders are approached and involved at the correct phases of the project. Therefore, stakeholder consultations and outcomes have to be built into the project timetable to ensure the right messages are delivered at the right time. In every project phase, different and customised messages are needed to reach and involve the stakeholders. These messages evolve with the project phases. In the early phase of a project, one may "just" want to involve the stakeholders through information meetings. As the project progresses, the stakeholders may change their role and level of involvement by becoming more deeply

and even financially committed. This phase needs another message to keep these stakeholders in the project.

## Know what you want

Define what you want to achieve before you go to the stakeholder, approach the stakeholder with a proposal and show respect for their views. The aims of cooperation must be known, the goals that have to be achieved when presenting a proposal to the potential stakeholder. Be prepared when going to the potential stakeholder. Work out a flexible proposal to start negotiations. It is important that you know the stakeholder you have in front of you, to know his/her aims, objectives and targets. Respect does not mean that you always have to accept the stakeholders view, but that you do try and find a common solution. Only with respect and mutual trust is it possible to find a consensus.

## As soon as possible

Involve stakeholders as soon as possible in the process. By involving stakeholders at the beginning of the process, their ideas and proposals will be more relevant and easier to integrate in comparison with involving them in something that is finished and needs to be adapted to implement their ideas. The participation process should take place at the beginning of the project to help define the project.

## To keep in mind

A major problem that all partners encounter is misunderstandings among stakeholders, unspoken issues and ambitions. These problems can be solved through an extra effort

to communicate and by having a clear project definition that is accepted by all stakeholders from the beginning of the project. Another problem from many points of view is cooperation with private commercial companies. Private companies want have fast solutions to problems. The majority of them do not want to be involved financially, their reason being that they pay taxes that can be used for management and operation. Unless it can be proved that they it is to their advantage to be involved. As these players are a rather critical audience, the benefits to them can be difficult to find. This can be solved by making a good business case that can be presented to them. This is also described in the messages and recommendations. Engaging different levels and different groups of people is also a problem where the partners are confronted with this. It really requires a customised, personal approach for each stakeholder (or type of stakeholder), which is a very time-consuming process. Compromises need to be found, but the player that takes the initiative to involve stakeholders is not the only one that must be indulged.

# Organising joint activities

## Outcome

One outcome of the previous paragraph – stakeholder involvement and the development of local partnerships on and around a site – was the establishment of a network of public, private, civil and social stakeholders. One of the aims of manage+ was to make this a living network by organising joint on-site activities and events. The opening of a management centre was meant to be a pivotal moment in organising stakeholder-driven activities and events as part of the project. In the process of developing a management centre up to its opening, the aim of the project was to prepare those joint activities: 'Develop options and procedures for involving citizens and business in the arrangement of on-site activities'. After the management centre opened, those joint activities had to be coordinated and implemented: 'Initiate and coordinate the cooperative development of visitor activities'. During the project, it became clear that you shouldn't wait to organise events until a management centre is up and running. When there is chance for an activity or event: just get on and organise it. Why? Because it keeps the network involved and alive, it is a chance to gather useful experience and it creates liveliness and dynamism on the site. In doing so, goodwill will be created towards the site and the management centre. The experiences of the partners in the manage+ project show that it is very important to look upon the participation process of stakeholder involvement as a method of managing goodwill. Creating goodwill is one of the key elements when the aim is to develop a sustainable management centre, the significance of which is that it is based on the contributions of a network of all kinds of stakeholders.



Text based on the contribution of:  
**Martin Vastenhout | NDW**  
 External expert on joint activities and marketing

## Lessons learned

In the manage+ project, the meetings, exchanges of experience and examples, site visits and interviews produced a bird's-eye view of the process of arranging stakeholder-driven, on-site activities. It became clear that the partners had had similar experiences in involving stakeholders in these on-site activities. Seven lessons could be

deduced from this overview of experiences. Although there are cultural differences – for instance in volunteering – there is a lot of common ground on this topic. The lessons are transferable between the partners and probably apply throughout Europe. The lessons can be applied to every organisation that starts a process of regeneration on a heritage site where stakeholders have to play an important role in investment in, and management and operation of, the site. The set of lessons can be used as a guideline and a reminder in the process of stakeholder management. These seven lessons were:

- 'Keep an open mind'
- 'Take a 180-degree turn'
- 'It's about managing people'
- 'Time and continuity are essential'
- 'Go for the multiplier effect'
- 'Everything you do is marketing'
- 'You can manage serendipity'

*'Serendipity is the occurrence and development of events by chance in a beneficial way. This principle is used in Research and Development as a means of not overlooking beneficial side effects that occur during the research project and process.'*

### 'Keep an open mind'

What proved to be very important was keeping a permanently open mind when arranging on-site activities. In the process of establishing a management centre and its operation, the stakeholders identified (and not identified!)

will inevitably come up with new ideas for activities. No matter how thorough the stakeholder mapping was, there will always be people and organisations who are overlooked. By constantly providing citizens, business, public and semi-public organisations with information about the plans and organising activities and events on the site, there will be unforeseen opportunities. Procedures and tools are imported, but the attitude – the open mind – of the public professionals involved make or break stakeholder involvement and the arrangement of on-site activities.

### 'Take the 180-degree turn'

A lesson learned – or (intuitive) knowledge confirmed – is that you cannot deliver a successful project like a management centre without the support of the local community (citizens and businesses). It is not necessary for all stakeholders to be enthusiastic about the management centre. There will almost always be parties who are suspicious. To overcome this suspicion towards the project, investing time in involving citizens and local businesses and organising onsite activities is necessary in the preliminary phase of the project. From the initial contacts onwards, it is important to realise that the goal is to manage goodwill towards the site and the management centre. Without goodwill there will be no enthusiasm



among the stakeholders. Public partners sometimes use participation processes merely for the purposes of 'damage control' (overcoming suspicion). This is a missed opportunity. Take the 180-degree turn: look upon the participation process as the best opportunity for managing goodwill and enthusiasm towards the site and management centre, for getting external partners to organise on-site activity and not merely as a means of damage control. It is the start of the marketing campaign.

**'It's about managing people'**  
The public partner wants to mobilise

other partners. This cannot be imposed or demanded, but can only be requested. The other stakeholders - citizens, business, public and semi-public organisations - have to become enthusiastic about the site. The public professional has to have good process and people-management skills. (In addition to good project-management skills). In this process of managing people, it is vital to bear in mind that you can buy expertise, but that enthusiasm has to be earned. All the potential partners - no matter how small - have to be taken seriously. Respect, taking time, listening hard, responding quickly, sticking to your

appointments and keeping your promises are vital for keeping all the potential partners motivated to play their part in organising activities.

### 'Time and continuity are essential'

Trust is the key to managing people. This can be achieved by building a (long-term) relationship. Investing time in the stake holders and continuity in the project is essential. The public partner should have a permanent team of project, process (and people) managers involved in the project to ensure this continuity. Nevertheless, 'changing of the guard' has also happened in the different processes of developing the various management centres. In every case, this disrupted the process because 'relationship-building' had to start all over again. This inevitably led to delays in the project.

### 'Go for the multiplier effect'

Organisation of onsite activities will create dynamism, free publicity and it gets people on to the site. This always and inevitably leads to more activities. The experience of the manage+ partners is that after almost every event, people and organisations will ask what the possibilities are for the site. This process is ongoing and can be self-sustaining. One activity or event can lead to another. When the opportunities are seen by the public

partner and all incoming questions are managed well, a regular list of possible activities - guided tours and children's activities, for instance - and a calendar of varied events organised by external partners can be established in a couple of years.

### 'Everything you do is marketing'

When the public body manages the process with a solid core of public professionals - with project, process and people-management skills - citizens and local businesses will become advocates of the project and the shared organisation of activities that is required. Looking at it this way, they have become part of the site's marketing team. Stakeholder involvement and the organisation of on-site activities before and after the opening of a management/visitor centre should be part of the communication and marketing strategy for the site. A valuable insight provided by the manage+ project is that organising various on-site activities before the management centre opens is the first step in the marketing campaign. Every contact also constitutes a contact for marketing the site. A regular calendar of events with a lot of variation in the activities is a strong tool for marketing the site among new and existing stakeholders and can be used to demonstrate all the opportunities the site has to offer in a festive and positive way.

