

manage+ NEWS

EDITORIAL

Dear Readers,

We are pleased to send you the second edition of our **manage+** newsletter. The project has gathered pace over the past six months and the physical and virtual management centres are beginning to take shape. These are intended to support the long-term management of areas that have already been regenerated or are undergoing conversion to other uses. Considerable time and effort has been put into developing management concepts and putting them into practice. Progress has been made in involving the stakeholders in the pilot projects and the first management centre is now up and running. Efforts continue to be

focused on cooperation between private and public stakeholders. The exchange of ideas between the **manage+** project partners and other European experts has given rise to approaches that will have a decisive impact on the implementation of the pilot projects. With this newsletter we want to inform you about our project's progress and of further planning. For additional information please visit our website at www.manageplus.eu.

Ihre **manage+** Projektpartner

LEARNING FROM EACH OTHER – EUROPEAN COOPERATION IN MANAGE+

Ideas workshop with international experts,
October 2011, Herten (DE)

Success factors for the long-term involvement of stakeholders

How can public and private stakeholders be encouraged to play an active, long-term role in the running of a site and persuaded to participate in a management centre or joint activities? This was a question to which international experts turned their attention during an ideas workshop held at Hoheward Landscape Park. Among the participants was Henk van der Kamp, project manager of the former INTERREG project, "BERI – Brownfields Europe Regeneration Initiative", which devised concepts for the regeneration of industrial wasteland in Europe. He reported on the various forms of participation used in the project, such as ideas workshops and role playing, and the lessons learned. The Dutch **manage+** partner, who took part in the workshop along with the operator of a former fort, dealt with the different types of activity undertaken so far to integrate the stakeholders. These included face-to-face meetings, competitions and thematic activities related to the site.

During the brainstorming session that followed there was an exchange of ideas on how different stakeholders at the Hoheward site (local residents, companies etc.) can be involved in common activities. The workshop made it clear that the

individual stakeholders must be able to assess the benefits of involvement at the site concerned and that, ideally, these benefits should be quantifiable. This entails finding out what specific interests the groups of stakeholders have and exploiting these interests to contact and integrate them. Moreover, if the stakeholders are to identify with the site it is essential that it should have a distinctive image or "story", on which utilization and marketing strategies can be based.



Projektpartner



Among the other factors considered crucial for partnership projects and the integration of stakeholders were the financial advantages of participation and the exclusivity factor. Companies at the site can make tangible savings, for example, by sharing the

expenses for cleaning, security, letting and joint marketing activities. The exclusive use of certain areas or buildings for functions, customer events, photo shootings and the like is an attractive incentive for a management centre partnership project.

LEARNING FROM EACH OTHER – EUROPEAN COOPERATION IN MANAGE+

3rd Design Panel, November 2011, Herten (DE)

International experts develop ideas for Hoheward Landscape Park

In November 2011, the partner organisations' experts met for the third international Design Panel. Held at the "Lohn- und Lichthalle" in the historical wash-house complex of the former Ewald colliery, its purpose was to share ideas for the design of Hoheward Landscape Park. The discussions revolved around the development of the open spaces and ideas for the design of a visitor centre. First of all there was a trip through the landscape park and a tour of the former Ewald and Recklinghausen II collieries and the horizon observatory on the Hoheward tip. The future functions and tasks of the visitor centre were then defined and their possible location at the tip and in the buildings pencilled in. The planners worked on ideas for the organisation (temporary, permanent and mobile) of the cen-

tre and the design of the functional units. Here again, the uncluttered "view from outside" provided new and significant suggestions. The experts felt that the North machine building, which was originally intended to house the visitor centre, was inappropriate in view of the planned uses to which it is to be put. They recommended that the visitor centre should be located instead where the Herten tourist office is currently housed – in the "Lohn- und Lichthalle" of the Ewald wash-house complex.



8th manage+ Partner meeting, November 2011, Essen (DE)

Long-term stakeholder integration requires systematic organisation

At the 8th Partner Meeting the partners reported on the progress made in their pilot projects. Concepts have been drawn up for all the projects, stakeholders identified and a start made on implementation. Construction work has begun at the Lion Salt Works and in Germersheim.

