

Work package 1: Conceive and install management structures based on multiple stakeholder cooperation

Action 2: Develop local partnerships for cooperative management

Introduction

This report is a description of the work the **manage+** partners have jointly done within work package 1, action 2. It gives background and context to the action and explains the process the partners went through. It is also an evaluation of the work done and gives insight in transferable ideas for other regions in North West Europe.

1. Background and objectives

1.1. Work package 1: Conceive and install sustainable management structures based on multiple stakeholder cooperation

The work package 1 about **conceiving and installing management structures** based on **multiple stakeholder cooperation** has the objective to get the management of regenerated areas started during the lifetime of the project and to secure its long lasting continuation. This includes agreed responsibilities of contributing stakeholders, agreed organizational structures, modes of working and decision taking in which the **management centers** – physical or virtual – play a centralizing role. **Management structures** are based on sound financial plans, agreed development strategies and annual action planning. The management centers are also to be used for **continued mutual learning** and exchange of experience between partners but also for other regions and organizations in North West Europe.

Work package 1 consists of 5 actions:

- Conceive options for **sustainable management structures**
- Develop local partnerships for **cooperative management**
- Develop an **IT system** to support effective management, operation and coordination
- Develop prototypes for on-site **management centers** led by a transnational design panel
- **Implement** management structures and centers and start operation

This work package has quite some important **outputs**, this report mentions those that are immediately related to the action 2 about developing local partnerships for cooperative management.

- Structural management models and **model contracts** for different scope of site management (management functions, involved stakeholders, cooperation with other bodies, financial arrangements)
- **Stakeholders mapping**
- **Information materials** presented to stakeholders
- **Minutes of meetings** with stakeholders
- **Agreements on stakeholder cooperation** towards the implementation of concepts for each project site.

1.2. Action 2: Develop local partnerships for cooperative management

In this action the **manage+** partners **network with stakeholders** to be involved in the area management. Potential cooperation can be sought with **private businesses, citizen initiatives, public organizations, ...** The **manage+** partners make a **stakeholder map** and conduct **extensive communication actions** to address potential partners in the fields of culture, tourism, sports, event management, environment. Stakeholder coordination groups are installed based on a governance plan, **roles of stakeholders** are agreed. The outputs of the action are already described above in section 1.1.

1.3. Expectations

In this action, the partners aim to find the best possible partners/stakeholders for their projects with the aim to keep them sustainable on the long term. These partners can be private and public companies, but also citizens, non-governmental organizations, non-profit organizations, All those stakeholders that can have a positive contribution to the management and exploitation of the regenerated site are addressed. The **manage+** partners share with each other the process they went through to find these stakeholders with the aim to create a transferable process.

2. Stakeholder involvement strategy

2.1. Introduction

The **manage+** partners agreed on a working process in several steps. First, each partner made a stakeholder map. In a second phase a questionnaire was made that all **manage+** partners had to fill in. And finally all partners had to make a stakeholder involvement strategy.

2.2. Stakeholder map and questionnaire

In a first phase all partners made a **stakeholder map** with the aim to identify potential stakeholders. All ideas were allowed in order to get the most broad vision on possible stakeholders.

In a second phase, wvi made a **questionnaire** (annex A) for all **manage+** partners to complete. This questionnaire aimed at getting the partners to think on how the identified stakeholders could be involved in their **management and exploitation structure**. Wvi generalized the potential stakeholders by making a synthesis of the partner input and by formulating conclusions (Annex B & C).

Categories of stakeholders were identified. Through the categorization, partners could be able to find stakeholders they did not think of before.

2.3. Stakeholder involvement strategy

In the final phase the **manage+** partners made a **stakeholder inventory** (Annex D). Below you find a description of the steps that all partners went through to structure the stakeholder involvement for their projects.

The process starts with **prioritizing** the potential stakeholder: is the impact of the stakeholder on the project considered high, medium or low? The stakeholders with a high impact are those that are from their nature important for the management & exploitation of the regenerated site.

Another important step is to **identify the current attitude, interest and activities** of the stakeholder. Just as for a job interview, it is very important to know the organization you get in contact with in order to make them a proposal for cooperation that can fit in their business model and culture. It is equally important that the organization that searches for stakeholders, identifies what they expect from the potential stakeholder. This is what is called the **desired attitude & activities**.