### 'You can manage serendipity'

Serendipity means a 'fortunate happenstance' or 'pleasant surprise'. The notion of serendipity is a common occurrence throughout the history of scientific innovation and is used in the research and development process. In the context of organising joint activities, it means that the public body has to realise that there will always be unexpected opportunities outside the identified stakeholders for new partners, companies, activities or events on the site and/or in the management centre. You can create the circumstances where serendipity can occur. Organising on-site activities always leads to unexpected opportunities which can be beneficial to the operation and dynamism of the site and surroundings. All the partners in the manage+ project have had those pleasant surprises. The insight that you can actually manage pleasant surprises was a significant one.

# Stimulating business clusters

## Outcome

For manage+, business clustering was defined as: 'A model for creating and developing sustainable tourism through working partnerships, thus increasing the visitor economy of a region'. Business clustering is a means to get private and public stakeholder cooperation on joint tourist packages and joint marketing. The concept for the business clustering tool was based on the experiences of Cheshire West and Chester. This concept proved appropriate to the partner projects where a certain critical number of touristic businesses and events, pubs, restaurants and hotels were already in place. When there is a minimum number of businesses in existence based on heritage, nature tourism and the hospitality industry, (entrepreneurial) cooperation in a business cluster is almost always possible. CWaC proved that a public body can start a cluster and develop it in a sustainably independent manner. Business clustering is one of the opportunities manage+ identified for reducing public funding for the marketing and development of tourist packages.



Text based on the contribution of:  
**Steve Woolfall | CWaC**  
 Project Development Officer  
 Museums and Arts Service

## Lessons learned

The experiences of CWaC in business clusters show that the implementation of a business cluster has four key stages:

- establishing the group;
- consulting and team-building;
- group structure and roles;
- strategy and performance.

## Establish the group

The first stage is to establish quality criteria for group membership and for establishing the group. The cluster should have quality as its key aim with all members being a quality business focused on a good customer experience. An ideal busi-

ness cluster should be within a 10 to 12 mile radius, reflect the complementary nature of attractions within the cluster and how they add value to the visitor experience, creating a sense of place. Agree the core businesses within the potential cluster.

## Consulting and team-building

All potential cluster partners – public and private – will be stakeholders. It is essential to bring the partners together to agree common goals. Run team-building exercises such as, for instance, social events including familiarisation visits to each business, so that all partners understand each other's ways of working and each other's key skills and strengths. Let all stakeholders sign up to a Code of Practice.

## Group structure and roles

Define the roles and responsibilities of each cluster member based on their key skills. Appoint a Chairman from within the group and appoint members with responsibility for Strategy Development, Events and Marketing.

## Strategy and performance

To ensure that the cluster operates smoothly, agree a development plan, funding plan and performance measures. Develop a group strategy to identify internal relationships, joint working methods and secure long-term viability. Create a promotional strategy focusing on

joint marketing (tickets, passports, discounts), events, publications and publicity and create a new cluster website.

Agree on a funding programme that works towards the cluster being self-sustaining. Discuss what funding each business can contribute to the group to ensure viability and financial control. Set up a robust mechanism for monitoring returns on investment in terms of an increased number of visitors and more business.

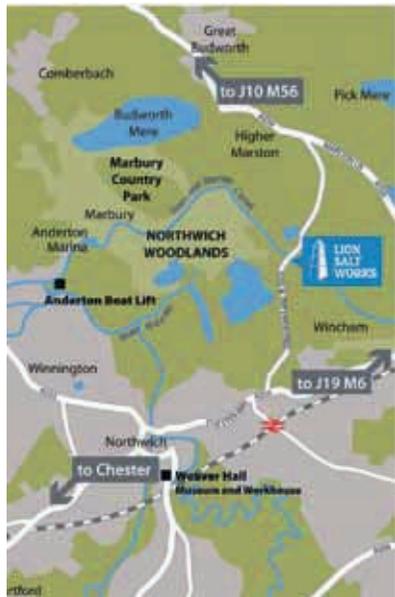
## Start the business cluster – set up a workshop

A fast way to start a business cluster is to organise a workshop with relevant stakeholders. These stakeholders can be identified with a stakeholder-mapping exercise. This method is described in paragraph 5.3 of the training on business clustering. Templates to list those businesses and attractions that could become part of a business cluster are useful commodities. The template that was used in the mapping exercise is in the report which can be downloaded. The workshop focuses on four categories:

- Attractions (rural, gardens, heritage, family)
- Enjoy (activities, eat and drinking, entertainment, shops and facilities)
- Accommodation (Bed and Breakfast, serviced, self-catering, other)

- Rural destinations (country/landscaped parks, hiking routes and walks, cycling, horse riding, other)

Within the manage+ project, four transnational workshops on business clusters were held to discuss each other's opportunities with respect to this possibility of stakeholder involvement. The partners had useful outcomes from these workshops. These outcomes were used in new tourism and marketing plans which had been under development with several partners.



## Example from CWaC: Lion Salt Works business cluster

### Members of the business cluster

A mapping exercise was carried out to identify the core businesses around the Lion Salt Works, which highlighted a number of key tourism businesses (places to eat and drink, rural destinations and industrial destinations, for instance) that create a visitor journey through the area's history and heritage. The core businesses are:

- Lion Salt Works
- Salt Barge public house
- Anderton Boat Lift
- Weaver Hall Museum
- Northwich Woodlands/Marbury Country Park
- River Weaver Navigation Society
- Wincham Hall Hotel

### Roles and Responses of the businesses

Stakeholder meetings were held with the businesses. All the businesses responded positively to becoming members of the business cluster.

It was agreed at the stakeholder meetings that:

- The cluster would be centered on the Lion Salt Works
- The cluster would have a circular geographical boundary of 5 kilometers.

The stakeholders agreed their roles within the business cluster as follows, based on their skills and expertise:

- Anderton Boat Lift: a key industrial heritage attraction sited on the canal along from the LSW.
- Lion Salt Works: opportunities for joint marketing and joint ticketing and event management.
- Weaver Hall Museum: an established part of Cheshire West and Chester Museums. Joint events, promotion, ticketing and sharing human resources.
- Northwich Woodlands/Marbury Country Park: Cheshire West and Chester Ranger service. Natural heritage events and joint marketing.
- Salt Barge Pub (opposite Lion Salt Works): a key partner for catering and accommodation. A provider of supplies for the Lion Salt Works café and events catering. Recommended site for visitors wanting main meals.
- Weaver Valley Navigation Society: interested in running boat trips along canal between the Anderton Boat Lift and the Lion Salt Works.
- Wincham hall Hotel: accommodation for visitors to the area.

Marketing and promotion would be handled through Marketing Cheshire, which would be responsible for promoting the business cluster through all tourism channels. It was agreed that the cluster would initially be chaired by Cheshire West and Chester during the initial set-up phase. Once established, a new chairperson would be appointed from within the group.

## Example of a CODE OF PRACTICE from the BRECON BEACONS NATIONAL PARK

This was one result of the Interreg IV project Collabor8 and was both used by CWaC and SLO.

### SUSTAINABLE TOURISM PARTNERSHIP DESTINATION

#### Sense of Place

In the Brecon Beacons, we will work together to create an authentic experience based on the unique identity of the National Park, which offers compelling reasons to visit.

#### Sustainability

In the Brecon Beacons, we will work together to ensure that tourism takes positive steps to minimise the impact on, and maximise benefits to, the environment, society and the local economy.

#### Quality

In the Brecon Beacons, we will work together to meet and exceed customers' expectations through every contact with the destination.

#### New technology

In the Brecon Beacons, we will work together to enable all our people to access and use new technology as a natural and profitable aspect of their business lives.

## Example from NDW: business cluster Stichting Linie Breed Ondernemen

In the manage+ project, the Stichting Linie Breed Ondernemen may be regarded as a very large formalised business cluster. SLO has more than 135 public and private members and a variety of (volunteer) associations. In the near future, SLO hopes to sustain itself by collecting membership fees. SLO organises different stakeholder involvement and familiarisation activities throughout the year. All members have signed a Code of Practice. This code was based on the code developed in the Collabor8 project – Interreg IVB. Another means of further enhancing the quality of business performance in the NDW is the institution of the 'Linie Award': a prize for the SLO member who delivers an outstanding performance in the NDW. The award ceremony is always held at SLO's New Year event and generates a lot of free publicity for the NDW, SLO and its members.