The exchange between the partners from the different countries made it clear that an organisational structure and a point of contact are amongst the first things needed to ensure long-term stakeholder involvement. One possible solution could be the setting up of a management/visitor centre. In the Dutch pilot project, for example, it was decided that, in order to integrate companies situated along the waterline, a foundation ("Stichting") should be set up. This is a legal form widely used in the Netherlands. At the Hoheward site it was agreed that a) the public partners should establish an umbrella organisation and b) that a friends' association should be founded to attract further stakeholders. Since the appropriate organisational form is a matter of importance for all the partners, it will be discussed again at the next Partner Meeting and made the subject of a separate workshop.



LEARNING FROM OTHERS – CROSS-PROJECT EXCHANGE OF EXPERIENCE

INTERREG Conference, December 2011, Düsseldorf (DE)

North Rhine-Westphalia's Minister for European Affairs learns about manage+

manage+ was invited by the state chancellery to present itself at the meeting on "INTERREG in North Rhine-Westphalia – Territorial Co-operation in Europe". The purpose of the event was to provide the over 250 participants with information about the new funding period from 2014 to 2020 and the latest INTERREG projects in North Rhine-Westphalia. Among those present was North Rhine-Westphalia's Minister for Federal Affairs, Europe and the Media, Dr. Angelica Schwall-Düren.

She was briefed in detail at the manage+ stand on its current project and was impressed by the long-term, sustainable enhancement of the sites and the economic impact this will have on the region.



APACHES strategic initiative kicks off in Sheffield

manage+ has submitted a funding application to the INTERREG programme secretariat in Lille, together with other European partner projects in APACHES: Attractive Public Areas – Competitiveness, Heritage, Urban Environment & Sustainability. The aim of this initiative is to show how transnational cooperation can produce models that a) will help to make public spaces more attractive

b) ensure their proper design and management and c) demonstrate that the economic performance of towns, cities and regions can be improved as a result. The cluster project officially kicked off on 9 May 2012 in Sheffield (UK), where the partners shared initial ideas and work programmes and agreed on future cooperation.

FROM THE PILOT PROJECTS

West Flanders Intermunicipal Association (WVI)
Sugar factory Veurne (BE)

New life, new opportunities – marketing strategy developed for the sugar factory Veurne

Cayman, an advertising and PR agency from Bruges (BE), has been commissioned to devise a communication strategy for the regeneration of the 45-hectare site of the former sugar factory in Veurne. The motto of the new urban district is "Nieuw leven, nieuwe kansen" (New life, new opportunities). The agency's campaign is directed primarily at young families, who are being offered an attractive residential and working environment with plenty of greenery. Cayman has developed a new logo and a website that will be activated in the near future together with a comprehensive communication strategy that is tailor-made for the target groups. This will meet the communication needs at every stage in the development of the project and indicate the way to contact the various target groups (residents, companies, public authorities, the press, etc.). The aim is

to ensure that all the stakeholders are kept fully up to date and involved on a regular basis and that those interested in acquiring residential and business properties are approached at an early stage. At the same time, the Deloitte consultancy has developed management models involving various scenarios for the responsibilities to be assumed by the individual stakeholders as well as for the enhancement and running of the site. These models are now being co-ordinated with the various interest groups to pave the way for a concept that is as broadly based as possible.



FROM THE PILOT PROJECTS

Ruhr Regional Association (RVR)
Hoheward Landscape Park (DE)

Existing tourist office to serve as a transitional model for the Hoheward visitor centre

The RVR commissioned ift GmbH to produce a concept study, which has resulted in a clear recommendation that Hoheward Landscape Park should be designated a tourist and recreational site. The agency pointed out that, if Hoheward was to shed its previous image as an exclusively recreational site for local residents and be perceived in addition as a tourist destination, the landscape park would have to be upgraded to meet the needs of tourists. Moreover, a closer connection would also need to be established with the region's unique selling point – its industrial heritage. If this proved feasible, the site – which already exerts a strong regional appeal – could make the northern area of the Ruhr more attractive to tourists. The first step the consultants recommended was that a visitor centre should be set up in Hoheward Landscape Park. This would establish a local point of contact making it possible to coordinate the integration of all the stakeholders. The two main priorities in the realisation of the project are the construction of the visitor centre, which will provide an organisational framework, and the development

of the requisite recreational infrastructure. The upgrading of the site for the purposes of tourism has already begun. To ensure that further progress is made in this respect it was proposed that the Herten tourist office at the site should function as the new temporary visitor centre in 2012 and co-operate with the City of Recklinghausen's marketing department to this end. The partners in the project will need to draw up a cooperation agreement for the running of the new visitor centre from 2013 onwards. There are also plans to set up a friends' association in order to reduce costs and coordinate the integration of additional stakeholders from the private sector, for instance.