Once this knowledge is gained, a plan to contact the stakeholder can be made. This is comparable to a communications plan: **the message** to the stakeholder is described, **communication measures** are proposed to convince the potential stakeholder. The communication measures are ideally tailor-made because they need to be adapted to the stakeholder's business model and culture.

The **message** must be well thought over because this is really the aspect that needs to convince the potential stakeholder to get involved. It should give an answer to the question "Why is involvement of interest for me? What do I gain by it?".

After all these steps, the stakeholder can be contacted to **negotiate its potential role** in the management and exploitation of the regenerated site.

3. Good practice examples from the manage+ partnership

At the **manage+** partner meeting in Chester on 28th – 30th November 2012 a workshop was dedicated to formulating the main messages/the lessons learned from the partnership and that are transferable to other regions in North West Europe.

Annex D consists of the partners' stakeholder inventory, which is in fact their strategy to involve the stakeholders.

3.1. Main messages/lessons learned

Hereafter the main messages are described and confirmed by partners' experiences, in this way showing the transferable results of the **manage+** project. These messages can be divided in two main categories:

- Methods
- Findings

3.1.1. Methods

1) Involve stakeholders in a structured way, manage the expectations and be realistic & honest

Stakeholder involvement needs to be done step by step. These steps are described in the involvement strategy in 2.4 of this report. The organization in search of stakeholders must be very clear about what topics can be discussed and what is not open for discussion. Also the role of the stakeholder must be clear. And don't be afraid to negotiate about budgets.

Define the borders of the project. Inform the stakeholder of the **boundaries and restrictions**, those aspects of the project that cannot be changed. This put limits on the management and exploitation and needs to be communicated in an early phase of the contacts with the stakeholders.

Examples from the **manage+** project:

The Landscape park Hoheward is a newly developed landscape within the Ruhr Region (DE). It is placed in the very heart of the regional *Emscher Landscape Park* where the former coal mining and steel industry was located. There are restrictions arising from funding rules for the exploitation of the park that complicates the involvement of private stakeholders or the development of cooperative marketing. Resulting incomes that derive from the exploitation of the park has to be paid back by the land owner Regionalverband Ruhr (RVR) by 90% to the granting institute. It takes time and needs further discussions with the granting institute to change these regulation sin the future.

Figure 1: Landscape Park Hoheward



At the *Sugar factory site in Veurne* the nature park of the site must be preserved. Access is limited and in the birds breeding period even forbidden.

Figure 2: nature elements at the sugar factory site



The *Lion Salt Works in Cheshire West and Chester* is a listed heritage site, the rules for heritage must be followed. With taking on an existing project there were expectations that CWCC would deliver the original proposals. CWCC took out aspects of those proposals and had to manage that carefully so stakeholders did not feel overruled or forgotten.

Figure 3: Lion Salt Works heritage listed elements



The *Weissenburger Tor* in *Germersheim* is a former fortress town gate and also a listed heritage site, the rules for heritage, like e.g. building prescriptions, have to be followed.

Figure 4: Weissenburger Tor



- 2) Define the approach: top-down (regional coherence) – bottom-up (common aim) or a combination of both

The scope of the project is important to define the approach. In projects like New Dutch Waterline and Emscher Landscape Park regional coherence is a very important factor. For that a top-down approach is necessary. This **top-down approach** consisted of the redevelopment of the 85 km long military defense line of New Dutch Waterline by setting up a national project organization that organized the involvement of local stakeholders by making a network of local entrepreneurs.

On the other hand, the **bottom-up approach** raises motivation, participation, cooperation. Stakeholders work together to reach a common aim that they could identify themselves. After having

organized the network of entrepreneurs, the New Dutch Waterline, in cooperation with the entrepreneurs, have set up a foundation in which the entrepreneurs work together on marketing, communication and organizing common events. The national project organization does not play any role in this foundation, with the exception of some starting up funding.

In some cases a combination of both seems the best option. In the New Dutch Waterline this is the case. The marketing for the New Dutch Waterline is e.g. a top-down approach. The forts that have a theme that interlinks the different entrepreneurs are the bottom-up approach (e.g. Geofort).

But all in all, most **manage+** local projects strive for a combined process.