# Creating sustainable management structures

## Outcome

The management models from the partners show a heterogeneous structure with a view to the management structure, scope of management, legal and contractual organisation, available resources, financing models and tools used as well as the area of stakeholder integration.

The management models are described below, each with a list of transferable aspects that can be used to create sustainable stakeholder-driven funding, management and operation of heritage sites and their management and/or visitor centres. The paragraph concludes with lessons on the overall process management and management concept for a stakeholder-driven management centre.



Text based on the contribution of:  
**Nora Künemund** | RVR  
 Project manager

## RVR management model for Besucherzentrum Hoheward

The RVR model is based on the cooperation of various public players (RVR, municipality of Herten and municipality of Recklinghausen).

The following transferable aspects of this model were found.

- The organisation of the management and maintenance of Emscher Landscaped Park with different public partners at regional level.
- Deductive process model.
- Bottom-up and top-down process.
- Cooperation model and advisory board.
- Cooperation contracts for running a landscaped park or bicycle tourism.
- Organisation of the regional event 'Extra Schicht'.

## CWaC management model for the Lion Salt Works

The CWaC model is based on a single public player but may serve as an example of how to involve a charity organisation for delivering tourist activities, assisting in fundraising for individual projects and in serving as a crucial link to civil society in the management and operation of a site.

The following transferable aspects of this model were found,

- Building cooperation between the local authority, the trust, new volunteers, the neighbouring business and local citizens.
- Agreements and responsibilities of Friends' groups.
- Chester West and Chester Museums Volunteer policy.
- Heritage attraction plan.
- Partner communication and cooperation.
- Combining local and regional traditions, history and modern events (including event marketing and sales).
- Attract visitors from the region by special seasonal and (bi)annual events.
- Innovative types of networking.
- Business clustering approach.
- Building databases.

## WVI management model of Sugar Factory Site

The WVI model is notable for its concept of creating a sustainable financing model by operating a clear and adaptable selling and contract-

ing model and generating additional income to be used for various duties within the management model, such as maintenance of public parks, maintenance of collective water buffers, camera surveillance, signage and counselling on rational energy use and renewable energy production. The following transferable aspects of this model were found.

- Business-park management model including selling, renting, leasing conditions and voluntary packages.
- Creation of a business-park management association.
- DBFMO (Design, Build, Finance, Manage and Operate) structure for public-private partnerships (Deloitte survey).

## Germersheim management model for the Weißenburger Tor

The Germersheim model is based on a single public player. The following transferable aspects of this model were found.

- Stakeholder involvement by organising 'tourist talks'
- Organisation of events involving stakeholders.
- The advantage of a 'lean' management system is that decisions can be made quickly.
- When the facility is owned by the city and run by the city tourism department, the municipality organises maintenance and cleaning and keeps facilities managers and technicians available.

The city of Germersheim was assisted by the Verband Region Rhein-Neckar (VRRN) with its regional marketing. The VRRN delivered innovative transferable methods for involving the public as advocates and generators of ideas for regional marketing.

- Method of documenting the oral history of the region by involving and connecting 'young' and 'old'.
- Method of mobilising the creativity of local inhabitants of the region for regional marketing.

### New Dutch Waterline management model

The model of the NDW national project is based on multi-level multi-stakeholder involvement. The national project consists of a big number of working units composed of different players. In the management project, the focus was on how to involve the private sector by creating a foundation of entrepreneurs and helping the private sector with IT tools in a virtual management centre. The following transferable aspects of this model were found.

- Vast scope of different management models which is applied at different governance levels.
- Research on how to involve the financial private sector in financing maintenance.
- Development of a tourist infrastructure in a transformed landscaped/regenerated area.
- Inquiry regarding comprehensive

maintenance of the green spaces and buildings in the NDW.

- Interdisciplinary board of experts gathered together in a Quality Team.
- Using the story by 'Sense of place' marketing.
- ICT tools for stakeholder involvement and low-budget marketing
- Establishment of an SLO entrepreneur network to formalise stakeholder involvement.

### Lessons learned for the general management model

The involvement of public and private partners takes time, requires strong messages and a strategic approach. It will take much more time to develop management structures if people within the core team do not have more in-depth experience in building management structures. The partners listed the lessons they learned when developing the management model in the categories: process management, stakeholder management and marketing.

### Process management

Once the main targets of the project are defined in broad agreement and put across to all partners and within the team, it is much easier to find the right management models and structures. One learning point was that the process needs management and marketing specialists at an early stage in the process for developing a functional structure and an

effective marketing system. Without the help of external experts, it may take a lot more time and may create a lot of frustration too. There may sometimes be a gap between needs and abilities that cannot be closed without external help. Remember that heritage sites are protected monuments in most cases. This always takes extra time and money during the process. This should be taken into account in the planning process.

### Stakeholder management

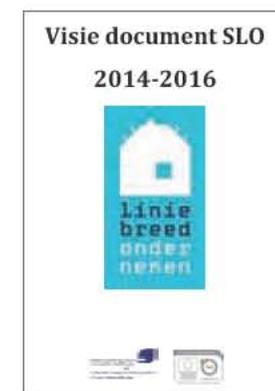
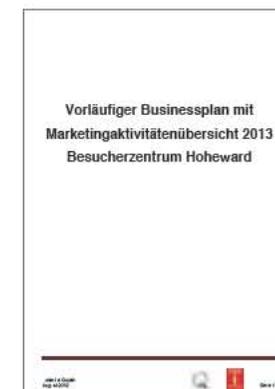
There must be clear visible benefits for stakeholders in order to create a cooperation management model. A clear definition of the roles of the stakeholders in this cooperation is crucial. Solid contracts among stakeholders are important. Written and signed agreements based on business plans are a key issue here. Raising external funding through grants, sponsorship and donations will be the key to sustainability, but it is not easy, nor guaranteed.

### Marketing

Budget scarcity, especially in the field of marketing, is a problem. Stakeholder involvement can provide a solution to this. Useful examples from the project are: business clustering and extensive and innovative use of IT by CWaC, the organisation of 'tourist talks' resulting in an informal network of stakeholders, which will organise events and facilitate

marketing by Germersheim, and the formalised network of entrepreneurs facilitated by IT tools and the Stichting Linie Breed Ondernemen by NDW.

The challenge in all these solutions is the difficulty of creating a top-down community. The CwaC business cluster model or the foundation of entrepreneurs in the NDW are very useful examples of an entity that can act as a community manager. They can organise workshops and act as facilitators for community members. The Google community for entrepreneurs in the NDW is successful because it minimises financial, managerial, marketing and administrative burdens and it maximises public exposure for the entrepreneurs involved.



# Designing a Virtual Management Centre

| CHAPTER 3 |  
Experiences on digital management  
and (regional) marketing

## Outcome

One of the topics of manage+ was to gather examples concerning the role of IT tools in the management of heritage sites and the role of IT in regional marketing and the marketing of fortresses. The NDW wanted to research this topic and did so under the heading of the 'Virtual Management Centre' (VMC). During the manage+ project, the VMC became a set of IT tools and technologies for managing the complex of sites and stakeholders in the NDW and for encouraging different groups of stakeholders to manage 'themselves'. The approach and outcomes are all transferable. The partners in manage+ showed a great deal of interest in one of the VMC components: the marketing tool and IT community for entrepreneurs. The partners felt it was a powerful means of involving private stakeholders in regional marketing.



Text based on the contribution of:  
**Peter Ros** | NDW  
European funding officer

These goals on the part of the entrepreneurs and professionals resulted in the emergence of three websites. A fourth IT tool on education was developed when it became clear that schools were showing a great deal of interest in getting the NDW on the digital blackboard.

## IT tool for (public) professionals

Two websites were developed for public professionals:

- [www.fortenvademecum.nl](http://www.fortenvademecum.nl) and
- [www.erfgoedsuite.nl](http://www.erfgoedsuite.nl)

The Forten Vademecum (fortress manual) concept is a book, a calculation method and a website. The website contains specialist knowledge on: restoration, re-use, planning, maintenance of buildings and green areas, and bat preservation. Specialist consultants and restoration companies are also present on the website.