manage+ facilitates a cooperation breakthrough

RVR has achieved a breakthrough in the development of Hoheward Landscape Park thanks to the concept now in place and the agreements reached between the partners. In conjunction with the **manage+** project and as a result of the support it has provided, the main stakeholders and land owners (RVR, the cities of Herten and Recklinghausen and RAG Montan Immobilien GmbH) have agreed on a strategic partnership project for the further joint enhancement of the site. This will provide the basis for the next steps to be taken.

Regional Planning Association Rhein-Neckar (VRRN) / City of Germersheim
Weißburger Tor fortification – Centre for Tourism and Regional Marketing (DE)

Successful planning workshop with public participation



The City of Germersheim has held a planning workshop for the redesigning of the banks of the River Rhine. A questionnaire was distributed to the local community, politicians and the press inviting them to contribute their ideas. In early May these ideas were discussed and their feasibility reviewed at a moderated workshop attended by experts as well as interested residents and young people. Using materials provided by the organisers, the

young people built models to illustrate their ideas, which ranged from an insect hotel to a fully designed beach bar. Other ways of involving the general public in the planning processes include an event to be held in June 2012, which will look into how cultural highlights can be used to reinvigorate the river banks, as well as a travelling exhibition that will begin at Weißburger Tor and subsequently be shown at towns and villages along the Rhine. Construction work at the Weißburger Tor is now under way. The Weißburger Tor project encompasses the construction of the management centre, a tourist information office, various conference and training rooms and facilities for temporary exhibitions.



FROM THE PILOT PROJECTS

Cheshire West and Chester Council (CWCC)
Lion Salt Works (UK)

Restoration work begins at the Lion Salt Works

The planning for the conversion and restoration of the former Lion Salt Works has now been completed. The building works totalling £ 8 million (approximately € 9.6 million) were put out to tender and the contract awarded. In the meantime a start has been made on the restoration work. The Lion Salt Works is the last remaining salt extraction plant in Great Britain and one of the last three in the world. Closed in 1986, the plant is due to reopen in spring 2014 as an industrial heritage site that will give visitors an opportunity to find out more about the history of salt mining in the Cheshire region. The project's British partner, Cheshire West & Chester Council (CWCC), is working in parallel on the financial and organisational structure of the management centre. It is

looking into whether CWCC should be the body responsible for the centre in future or whether a franchise model can be developed. Another aspect crucial to the running of the site is the long-term involvement of volunteers. To this end CWCC is currently being joined by its local partners in elaborating a concept that will be discussed and agreed with the international **manage+** partners at a workshop.



DLG Public authority for land and water management,
National Project office New Dutch Waterline (NDW)
New Dutch Waterline (NL)

Stichting Liniebreed Ondernemen starts its work

"Stichting Liniebreed Ondernemen", an association founded last autumn to coordinate cooperation between the companies along the waterline, held its first New Year's reception at which the programme for 2012 was presented. The key tasks are preparations for the start of the season, the organisation of Fortress Month events, a membership drive, raising additional money (through sponsoring, subsidies, funds) and ensuring the working capacity of the organisation. The Stichting also takes care of product development and innovations. The organisation currently has 33 members who each pay a membership fee of € 100 a year. It aims to recruit a total of around 100 members.

First training sessions for online platform

Early 2012 saw the first training sessions for the online platform developed as part of the **manage+** project in 2011 to coordinate the work and marketing activities of the companies in the cooperation project. Based on a Google application, it is a virtual management centre that offers a range of applications, such as shared document management, calendars, discussion forums, the sending of emails and the automated distribution of event information, products and services to various platforms. So far eleven entrepreneurs have participated in different training sessions, during which they had an opportunity to comment on the functionality and user-friendliness of the system and suggest improvements. Most of these have been implemented in the meantime. The communications officer of the NDW and two entrepreneurs also underwent training as platform managers.



Dates

- 6 June 2012, INTERREG Annual Event, Dortmund (DE)
- 26/27 June 2012, 9th **manage+** Partners' Meeting, Utrecht (NL)
- 9/10 October 2012, 10th **manage+** Partners' Meeting, (UK)