Examples from the **manage+** project:

Regionalverband Ruhr used especially in the **first phase** of their project a **bottom-up** process. That is necessary because of the manifold public and semi-public stakeholders involved in the development of the project site Landscape Park Hoheward, that is part of the regional Emscher Landscape Park.

The measures taken are the following:

- Implementation of a **joint work group** with all relevant public partners, being Regionalverband Ruhr and the cities of Herten and Recklinghausen;
- Development of a **common management/business plan** for the visitor centre Hoheward that has to meet all expectations of the public partners. This needed negotiations about the content and financial commitment;
- **Commitment and approval** of the project in the committees and councils of the 3 public partners;
- **Implementation** phase of the visitor center and involvement of private partners.

The experience of Regionalverband Ruhr is that the process of stakeholder involvement gets more time consuming and complex when more partners get involved in the project.

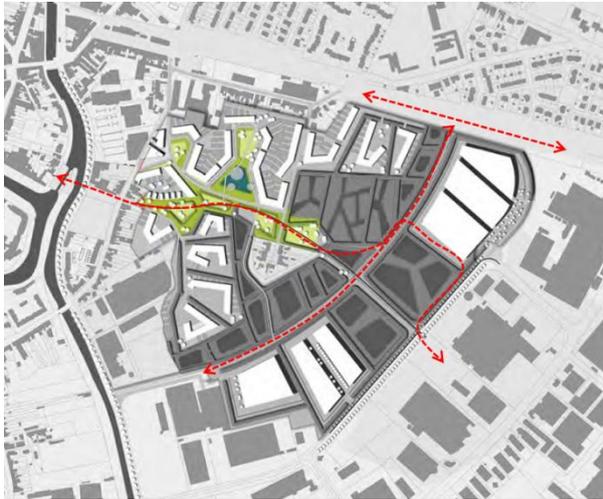
Figure 5: Pre-opening of the visitor center in Herten in March 2013



Also for the *sugar factory site in Veurne* there is a **combination of top-down and bottom-up**. The business park development, management and exploitation will be a top-down process because this is

the core competence of wvi. Wvi knows best how this can be done. Stakeholders are involved within the strict boundaries set by wvi. For the development and management of the city park, a bottom-up approach is envisaged because wvi lacks experience in this field. Through cooperation the stakeholders can add creativity in the design, realization, management and exploitation of this 4ha big city park.

Figure 6: Plan for the park following the master plan, a bottom-up approach must refine the plan



For *Germersheim* the **combination of both** seemed to be the best option too. At the beginning of the project *Germersheim* started locally to involve the stakeholders, but in the next step, the city went to the region to market the offers regionally and to make *Germersheim* better known and more interesting for tourists and visitors in a bigger catchment area.

3) Find a common topic to work on/choose a viable theme

This can be a **management topic** like e.g. a common marketing strategy as is being worked out by the city of *Germersheim* in cooperation with Verband Region Rhein – Neckar and local actors.

This common topic can also be a theme around which stakeholders can organize different activities. Here we have the examples from *New Dutch Waterline*.

Examples from the **manage+** project:

Germersheim is supported by Verband Region Rhein – Neckar in the **manage+** project. They helped e.g. with a SWOT – analysis that was the start for making the marketing strategy.

After defining the local and regional stakeholders, 2 stakeholder involvement meetings took place in 2011 with the aim to define attractions, offers, needs, possible roles and scenarios for cooperative partnerships.

The overall aim is a centralized cooperative management, networking and development unit that initiates new ideas and partnerships in the tourism office and visitor center in the Weissenburger Tor. From this center, cultural events in *Germersheim* will be organized and marketed in the wider catchment area and also supraregionally. Networking with local and regional partners already started, e.g. Südpfalztourismus Stadt *Germersheim* e.V. (local), Südpfalz Tourismus Kreis *Germersheim* (regional), Pfalztourismus e.V. (regional) etc.

A regional network with partners in the tourist administrations of towns in the vicinity and bilateral linking on the internet is another aim within the regional marketing strategy. On the long term a common platform for tourism attractions, events, programs and offers will be created together with stakeholders and partners. To do so, the experience from Cheshire West and Chester Council and of New Dutch Waterline can be very useful.