The 'Erfgoedsuite' (heritage suite) is a website where organisations, which have a database with information on their collection and knowledge, can connect to and share information with each other and other professional organisations.

## IT tool for schools

Four downloadable educational programs were created in manage+. They were published online at the website [www.hollandsewaterlinie.nl](http://www.hollandsewaterlinie.nl) (see page 'educatie'). The four programs were an instant success.

## Strategic report and four websites

The process began with research, together with a strategic report about the IT architecture and what was needed. Two main target groups were established: entrepreneurs and public partners.

The main wish of the entrepreneurs was a central IT platform for the purposes of marketing the NDW in general and for their own sites, where the site holders themselves could upload their own events and opening hours. The main wish of the public partners was an open database where (specialist) information about the fortresses in the NDW would be readily available in different sections.

Around 2,850 teacher manuals were downloaded, as well as 3,400 pupil assignment sheets. With an average of 25 pupils to a class, it is estimated that the online education tool reached around 85,000 primary school pupils. Assuming that parents and siblings were subsequently told at home about the NDW, this means that more than 300,000 people will have heard about it, proving that (online) education can be a powerful tool for brand awareness.

### IT tool for entrepreneurs

The public face of the IT community and the marketing tool for entrepreneurs is the [www.forten.nl](http://www.forten.nl) website. This website shows new events in the NDW on an almost daily basis. Behind the scenes, almost 100 site holders update their own pages. The website has now been transferred to SLO. The tool is 'members only' and has become a powerful incentive for membership of this organisation.

### For schools: [www.hollandsewaterlinie.nl/educatie](http://www.hollandsewaterlinie.nl/educatie)

**'Water as weapon'**  
downloads teacher manual: 1.317  
downloads pupil assignments: 1.560

**"Messing with water"**  
downloads teacher manual: 843  
downloads pupil assignments: 994

**"Forbidden circles"**  
downloads teacher manual: 341  
downloads pupil assignments: 424

**"Long live the line"**  
downloads teacher manual: 355  
downloads pupil assignments: 404



Total page views education: 13.275

Total page views download lessons: 10.452

Analytics from August 2010 – March 2015

### For professionals:

[www.fortenvademecum.nl](http://www.fortenvademecum.nl)

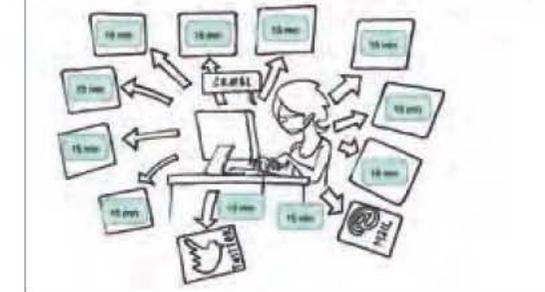


[www.erfgoedsuite.nl](http://www.erfgoedsuite.nl)



### For entrepreneurs: [www.forten.nl](http://www.forten.nl)

From promoting your event in 10 times 15 minutes.



... to promoting your event in 30 minutes.



# Providing online visitor information through innovative media

## Outcome

The second example concerning the role of IT tools in regional marketing and the marketing of heritage sites is the 'Discover Cheshire' system from CWaC. The system has been functioning very well in Cheshire for many years. The internet tool for CWaC provides customers with comprehensive information on the attractions of the region.



Text based on the contribution of:  
**Steve Woolfall | CWaC**  
Project Development Officer  
Museums and Arts Service

## Tourism products and multimedia

Cheshire has a wide range of tourism products including: attractive and historic towns and villages, world class visitor attractions, places to stay from farmhouse accommodation to five-star hotels, attractive countryside, ideal walking, cycling and riding opportunities, as well as cruising on waterways. Given this rich tourism product, the challenge was to pull information together on one website concerning:

- All maintained rural routes;
- Individual destinations (gardens, museums, heritage attractions, etc.);
- Thematic trails;
- Nearby business clusters (attractions, places to eat and drink, facilities and accommodation) close to the selected route or destination.

The website also had to provide additional multimedia and downloadable content, such as:

- Image galleries;
- Video clips;
- MP3 audio files;
- Downloadable PDFs of route directions, leaflets, etc.

The concept of 'Innovative Media Using Mapping Technology' was responsible for pulling together this wealth of tourist information and destinations and for achieving the desired integration of various multimedia applications and download opportunities.

## The system

'Discover Cheshire' is a system that supports a range of interactive websites, uses digital mapping to show all routes and features, and is supported by a content management system, which enables the comprehensive editing of text and images; the addition of new pages, page types and galleries; the attachment of PDFs, video and audio files; and the control of external data sources (such as tourism product information), integrating seamlessly with marketing micro sites.

The aim of Discover Cheshire Drive was to inform visitors of local tourism businesses by highlighting business clusters around promoted themes and destinations on a single website through the use of cutting-edge mapping technology.

## Benefits

It links routes and other visitor destinations or themed trails to local tourism enterprises (business clusters) that benefit the visitor economy. It creates a synergy with public and private sector partners. It provides details of more recreational routes and attractions than would be possible using a printed medium. It creates a one-stop-shop, where residents or visitors can find in-depth information in one place on a range of potential destinations or activities. It enables detailed itinerary planning. It saves on print costs - leaflets and route directions are available for download as PDFs.

Once developed, sites incur minimal maintenance costs and can be easily maintained by designated staff to keep them fresh and dynamic.

## Application to the Lion Salt Works

The project will create a new Discover Cheshire site for the Lion Salt Works cluster with a page for each attraction. Each page will feature:

- Information on the business;
- Link to their own website;
- Images, MP3, video;
- Location of the business (other businesses can be highlighted to show relationship).

The site will also highlight recreational routes, such as canal paths, Northwich Woodlands and the historical context of the business cluster regarding:

- The story of salt;
- Industrial development;
- Building of the canal;
- Use of the River Weaver;
- Landscape changes;
- Local flora and fauna.

The site will contain additional links made from the local tourism board website, council corporate sites and other 'Discover' sites. Search engine optimisation will be integrated within the site during construction.

# Executing regional marketing

## Outcome

One of the aims of manage+ was to realise sustained public-private regional marketing. That means that activities should be not only developed and conducted by the management of the site, but also by local organisations and people. Interested stakeholders (who are also of interest) – especially multipliers and contributors – have to be selected, motivated and integrated with suitable approaches. Germersheim reviewed its experience of event organisation and regional marketing, and re-searched and selected the partners' best practice. This resulted in a best-practice regional marketing event as well as lessons learned that are transferable to other organisations that want to involve private stakeholders in the organisation of regional marketing events.



Text based on the contribution of:  
**Franz Dehof** | Stadt Germersheim  
Project manager

- Good reputation and a well-known 'brand';
- Existing network and useful contacts;
- Professional experience in marketing and promotion;
- Skilled staff;
- Inevitable synergies in collaboration.

Germersheim felt that one of the local banks had all these qualities. The VR-Bank Südpfalz was invited to participate in the event. The bank saw the following interests and stepped in:

- Support for wine entrepreneurs who are customers of the bank.
- Relationship management event for all customers of the bank.
- Good publicity for and managing goodwill towards the bank.

Germersheim's idea brought public

and private partner(s) together. The two managing partners (VR-Bank and the Town of Germersheim) developed the wine days together. Germersheim supported the marketing activities (advertising, posting, flyers, invitations, PR and a press conference).

The private partner gradually took over the lead and Germersheim took a step back in the role of facilitator: arranging meetings, helping with permits and using its network to involve societal stakeholders. Examples include the local carnival association with regard to organising the catering, and the music school in cooperation with the town of Germersheim, which managed technical matters (light, sound and infrastructure) and provided the technical staff for the festival.

## Best practice: Germersheim Wine Days

After the opening of the new tourist office and visitor centre (Weißenburger Tor) in 2013, Germersheim started to plan an entirely new (tourist) event in public-private partnership. Wine was the chosen topic. The region is in fact a centre of wine production, but little marketing has been done on the subject. Germersheim felt that this presented a good opportunity for the purposes of an experiment. The tourist office made a list of qualities that a private partner should possess for participation in this event:



The Wine Days were a big success for the entrepreneurs, the bank and the town of Germersheim, which was illustrated through the words of Tanja Treiling, the regional marketing director of VR-Bank. "Everything fit together perfectly: the idea, the concept, the partners, the location, the guests and the date – and, of course, the weather. So everything turned out perfectly." The entrepreneurs had more turnover and new orders. The bank had a lot of free publicity. There were clear benefits to the town of Germersheim as well. These benefits were:

- The private partner took over the marketing and part of the organisation;
- No cash contribution from the public partner - contribution only in terms of staff and services;
- A large number of new visitors from outside the region visited Germersheim and the WBT;
- Visitor information was gathered, and this was used to adapt tourism policy and marketing;
- A substantial rise in town visits and bookings for guide tours in the weeks following the Wine Days.

The Wine Days are now a permanent and successful event in the Germersheim calendar. 2014 saw more than 50 wine entrepreneurs in attendance in addition to the arrival of more than 1,600 visitors. Tickets (at € 5.00 each) had to be booked

either at the Weißenburger Tor or at the bank. The wine entrepreneurs had to pay for a stand at the event. The event turned out to be cost neutral to the private partner and gave a lot of free publicity and goodwill to the bank. The public partner provided staff and services, and there was an increase in the number of visitors to and bookings for Germersheim as a result of this event.

### Lessons learned

Germersheim learned that this success had to do with establishing clear stakeholder benefits, people management (taking time to involve ones stakeholders), good communication, and conscious and constant management of expectations. For Germersheim, it turned out that the following simple rules were important when involving private partners in the organisation of a joint regional marketing event:

- One good idea is enough;
- A wisely chosen date is crucial;
- Pick your partners carefully/ conscientiously;
- Have skilled people do the work;
- Use your partners to do the promotion;
- A suitable 'décor' (a heritage space or location) enhances the experience;
- A bit of luck - good weather - makes the difference between success and failure.

Naturally enough, the private

partner was seeking benefits as well. The town of Germersheim has listed the following benefits of communicating with private partners when soliciting for the involvement of a new partner in the organisation of joint events or marketing:

- Increase public presence and free publicity;
- Improving one's public image;
- Promote services or products and solicit business;
- Collaborate with partners of potential interest;
- Win new customers (special target groups);
- Present oneself as a worthy competitor;
- Advertise a region / regional market.

Strategic planning can start once commonalities between the public and private partners are clearly understood and once each partner's goals and required benefits are clearly defined. At that point, one can then also begin on all organisational work and everything else, such as partners' roles, duties, responsibilities, etc. Detailed organisation and strategic planning also require focusing on a beautiful location – a heritage site - and a perfect date in order to achieve success, given that both these factors can be crucial.

# Benefitting from transnational design

## Outcome

The partners worked together in four transnational design workshops to generate fresh perspectives and new ideas for their management centres and master plans. In the end, a final general meeting was held that dealt with whether and how the partners had influenced each other's design. This proved to be the case. The concept of a TDP has strengthened all four MCs. The method is transferable and can be used in all planning and design processes.



Text based on the contribution of:  
**Eveline Huyghe** | WVI  
European funding officer

## Method

All partners must provide at least one panel member who is preferably versed in design and who attends all TDP meetings. Before each transnational design panel meeting, all relevant information about the building and surroundings is sent to the members of the design panel. The meeting takes one day and usually starts with a tour of the site and the building. A presentation may sometimes take place when a draft design or concept is already in place. In the afternoon, a workshop is organised as two working groups where sketches are made and presented to each other and then discussed. Comprehensive minutes are drawn up to record the ideas and insights of the meetings.

## Lessons learned

The partners found the transnational workshops worthwhile: by coming together and discussing concepts, creativity was enhanced and new ideas emerged. This was true transnational cooperation that had an impact on local decision-making. Transferable aspects that came up were:

- Use the story! Consider the management centre as part of its surroundings. These surroundings are part of their inspirational history, as are the stories about salt, sugar, soldiers or stars at the sites.

- The application of a TDP enhanced careful rethinking about whether an existing building should be used or not. Do not always take the existing situation for granted.
- All partners felt that it is extremely difficult to create public-private partnerships for investment in an MC. This seems a more appropriate tool for management and operation.

## Influence and modifications

A few remarkable radical decisions and modifications emerged from the transnational design process. RVR, for instance, used many of the ideas of the TDP for the new exhibition 'Neue Horizonte' and for the functional layout of the 'Licht und Lohnhalle', the building where the management centre is located. WVI decided, after much thought, to demolish the building intended for the MC and build a new one shaped like a 'sugar cube', an idea conceived by the transnational design panel. CWaC reviewed the whole design to make the LSW more accessible for the disabled. Germersheim also gave more thought to a barrier-free management centre and reallocated some functions to the WBT. The service desk was placed on the lower floor. The back office was placed between the service area and the multi-functional room (wedding hall).

# Promoting employment

## Outcomes

In this action, research about the on-site employment effects of the sites was carried out. Employment generation through employment projects on heritage sites in the Netherlands and in Germany was also analysed as an example of best practice that can also be used for the further development of the manage+ sites.



Text based on the contribution of:  
**Frank Bothmann | RVR**  
Team manager

## Lessons Learned

The following strategy to promote employment was pursued and could be applied for a successful MC where step-by-step employment is promoted:

- identify the topics that create turnover;
- identify the services that create turnover;
- involve local and regional partners;
- create goodwill;
- bundle and pool resources.

### Identify the topics that create turnover

Again. Use the story of your site and make it an attraction in itself. The unique character of the site can be a magnet for visitors. Create a brand, attractions and events to generate a steady visitor flow. Extend the season and improve the quality of stay. Identify the missing pieces that would enhance the attractiveness of your site and develop them further. Make them fit the target groups on and for your site. Renewal of activities and events is important. Try and imagine what your customers are thinking. Organise and test events for your target groups (local community, tourists) and vary scope and size (weekly to annually).

### Identify the services that create turnover

All partners agreed that multifunctional rooms, hotels and/or restaurants are necessary. A site needs a

certain kind of “key services” to be and stay attractive. These services will also benefit from each other and make visitors stay longer. When the site or MC is big enough, this should attract other businesses into becoming tenants. Create a smaller or larger business park. Stay flexible and seize and use the opportunities that arise.

Involve local and regional partners  
Involve private partners for potential sponsorship. This can be in terms of money or time, for instance in the outsourcing of services, participation in marketing or organisation of an event. Involve local initiatives and volunteers. Cooperate regionally with other sites (See paragraph 3.4 on business clusters). Regional benefits will also be good for your site.

### Create goodwill

For an MC on a heritage site, it is important to create goodwill among all stakeholders towards the site and MC. Goodwill has also been a key factor for the stakeholders involved and joint activities. Goodwill increases job promotion opportunities.

### Bundle and pool resources

Keep a ‘one face to the customer’ approach for site development. Create additional work and tasks for your staff and pool and bundle resources. (One example is the ticket office in the Weißenburger Tor). Press work and PR is very impor-

tant. This should be an important part of the MC.

## On-site employment effects for the partners

In the manage+ project, most of the investment relates to management and visitor centres (Hoheward, WBT, LSW and SFV) that aim to strengthen a touristic attraction (from larger areas like the Hoheward Landscaped Park or the city of Germersheim to the smaller sized LSW). The SFV site is more associated with urban development and NDW investment in the virtual management centre has a tourist but rather decentralised approach. Some of the visitor centres were in operation during the construction works or are already finalised so that the impact is already visible (Hoheward and WBT). Others will be finalised in the near future (LSW and SFV) and the investigations in this report rely on business and management plans.

## Bezuchzentrum Hoheward

Half of the jobs here were the result of relocation from the tourist office in Herten. The manage+ investment in the ‘New Horizons’ exhibition gave the site an extra year-round visitor motif. The central organisation of guided tours created additional work (whereas the tours themselves are carried out by external guides). The tasks of the MC staff differ depending on the seasons and are visitor-related in summer (the site’s information

centre in Recklinghausen is only open in summer) and focuses more on general management issues (for example involvement in regional events and promotion activities) in winter. In summer, the site provides jobs in catering companies (beer gardens), tours (by a guide or by Segway rentals) and organises events. Generally, some visitor-related services have settled around the anchor attraction "RevuePalast Ruhr" (theatre) in recent years. Furthermore, the business park in Hoheward (approximately 1300 employees) benefits from the MC, as general promotion of the site could also cause new businesses to settle in the business park.