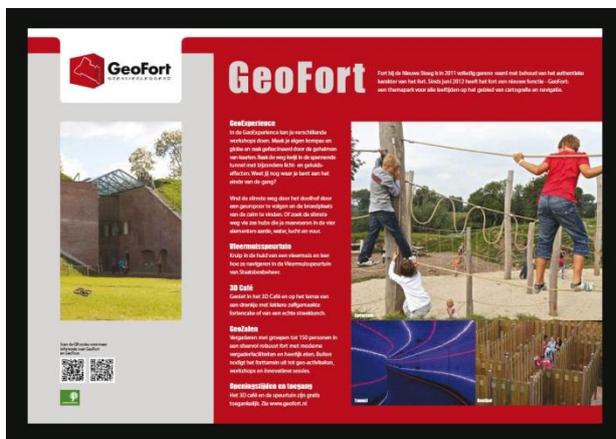
Fort Vechten where cherries are the common theme and where a local bakery makes a special cherry cake, where cherry events are organized like e.g. citizens that can help harvest cherries, etc.

Figure 7: cherries as a brand for a fort



Geofort where the theme is geography, GIS and its related instruments.

Figure 8: GIS as a branding for a fort



- 4) Structure the message to the stakeholder following the time schedule/the stage of the project (beginning/middle/end)

It is important that stakeholders are **approached and involved at the correct stages** of the project. Therefore, stakeholder consultations and outcomes have to be built into the project timetable to ensure the right messages are being delivered at the right time.

In every stage of the project, one needs different and tailor made messages to reach and involve the stakeholders. **These messages develop with the project phases.** In the early phase of a project, one may “only” want to involve the stakeholders through information meeting. When progressing the project the stakeholders may change their role and level of involvement by getting more deeply and

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

Examples from the **manage+** project:

In the *Hoheward* project the cities of Herten and Recklinghausen were in the first phase **informal members** of the work group. Only in a later stage of the project they became active partners and today they even **contribute financially** in the operation of the visitor centre.

For the *Lion Salt Works*, Cheshire West and Chester Council consulted with the local community for the enabling works at the very start of the project to outline the specific work on site with a **general concept of the final product**. They then consulted with the local community several months later when they had refined the final product and had a clearer timetable of works.

The message in *Germersheim* was clear from the early start: ***“We want more people to know, find, visit and discover Germersheim as a touristic destination”***.

One part of it was to **create a tourism office** and visitor center in the Weissenburger Tor where all the coordination work, marketing an touristic and cultural development can be organized and executed.

Figure 9: Tourism office at the Weissenburger Tor



The second part was to **market Germersheim** as a regarded and interesting destination. Therefore Germersheim first looked for local stakeholders to collect all their ideas and to connect with them. The main questions were: “What can we offer? Why should one come to Germersheim? What makes us unique? ...”

In the next step stakeholders from local and nearby attractions, private and public offers were invited to **identify what attractions and offers could work together or could become a bundled offer** for visitors and tourists. At the same time they were asked for new ideas to make Germersheim more attractive.

The final step is to **connect with more regional attractions, offers and destinations**. The city wants to make itself and its tourism offer more known and put it on the map more effectively, in the region and nationwide. The aim is to promote Germersheim as an inviting touristic destination for families,

cyclists, Saint Jacob pilgrims, friends of nature, people looking for rest and relaxation, fans of historic fortifications and people who love to walk along or navigate on the river Rhine.

For all stakeholders the message is nearly similar: “**You gain by cooperating with us** – together we are strong and able to market every partner’s offer better than before. Many ideas and campaigns maybe will not cost more, but can be more effective for everyone.”

- 5) Define what you want to achieve before you go to the stakeholder, approach him/her with a proposal and show respect for his/her view

One needs to know the **aims of the cooperation**, the goals one wants to achieve 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 to **know the stakeholder** that you have in front of you, that you know his aims, objectives, targets.

Respect does not mean that you always have to accept the stakeholders view but that you try to find a common solution. Only with respect and mutual trust it is possible to find a consensus.

Examples from the **manage+** project:

Regionalverband Ruhr proposed a **marketing cooperation** to the land owner RAG MI who develops and rents the historical coal mine building. The staff of the visitor centre works as a broker to rent meeting facilities on behalf of RAG MI and spread information and publicity material. More common marketing activities will be developed. In return RAG MI proposes to contribute financially – as sponsor – in the operation of the visitor centre.