### Lion Salt Works

Here, the new jobs are the result of the tourist and museum function of the redeveloped site: visitor services, administration and maintenance. A conscious choice was made to leave catering for visitors at the Salt Barge Pub opposite the Lion Salt Works. This prevented competition and the pub would profit from the new tourist destination. Thus, employment with neighbouring private companies has been retained. The 'Saltscape' business cluster has been established and will create more turnover for the associated stakeholders and strengthen their financial sustainability.

### Veurne Sugar Factory

Here, jobs will be created from the goal of using the SFV management centre as an information and meeting point for citizens, local organisations and the PPP stakeholders during the regeneration process. WVI staff members will provide information on the development of the site. The building will be run and maintained by volunteers.

### Weißburger Tor

Two of the jobs here were created by relocating employees of the tourist office and the culture department at the city hall to the Weißburger Tor. This relocation also boosted guided tours in Germersheim. At the new visitor centre, three more jobs were established due to a more extensive service and information function being provided for the citizens and visitors to Germersheim, the growth in guided tours, the organisation of exhibitions and the availability of the new conference facility.

### Stichting Liniebreed Ondernemen

The manage+ project paid for the operational SLO costs in 2012 and 2013. During those years, SLO committed public stakeholders to the organisation and developed a membership network. The on-line publicity tool developed within manage+ was a strong incentive for becoming a member of SLO. Since 2014, SLO has become less dependent on

public funding because membership fees cover a bigger proportion of the operational costs. The jobs at SLO have become more sustainable each year. With the establishment of SLO and the publicity tool, turnover with the entrepreneurs in the NDW has increased and new jobs have been created.

### Voluntary work

Volunteers are active on all sites. They are essential for carrying out all kind of services and tasks. All sites, for instance, use volunteer guides. In some situations, on-site projects are maintained by volunteers. Examples are the butterfly garden on the Lion Salt Works and

the common parts of the ecological garden and the city park area at the Veurne Sugar Factory.

England is the forerunner in institutionalising voluntary work. Cheshire – like many other public bodies - has a community-learning officer. The task of this official is to involve the local community in voluntary work.

### Use of reintegration projects

Extensive research has been carried out on employment projects in the Netherlands and in Germany. These projects have been of great value to the sites on which they were implemented.

- Stichting Werk aan de Linie (NDW) In the NDW, the Stichting Werk

aan de Linie (WadL) started at the Fortress of Vechten in 1999 with employment projects supported by the ESF program. These projects were very useful for cleaning up and repairing all kinds of things on the site and making it safe for visitors. This model can be applied when there is no clear function as yet for the site and/or there is little or no money for upgrading and restoring its heritage. Over a period of years, WadL created about 20 jobs on the site.

- Stichting Herstelling In the Defence Line of Amsterdam, the Stichting Herstelling trains unemployed young men with ESF funding to become construction workers. The approach has a positive two-fold

## Employment benefits for the partners

The table gives an overview of the number of people working on the manage+ sites whose employment is directly related to project investments. For the sites that have not yet been opened, the (lowest) estimates from the business and management plans have been used.

Site name	Direct investment-related employment	Further investment-related employment	Total
Lion Salt Works	6 jobs	10 jobs	16 jobs
Veurne Sugar Factory	3 jobs	3 jobs	6 jobs
Hoheward	4 jobs	13 jobs	17 jobs
Germersheim	6 jobs	12 jobs	18 jobs
NDW/SLO	2 jobs	17 jobs	19 jobs
	<b>20 jobs</b>	<b>55 jobs</b>	<b>75 jobs</b>

The following explanatory notes on these numbers have to be given:

- Trainees, volunteers, guides and other e.g. seasonal workers are excluded from this calculation.
- Two part-time employees are counted as one full-time employee.
- For tourism-related services, the newly created jobs as well as retained jobs are counted.
- Jobs on the business parks (Hoheward, Sugar Factory site after development) are not counted.



effect. Heritage sites – fortresses – are refurbished or restored and young men get a basic training as construction workers and are mediated to a construction company for a job.

- Wittener Gesellschaft für Arbeit und Beschäftigungsförderung  
Wabe is an employment promotion association in the city of Witten in the Ruhr area that helps to bring the long-term unemployed back on to the labour market and to qualify young people without a school-leaving certificates. Approximately 150 people are currently involved. Wabe works strictly on a project basis and depends on a variety of funding sources and donations. Having its routes instead in traditional fields of employment promotion such as landscape gardening or youth-workshops and currently focusing on local tourism and leisure projects (electric ferry, catering

and cycling stations, for instance] is most important. The involvement in tourism-related projects started in 2004 as a partner in the Inter-reg project "ARtery – Restoring and redeveloping the riverside landscape as a region `Artery`".

### Employment generation on heritage sites

All the heritage sites have their own unique history. The issue is to get 'value' – economic benefits big enough to create jobs – out of these stories. This upgrading of the site and its history may take different forms. It may range from something big like a visitor centre to something small like a guided tour. All these forms have economic value. The intention of the form promoted on four of the five sites in the manage+ project – a management centre – is to establish and institutionalise and get a new tourist attraction working

that creates jobs in enterprises on-site and in the surrounding areas. By actively managing goodwill – the ongoing process of stakeholder involvement – the site and the activities are able to attract private partners and volunteers who lessen the burden of the operation by sponsoring or performing services and tasks 'for free' so that less public money is needed.

# Sharing best practice

## Outcome

Manage+ aims to share the best use of concepts developed and experience gained in the course of the project with project partners, experts and organisations in the partner regions and potentially for those in other NWE regions. Five topics were chosen to be transformed into training exercises that would give an insight to those attending the training courses on themes the partners explored during the manage+ project. The five topics chosen were:

- Managing a public-private partnership development process (WVI – Veurne Sugar Factory).
- Managing business clusters to support the regeneration process (CWaC – Lion Salt Works).
- Managing local entrepreneurs in a regional partnership with IT tools (NDW – VMC and SLO).
- Promoting job creation in the region (RVR – Hoheward Landscaped park).
- Managing voluntary participation (Germersheim – Weißenburger Tor).



Text based on the contribution of:  
**Franz Dehof** | Stadt Germersheim  
Project leader

## General lessons learned by the participants

The groups in Chester, Essen (German participants on the first day and Flemish and Dutch participants on the second day) and Germersheim found the discussions lively, creating a wide range of ideas and targets for the future. The different workshops produced a range of outcomes and unconventional ideas that were useful for the participants as well as for the partners' projects. In Germersheim for instance, the entire (photo-) documentation was presented a week after the training at an internal meeting about tourism and marketing. Many of the ideas and remarks from the training will be adopted in the next strategy plan for the development and marketing of tourism.

## Lessons learned through the training given by WVI

All participants started out with the idea that the management of a public-private partnership is complex. The training was helpful in getting acquainted with such a process and helped to focus the mind on what has to be taken into account in such a process. The training was interesting and relevant for all partners who have open tendering systems in their town or city. The participants thought it was very useful to see how a large project can work and be maintained through a PPP.

## Lessons learned through the training given by CWaC

This training on how to create a business cluster was carried out using a map of the participants' region and a set of little houses to arrange into a business cluster of several public and private stakeholders. Following a presentation on business cluster modelling, the participants mapped out a potential business cluster based on and around the main partner site. This method worked very well and the participants commented that the training showed how simple it was to outline complicated issues and tasks. The partners got immediate and tangible results:

- The NDW had existing business clusters based around the fortresses and were operating the successful cluster ICT tool through

their entrepreneurs' website.

- LSW and Germersheim had good foundations for a business cluster within the area (and city) with a good mix of businesses within a specific geographical area.
- RVR and WVI did not have a critical mass of businesses within their project boundaries. RVR has no accommodation at the Landscaped Park while WVI's project site is a housing and business development area.