At the *Lion Salt Works*, Cheshire West and Chester Council did not approach the Salt Barge pub (on the other side of the street and the closest stakeholder to the site) as a stakeholder for the management centre until they had a **clear understanding of the use of the centre** with drawings and plans of the space. Cheshire West and Chester Council discussed planned use of the centre while the pub landlord had an opportunity to comment on the facility and propose his use and involvement. Cheshire West and Chester Council and the landlord came to a mutual decision as to how to work in partnership.

Figure 10: The Salt Barge pub



Germersheim did not start with bilateral talks but invited the defined stakeholders in **two meetings** and asked them for their ideas about how to market *Germersheim*. Some stakeholders did not show up, other don't want certain stakeholders to join the network or to be part of the stakeholder group. Those stakeholders who accepted the invitations, gave **a lot of information** about their ideas, needs and expectations, which helped a lot in planning the following steps.

In the beginning, *Germersheim* tried to find manners to **work with competitors** in different ways and on different themes (in small projects). After a period of time, and once knowing each other, some of the competitors started to cooperate without the help of the town council. Restaurants and hotels that did not cooperate, now recommend each other to their guests. Others, like tour guides, and public partners, asked for the **town support in marketing** before they were open to cooperation. The common aim was very helpful: "Interest and invite more visitors and tourists to come to *Germersheim* during the year".

Once the stakeholders defined themselves and their offers as an **essential part of the cooperative management system**, they could be interested in cooperation. To come to this point needs many bilateral meetings and a lot of time.

Figure 11: Pictures of the initial stakeholder meeting



6) Define together with the stakeholder his/her impact and role taking into account what the benefit for both sides will be.

This is what *Regionalverband Ruhr* did in its process when **contacting and negotiating** with their stakeholders. This resulted in a stakeholder strategy that is now the 3rd phase in the working process described in point 2.4. of this report.

It is of importance that both parties **complement** each other and that the **benefit of cooperation** is clear to both of them.

Regionalverband Ruhr developed and implemented its project **in close cooperation** with the other main stakeholders being the cities of Herten and Recklinghausen and the tourism office of Herten, to ensure **acceptance and engagement** from the very beginning. The **benefits, roles and contributions** are clearly described and were recorded in a common **cooperation contract**.

7) Involve stakeholders as soon as possible in the process

By involving stakeholders in the **beginning of the process** their ideas and proposals are 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 in the beginning of the project, to help define the project.

Examples from the **manage+** project:

For the development of the *sugar factory site in Veurne* citizens will be involved in the project definition of **the park** that will take 4 hectare of the site. And for the housing part, wvi will execute a **market consultation** with building contractors to define how the project can be conceived.

The *Germersheim* experience is that even though it made it more complicated, starting with the **stakeholder group meetings** was positive in the end. In the meetings the stakeholders shared many different ideas and developed quite a number of new ones. Also the problems of marketing single offers or finding new cooperative ways for local and/or regional promotion were discussed via that platform. **Invited experts** brought in more information and understanding for and about regional and national marketing of tourism destinations and heritage sites. That helped Germersheim to ask better questions, being the ones that lead to common aims and to future potentials.

3.1.2. Findings

1) Stakeholder involvement raises creativity

Involving stakeholders raises **creativity and innovation** because stakeholders bring new views to your own. People who work for a long time on a project, know it by heart and in deep detail but sometimes tend to stick to this knowledge and need the new views of these stakeholders to be able to progress. Discussions can help to sharpen the focus, the view on the common aims.

2) Stakeholder involvement is time consuming

Involving stakeholders takes a lot of **staff time**. It is about talking, making proposals, negotiating, adapting proposals etc. It is not something that is done in a few months. And don't forget to plan the time needed for all the documentation work.

Examples from the **manage+** project:

In the *New Dutch Waterline*, it took 5 to 6 years. Multiple **meetings** were needed. The first and main step when a fortress is redeveloped, is involving the surrounding area by giving them up-to-date information and by organizing information meetings. The "neighbours" of the fort are involved in the whole process of giving the fort a new function, and this takes normally a couple of years.

For *Regionalverband Ruhr* the stakeholder involvement is integrally part of the **manage+** project which caused a delay in the execution of other activities in the European project.

For *Germersheim* stakeholder involvement is an **ongoing process**, that needs regular meetings, informal talks and care. At the **beginning** of the project, there is **more time needed** than later on in the process. It is worth to support and develop stakeholder partnerships to the point when they

work on their own. This is also the aim of Cheshire West and Chester Council who already had this experience with Destination 49 and apply the same way of working on the Lion Salt Works. The public partner helps with getting a partnership started, but once this works well, the public partner withdraws.

3) Those actors that make the most noise are not always the most important

In meetings where several stakeholders meet at the same time, there are always people who talk a lot and express their opinion easily, but there are others too, more quiet people that can also have an important view on the matter. Just don't forget to listen to them and to put the different issues and views in the right perspective.

4) Contact with stakeholders is very personal, find a personalized approach

The contact with stakeholders needs a **personal approach**. Each stakeholder has its specific own characteristics that need to be respected in order to be able to build up a **trustful cooperation**. Actors must get to know and trust each other before cooperation is possible. This is one of the aspects that make stakeholder involvement **time-consuming**. Due to the necessity to a personal contact, it is perhaps difficult for a consultant to do this instead of the actor requesting for stakeholder involvement.

Examples from the **manage+** project:

For the *Lion Salt Works* using a consultant to support the stakeholder involvement worked well. Cheshire West and Chester Council has run stakeholder session jointly with a **consultant collating all responses and writing the reports**.

Germersheim found out that it is good to have several people that work on the project and that make contacts or conduct negotiations with stakeholders for the simple fact that different people can match better with different partners/stakeholders. Sympathy matters a lot. If only one person would work on the project, interesting partners could be lost because they don't get along with each other. For that reason *Germersheim* needed more than once a change of contact person.

5) Be flexible: don't exclude stakeholders that have a different aim than yours

This point is interrelated with point 2 about stakeholders that raise creativity. Be flexible in the proposal and within the boundaries of the project. Sometimes stakeholders can have a different aim but as long as it fits within the boundaries, it should be considered and negotiated. If you are flexible, the potential stakeholder can also be flexible and both can work towards a **compromise**.

Proposals from stakeholders should be considered and even adopted if appropriate.

Examples from the **manage+** project:

Out of negotiations with the stakeholders it appeared that for the Hoheward project of *Regionalverband Ruhr*, it is important **not to have only 1 management center** at Zeche Ewald (city of Herten), but also to integrate **an information point** on the opposite edge of the project area in Recklinghausen as this is also a main entrance to the project site, and as the city of Recklinghausen also contributes financially to the visitor centre. This proposal has been considered and accepted.

Figure 12 : Picture of the visitor center in Recklinghausen



The experience with the *Lion Salt Works* show that also concerning **flexibility the expectations should be well managed** (See methods 3.1.1, message 1). The Lion Salt Works Trust developed the original proposal for the restoration of the site and expected Cheshire West and Chester Council to deliver the exact scheme. When Cheshire West and Chester Council revised the scheme to make it more sustainable, they had to manage the Trust's expectations and disappointment at removing parts of the redevelopment they had devised to keep them on board as main stakeholder.

The Germersheim experience shows that the different concentration and strategic alignment of the stakeholders needs the **openness for compromise**. E.g. Verband Region Rhein – Neckar has its own targets, that are different from many other stakeholders targets such as Vis à Vis, Pfalztourismus etc. Most business partners and many stakeholders display egoistic thinking at the beginning. It needs time, and a lot of talking and negotiations, to win them for **fair and open minded cooperation**.

6) Remain positive even in hard times

Negotiating is a difficult and tiring process, and even more when stakes are very different. But it is worth the effort if afterwards a good cooperation contract can be signed.

Examples from the **manage+** project:

Example Geofort in the New Dutch Waterline: to start the exploitation of this fort, quite some difficulties had to be overcome, being finding the **finance, spatial planning issues, safety problems**, how to involve **direct neighbours and the local community** and how to deal with **the owner** of the fort (state forestry service) when it comes to make a lease contract. These problems caused quite some delays in getting the fort exploited but a lot of energy, strength and clear and honest communication were the basis of a **good long term business plan**.

Figure 13: Picture of Geofort in operation



7) Accept that the relation with the stakeholder changes in time

When a cooperation with a stakeholder is formalized in an agreement and rules of cooperation, one has to take into account that roles of stakeholders can change in time because their aims, objectives, targets, financial situation changes. It is important to **re-evaluate the stakeholders' input** and to change contracts accordingly.