At the training workshops, there were opportunities for each partner to bring new colleagues to the sessions and to work on a focused business cluster model.

## Lessons learned through the training given by NDW

The NDW had developed an open IT community in the manage+ project where public and private stakeholders could upload their activities to the shared calendar of activities for the NDW. This IT tool was explained and demonstrated. All participants thought it a very efficient way of supporting businesses by using IT and wanted to know more about this and how to apply it to their own region or city.

## Lessons learned through the training given by RVR

Job promotion is one of the aims manage+ hopes to achieve by developing stakeholder-driven management centres. The training

produced a long list of ideas about new activities, and a step-by-step approach on how to apply them. The groups of ideas and the approach taken is described in the previous paragraph: 5.2 Job promotion.

### **Lessons learned through the training given by Germersheim**

The Weißenburger Tor was the first management centre to open in the manage+ project. Germersheim presented the experiences with volunteer management and various models of volunteer application. Participants felt reassured that every organisation faces the same challenges when volunteers are involved. A workshop was held on methods of managing volunteers and ideas and methods on this issue were exchanged. The participants have taken specific information, hints and tricks about managing volunteers back home with them to their own management centre.

### **Preparation and implementation**

Each partner developed the training module for his own topic. This development was coordinated and supported by a professional trainer. Before the development of the different partner modules started, a professional trainer held a presentation about training methods, organisation of groups,

workshops, training structures, participation and collaboration with those attending. Formats for a manual and tips and tricks were issued during the development period of the five training modules. The training for the English stakeholders was held in Chester on 26 November 2014. The other three were held in 2015. For the German stakeholders from RVR this was held on 20 January, for the Dutch and Flemish stakeholders on 21 January and for the stakeholders in Germersheim on 5 February. The training was planned to be completed in one day. The time assigned for each workshop or training session was approximately one hour. The training materials were translated into English, Dutch and German. In Essen and Germersheim, interpreters were hired to translate the training into German.

# The future is manage+

## Conclusion

This report opened with the phrase 'Und so wird der Steuerzahler entlastet' ('The taxpayer's burden is duly diminished'). This reporter's one-liner perfectly captures the project's goal: to reduce public funding regarding investment in and the operation of regenerated heritage sites through the involvement of other stakeholders. Owing to the economic crisis, this goal is as relevant today as it was when the project started. The development of heritage sites is a universal topic. Heritage is considered valuable wherever one goes, and it is seen as a part of the national, regional or local identity. The importance of preserving heritage sites was not at issue up until the economic crisis. However, in its aftermath, we now hear questions raised from time to time concerning whether a particular site or building should be preserved. Public bodies are more critical about the 'uniqueness' of heritage, and debate whether and how it should be preserved for future generations. Nevertheless, the answer continues to be 'yes' in a great many cases. This leads to a further two questions:

- What are we going to do with our heritage (site)?
- Who is going to pay for it?

In most cases, public bodies (at the national, regional and local level) have taken the lead with regard to the preservation, development and operation of heritage sites. In many of these cases they have provided the chief funding for these projects. This funding has been not only for restoration and investing in new functions, but has also been for the operation of sites. Public money has become scarce. Owing to this, public bodies are increasingly seeking to fund heritage site investment and operation with the help of private partners, NGOs and community initiatives. As a result, stakeholder analysis and involvement – including stakeholder-driven marketing and on-site activities – are becoming increasingly important in respect of financing conservation and the operation of heritage projects

Text based on the contribution of:

**Frank Bothmann** | RVR

Team manager

**Gunnar Platz** | Planco Consulting

GMBH

Managing partner

**Martin Vastenhout** | NDW

Author

## Stakeholder mapping is the key

Experience has taught the partners in the Manage+ project that the crucial first step and key activity in achieving stakeholder involvement is a stakeholder mapping exercise. All partners went through this stage, and it delivered the overview and information needed to initiate the process.

Thorough stakeholder mapping is time-consuming and a 'hard task', but it is worth the effort. The process of stakeholder involvement requires a structured approach:

1. Make a stakeholder map of your own project;
2. Complete a stakeholder inventory form for all the stakeholders;
3. Draw up a stakeholder involvement strategy.

Outcomes from this process include market analysis concerning the Veurne Sugar Factory site, the 'tourist talks' in Germersheim and the business clusters around the Lion Salt Works. The effort put into stakeholder mapping will benefit stakeholder involvement for years to come, and it is key to policy making with regard to the revitalisation of a heritage site.

## Use the story

Heritage sites have a story. The Hoheward Park has its story of stars, the Lion Salt Works has its story of salt, the Sugar Factory in Veurne has its stories about sugar, and the

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Weissenburger Tor and the NDW have their stories of soldiers. These stories appeal to one's national, regional or local identity. The story of a heritage site is very useful in involving potential stakeholders. It is more an appeal to emotions than it is to reason, but experience shows that this emotional appeal is a powerful drive when creating a feeling of responsibility towards a heritage site. Therefore, when revitalising heritage, seek out the story of the site and use it to involve the stakeholders.

### **Top down AND bottom up**

The approach to creating stakeholder involvement can be either top-down (regional coherence) or bottom-up (common aim), or else a combination of both. The scope of the project is important when defining the approach. The Emscher Park project and the NDW – because of its vast scope - had a very structured top-down involvement strategy that concentrated firstly on the public partners. In the NDW, it proved necessary to use the bottom-up approach at site level – the individual fortresses. One outcome of this combined approach has been the large number of fortresses that are in public ownership but privately operated. A common goal and shared enthusiasm for (the story of) the site are powerful drives when engaging all manner of partners, especially with regard to private and

societal stakeholders. They rent business or office space, organise activities, do marketing, become guides, perform maintenance and many other tasks that relieve the burden on public budgets. The Germersheim Wine Days are an example of how a common goal can lead to a wholly private stakeholder-driven regional marketing event. Based on their experience, manage+ partners advise a combination of both.

### **Stakeholder involvement is an ongoing process**

Establishing stakeholder involvement is the lead-up to mobilising a variety of players to organise on-site activities. Experience in the Manage+ project has taught that stakeholder engagement is essential when you want a wide range of different activities on the premises. Although the process of stakeholder engagement is time-consuming, it does yield benefits in return. Activities are arranged and organised by the stakeholders and not by the staff of the management centre. This can save time and (public) money and can be even more beneficial when the site is rented out for (commercial) activities organised by external parties. There is also a strong interrelation between stakeholder involvement and overall marketing of the site, the activities and the management

centre. It is worth bearing in mind that stakeholder involvement is highly useful in terms of managing goodwill directed to the site and management centre. Managing stakeholder involvement and the development of activities with various stakeholders can be seen as the first step to take in the site's marketing strategy.

### **From big fixer to big enabler**

Government and public bodies on the one hand, and companies and citizens on the other, are on more of an equal footing owing to the appeal on the part of government 'to take responsibility', the evolution of a 'network society' and the scarcity of public funds. Public bodies had habitually determined and led developments. The usual management style was typically one of 'dictating' and 'directing'. The various public bodies 'fixed things'. This is no longer possible with regard to certain societal demands. Public bodies now need stakeholder involvement to fix those things. The role of the public partner(s) in the development of heritage sites is moving away from that of the 'big fixer' towards that of the 'big enabler'. This changed role requires a different management style to achieve the requisite stakeholder involvement and organisation of on-site activities. Key words in this style of management are 'selling' (your objectives and

policy), 'supporting' (initiatives), 'coaching' (all stakeholders, big and small) and 'participating' (in investments, activities and events). These terms refer to the management skills as described in the theory of 'situational leadership'.

### **It is all about people management**

A public professional, or team thereof, responsible for the development and operation of a site and its events and activities, has to have a large set of skills and tools. One such required skill is project management. The partners found that in their experience both process and people management skills were equally important. The great importance of keeping an open mind became clear during the process of involving stakeholders. Every contact is an opportunity for a new stakeholder and/or a new activity. It is a public professional's open, cooperative and flexible attitude to a stakeholder (big or small) that is most important in making the first step towards stakeholder involvement a success. In the end, of course, arrangements must be recorded in written and signed permits and agreements, but the first step must not be to send a long compendium of rules, regulations, permits, prescriptions and prohibitions. Smaller-scale stakeholders in particular can be scared off by such a list, and

it can kill off enthusiasm and the possibility of hitherto unimagined new activities. The requisite paperwork can be brought into the picture (e.g. procedures, permits and agreements) once the initial (personal) contacts have been made and it is clear that the stakeholder can be an asset to the site. For a public professional responsible for the development of stakeholder involvement at a heritage (or any) site, two of the acquired characteristics and skills need to be: the basic attitude of an open mind combined with skills relating to situational leadership.