Example from the **manage+** project:

Germersheim found out that they need to cooperate more intense with and in between Südpfalz – Tourismus Stadt Germersheim, e.V. and Südpfalz – Tourismus Kreis Germersheim e.V.. Even though these organisations share some **common aims**, they follow **different strategies** to achieve the aim. As a consequence **double work** that was avoidable has been done.

8) You cannot please all stakeholders: choices must be made

If the differences with stakeholders are too big, e.g. that they want to achieve something that is not possible within the given boundaries (see point 4: manage the expectations), one must be able to **let them go**. Although the contact can be kept in case something changes in the future.

9) Just do it! = Consider stakeholder involvement, it is worth while

This is our final recommendation: just do it!

Getting started is difficult but from experience, the **manage+** partnership can tell that it is worth the effort. Stakeholders bring new ideas in the project, make the project viable, raise sustainability on economic, social and also environmental level.

3.2. Stakeholder involvement matrix (Annex D)

The stakeholder involvement matrix of all **manage+** partners are included in annex D.

4. Evaluation and transferability

4.1. Evaluation

In this section the **manage+** partnership evaluates what worked well and what were the issues and problems encountered.

What worked well and the positive lessons learned are described in point 3.1.

The main problems encountered are described hereafter.

An important problem that all partners encountered is **misunderstandings among stakeholders, unspoken issues and ambitions**. These problems can be solved through an extra communication effort and by having a **clear project definition** that is accepted by all stakeholders from the beginning of the project. Some of these solutions are described as positive messages or recommendations in point 3.1.

Another problem is the **cooperation with private, commercial companies** because of several aspects. Private companies want to have fast solutions to problems. They mostly don't want to be financially involved, using as reason that they pay taxes that can be used for the management & exploitation ideas of governmental organizations. Unless it can be proven that they have a **benefit** in being involved. As these actors are a rather **critical audience**, it is difficult to find their benefit. This can be solved by making a good **business case** that can be presented. This is also described in the messages and recommendations.

Engagement of **different levels and different groups of people** is also a problem where the partners were confronted with. This really needs a **tailor-made and personal approach** for each stakeholder (or type of stakeholder) which is of course a very **time-consuming** process. Finding compromises is necessary but the actor that takes the initiative for stakeholder involvement is not the only one that must be indulgent.

Cheshire West and Chester Council had the problem that, before taking over the Lion Salt Works project, the project already existed for a long time but nothing really happened. This led to a high level of **cynicism** and "we have heard this all before" from some stakeholders. Therefore CWCC had to work hard and entice them that there was a new opportunity and a new beginning (see 3.1.1 Methods, message 7).

A more practical problem is that it is **hard to find dates** to meet the stakeholders. E.g. in Cheshire West and Chester Council the stakeholders keep wanting to change dates and most of them are retired, go on long holidays, or are simply not around.

4.2. Transferability

The process to achieve a successful stakeholder involvement strategy is transferable to other organizations and regions. Starting with a stakeholder map, using the questionnaire to categorize stakeholders and finally complete the stakeholder inventory.

The recommendations/lessons learned with examples for the **manage+** partnership are good practices that can help you in the process of getting stakeholders involved and are in this respect also transferable conclusions.

5. Overall conclusions from action 2

5.1. Conclusions

The overall conclusions can be formulated as follows:

- Stakeholder involvement is a difficult, time consuming but rewarding & interesting process
- that needs to be started as soon as possible, and already during the regeneration phase;
- It allows for innovation and integration of new ideas;
- and it makes actors think of and work on the post management and exploitation of regenerated sites;
- You need motivated and enthusiast people who want to invest time in this
- and who are well prepared, have negotiation skills and show respect for other opinions;
- It is a process that needs to be dealt with in a structured way;
- to meet your goal but the path may not always be straight and could take different ways to get there.