### **Heritage? Everybody is responsible!**

The process of involving stakeholders – ranging from private companies to community initiatives - is a method applicable to the development and operation of heritage sites and their public facilities (such as a management centre) and private and public activities. The reasons for this are not solely because of insufficient public funds. Another reason is an increasing desire on the part of companies and communities to play a part in the preservation of their (local) heritage. Companies see their participation in the development and operation of heritage as part of their 'social entrepreneurship' and as a means of enhancing goodwill to their enterprise.

In many (local) communities, there is a long-standing relationship between heritage and the community surrounding it – a relationship that sometimes extends across multiple generations. The site is part of the community's identity. It is a story about the history of the site and the surrounding community. Owing to this, heritage sites (or parts thereof) are promising locations in which to establish Community-Led Local Development (CLLD).

### **Go from PPS to PPCPS**

When revitalising and operating heritage sites, cooperation between public and private partners is seen as one powerful means of involving private capital in a site's preservation and development. The power of 'human capital' has become increasingly evident in the Manage+ project. This is underlined in other European projects: e.g. At Fort ([www.atfort.eu](http://www.atfort.eu)) and Share ([www.theshareproject.eu](http://www.theshareproject.eu)). The community in the vicinity of a heritage site can bring about amazing developments. It stands to reason that the 'C' of Community should be added to public private partnership. When the preservation and development of heritage sites is at issue, the bottom-up approach to stakeholder involvement, the concept of PPCPS and the story of the site are very useful in getting the relevant private and community

stakeholders to take responsibility for the site. They participate enthusiastically and contribute either their money or time. Terms and themes such as Community-Led Local Development and Social Innovation (as described in the new European Programmes) are methods and tools for experimenting with PPCPS as a means of revitalising heritage. We think the future is manage+.

### **Closing remarks**

Six years ago, when we began working together on manage+, we all voiced the same question: 'How can we operate and maintain heritage sites without, or with reduced, public money and thereby ensure that these sites will not be closed owing to a lack of funding'. We had some broad ideas, but no clear picture of how we could achieve this.

We have now taken a major step forwards. Having developed the management models, we can provide public bodies with tools to help reduce public financial involvement. By involving multiple stakeholders, the quality of the sites can be improved and thus economic benefits will increase.

We have learned a lot from our international partners. We have learned to think outside of the box and to see things from a different perspective. Manage+ has created many innovations on project level

by the structured exchange of knowledge within this European partnership. The cooperation has led to a lasting capacity building at each partner organisation. And last but not least we made friends and will continue to cooperate with them. We will miss manage+: the people, the inspiring discussions and the good examples seen all over Europe. Thank you!



# Annex The set-up of the manage+ project: packages to work on and actions to be taken

## Work package 1 (WP1)

### Conceive and install sustainable management structures based on multiple stakeholder cooperation

**Main objective** This work package was designed to start the management of the regenerated sites during the lifetime of the project and to secure its long lasting continuation. This included agreed responsibilities of contributing stakeholders, agreed organisational structures, modes of working and decision taking (statutes). It included the availability of an ICT management system to stimulate and to coordinate multiple stakeholder activities, of required physical space (management centres), agreements on the arrangement of new onsite activities on stakeholders' account and agreements with stakeholders to delegate permanent or temporary management staff. An extra objective was mutual learning and exchange of experience during and after the project. This objective was carried out in Work package 4.

### Actions within work package 1

- A1: Conceive options for sustainable management structures
- A2: Develop local partnerships for cooperative management
- A3: Develop an IT system (virtual management centre) to support effective management, operation and coordination
- A4: Develop prototypes for on-site management centres led by a transnational design panel
- A5: Implement management structures and centres, start operation

## Work package 2 (WP2)

### Mobilise citizens, businesses, public and semi-public organisations to arrange onsite activities

**Main objective** This work package created content for the management structures developed in WP1. The creation of attractive sites (regeneration) and of a suitable management organisation alone will not maximise their benefit for local residents or for visitors. To mobilise these benefits, different stakeholders – citizen groups, businesses, specialised public bodies – should be activated under WP 2 to arrange a wide range of activities and developments at the regenerated areas. This may comprise events as well as regular activities – concerts, exhibitions, competitions, discussion groups and education measures. This will mobilise different social and economic benefits: it makes the regenerated sites more attractive for users, enhances the ownership feeling among citizens and other stakeholders, and generates new opportunities for private businesses and employment.

### Actions within work package 2

- A6: Develop options and procedures for involving citizens and businesses in the arrangement of on-site activities
- A7: Initiate & coordinate the cooperative development of visitor activities

## Work package 3 (WP3)

### Secure a high and sustained economic impact

**Main objective** Secure the economic sustainability of the regenerated areas. This work package must make these structures and the activities developed under WP2 economically viable. There is no sustainable management without continuous improvement of the quality of site and services, without their proper communication and marketing. This communication, marketing and quality improvement (with activities developed under WP2) generates opportunities for new employment which again supports a sustainable site management. The workpackage serves to conceive, to install and to maintain actions which ensure a high level of attention paid by people and businesses in the regions of regenerated areas.

### Actions within work package 3

- A8: Provide visitor information by innovative media based on business clustering
- A9: Install a sustained public-private regional marketing
- A10: Promote the employment impact from regenerated areas

## Work package 4 (WP)

### Arrange a sustained transfer of knowledge and exchange of experience

**Main objective** Ensure the best use of concepts developed and experience gained in the course of the project – for project partners, for experts and organisations in the partner regions and for those in other NWE regions. This requires a documentation of approaches used and results achieved and their translation into training materials and courses. Cross NEW communications can serve the dissemination of these materials and attract professionals to attend the training courses.

### Actions within work package 4

- A11: Produce training modules and case studies for sustainable management of regenerated sites
- A12: Arrange training courses for sustainable management for professionals from partner regions and from other NWE regions.

## Colophon

### Principal

Regionalverband Ruhr

### Supervisors end report

Frank Bothmann, team manager RVR (G)

Gunnar Platz, managing partner Planco Consulting GmbH (G)

### Contributors

Frank Bothmann, RVR (G), Eveline Huyghe, WWI (B)

Steve Woolfall, CWaC (UK), Franz Dehof, Stadt Germersheim (G)

Peter Ros, NDW (NL), Titia Blom, SLO (NL)

Paul Palmer, Planco Consulting (G)

### Author and concept

Martin Vastenhout (NL)

### Correctors

All Translations

### Graphic design

Graphic Atelier Wageningen (NL)

Miek Saaltink, Cecile van Weezel

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## Manage + participants

The following listed persons have contributed to the successful implementation of manage+ over the project's live span:

Andreas Schwab

Andy Seddon

Björn Denecker

Björn Gabler

Carolin Gretzinger

Christiane Baum

Constanze Benzel

David Loeys

Dieter Vandenberghe

Eberhard Geisler

Edelgard Seitz

Etienne van der Leur

Eveline Huyghe

Frank Bothmann

Franz Dehof

Frauke Vos- Firnkes

Gunnar Platz

Günther Beckermann

Holger Platz

Horst Christ

Joe Wainwright

Johan Proot

Jörg Saalbach

Juke van Niekerk

Karen Williams

Kristin Dittrich

Lena Vereecke

Linda Feige

Ludmilla Gutjahr

Ludwig Hans

Marieke Hekman-de Knegt

Marieke Mulwijk

Markus Keil

Martin Vastenhout

Michaela Himmelhaus

Nora Künemund

Norbert König

Patrick Laenen

Paul Palmer

Pauline Wagemans (†)

Peter Ros

Saskia Verriest

Silke Siebert

Steve Woolfall

Stuart Parker

Thomas Horn

Titia de Zeeuw

Trui Naeyaert