5.2. Quotes from stakeholders

Germersheim:

“I never thought that I would discuss a common marketing strategy with my competitor – but it totally makes sense.” *(Heike Tretter, owner of a restaurant)*

“We could have done a lot more before – but no one wanted to do (pay for) all the work before – but now the manage+ project gives us the chance to cooperate and create new ideas in marketing Germersheim.” *(Heinz Sachs, local Agenda 21, shop owner, travel agency)*

“Now there is a platform, Germersheim can win and collect stakeholders and go for both, local and regional marketing much more efficient than before.” *(Birgit Janson, shop owner – jewellery designer)*

“It’s much better to go to market with partners, than trying to do it (alone) on your own.” *(Sascha Hofman, CEO of the University in Germersheim)*

“What we need is a common aim, a beacon, a logo and a slogan – all of them represent Germersheim to the world – as well as the offers and attractions we have here.” *(Birgit Meischner, owner of a design office)*

“As long as no one knows about us (Germersheim) – we’ll be still in the situation we were in before – what we need is a bigger budget for marketing activities. The money we (Germersheim) spend at the moment is not enough by far. Perhaps we can use manage+ to go one step forward.” *(Patrick Daum, offers boat trips close in touch with nature)*

“I didn’t think we’d come that far in one meeting. Now I like the idea of marketing Germersheim and all the offers together a lot more than before. This is a very good beginning ...” *(Ulrike Schmitt-Schmitt-Heberle, a private event planner after the first stakeholder meeting)*

Lion Salt Works

“That the appreciation of the Trustees for the sterling efforts made by the officers at Cheshire West and Chester Council in bringing the Lion Salt Works project to the stage where planning permission had been obtained and work commenced on the scheme, be placed on record” (*Lion Salt Works Trust minutes 22 March 2011*)

“Even in its current condition I can see the potential and I look forward to coming back to see it in all its restored glory. Connecting the canals use to the salt industry would be a good idea, also lots of interactive bits for the children.” (*email survey 2012*)

“We are very interested in catering for events in Stove House 5 management centre and booking it for our own larger events we cannot hold in the pub.” (*Salt Barge landlord 2012*)

“We are delighted that the project is happening and the site will be restored. We look forward to it being completed and enjoying the facilities.” (*local resident, 2011*)

Regionalverband Ruhr

“manage+ is helping to reinvent the structure of the Landscape Park Hoheward and the “New Emscher Valley” through the involvement of new partners and stakeholders. Farewell, one-dimensional thinking. Welcome instead the power of intercommunal cooperation, new-partner-interaction, and the unexpected “Aha!” in a future leading project.” (*Georg Gabriel, department head for city marketing & tourism, city of Recklinghausen*)

“The visitor centre Hoheward is an essential component for profiling the northern Ruhr region in the successful touristic marketing of the whole region. Only through cooperation of different partners, with a strong common engagement and the help of manage+ funding this important project can be implemented successfully.” (*Frauke Wiering, economic promotion, city of Herten*)

“manage+ helped us as local actors and tourism experts to boost the economic development of the Hoheward site and the whole Emscher Landscape Park as the “Central Park” of Metropolis Ruhr. With the installation of the visitor centre Hoheward the partnership managed to create a touristic centre with high charisma. Thus, we get closer to our goal to create an efficient and quality oriented system and to intensify local tourism activities. Without manage+ we would have never come so far.” (*Ludmilla Gutjahr, management board, Visitor Centre Hoheward*)

West-Vlaamse Intercommunale

“We are willing to start negotiations with wvi about the rent, lease or purchase of the nature conservation park on the sugar factory site.” (*Norbert Roothaert, Natuurpunt*)

“The city of Veurne is pleased that wvi plans to realize in cooperation with private stakeholders a sustainable housing quarter at the sugar factory site (*Pascal Sticker, alderman, city of Veurne*)

“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 center will be erected” (*Jan Pattin, chairman of the Veurnse Volkstuin, feitelijke vereniging*)

“De Lijn foresees to invest in a tramline extension from the coast towards the Veurne railway station at only 250 m from the sugar factory site. We are convinced that both projects will reinforce each other and will support each other with regard to sustainable mobility” (De Lijn West-Vlaanderen, public transport provider for busses and trams)

New Dutch Waterline

"The region where my fortress was located was a 'cherry region'. There was no common marketing strategy around this product. With some cherry farmers and restaurants our fort started the 'Cherry festival' in our region. On the Fortress at Vechten the cherry festival event was Anton Tjechov's theatre play the Cherry garden that was staged each year. Since 2002 the cherry festival has become a big event on the calendar of activities and draws many visitors. What makes it special that the festival is purely a private initiative. No municipal or regional money or subsidies were needed to make the festival a success" (*Martin Vastenhout, manager Fortress at Vechten 1999 – 2010, co-organizer Cherry festival since 2002*)