

New Alliances between Industry Culture and Economy Mittelhessen Action Plan



Overview

SUMMARY	3
PART I – GENERAL INFORMATION.....	4
PART II – POLICY CONTEXT	5
PART III – DETAILS OF THE PLANNED ACTIONS	6
3.1 Background	6
3.2 PARTICIPANTS	7
3.3 JUSTIFICATION FOR ACQUISITION/ADAPTATION OF GOOD PRACTICES	9
3.4 ACTIONS	10
3.4.1 ACTION 1 – EXPANDING the ALLIANCE	11
Steps/activities necessary for its implementation	11
Participants11	
Timeframe11	
Expected impact of the implementation of the action	11
3.4.2 ACTION 2: SPREADING THE IDEA	12
Steps/activities necessary for its implementation	12
Participants12	
Time frame13	
Expected impact of the implementation of the action	13
3.4.3 ACTION 3 — SUPPORTING the ANCHORS	14
Steps/activities necessary for its implementation	14
Participants15	
Timeframe15	
Expected impact of the implementation of the action	15
3.5 RISK ASSESSMENT: MITIGATION MEASURES TO CONTAIN/MINIMISE RISKS	16
3.6 SUMMARY OF TIMEFRAMES.....	17
3.7 COSTS AND OTHER EXPENDITURE/CONTRIBUTIONS FOR ALL 3 ACTIONS.....	18
3.8 SOURCES OF FINANCING AND DISBURSEMENT PLAN.....	18
3.9 REQUIRED MEASURES TO SECURE FINANCING	20
PART IV – PROCEDURES TO EFFECTIVE MONITOR THE ACTION PLAN IMPLEMENTATION AND EXPECTED IMPACTS	21

Summary

New Alliances between Industry Culture and Economy– Action Plan Mittelhessen

Until the end of 2022, the Action Plan “**New Alliances between Industry Culture and Economy**” will implement the ideas, experiences and suggestions we have collected in the context of the Interreg Europe project ThreeT. We want to continue promoting the places of industrial culture and the actors, initiatives and partners in the field of industrial culture and emphasising connections stronger. We also want to find new forms of cooperation as well as develop the marketing for industrial culture even further. In order to do so, we together have defined three "actions":

- **EXPANDING THE ALLIANCE:
STRENGTHENING THE NETWORK OF INDUSTRIAL CULTURE IN MITTELHESSEN**

Since 2013, there is the ‘Working Group ‘Industrial Culture’ and since 2019 the complementary ‘Network Industrial Culture’. The question here is which structures and procedures we need in order to be able to optimally implement the Action Plan and the measures described therein and which actors are still missing and need to be addressed. We want to find out how we can best work together to continuously develop industrial culture in the region Mittelhessen.

- **SPREADING THE IDEA:
CONTENT- AND EVENT MARKETING FOR INDUSTRIAL CULTURE in MITTELHESSEN**

With this action, activities are to be carried out to strengthen the network of the partners, groups and initiatives of industrial culture in Mittelhessen and to make the objects more visible. The aim is to increase the frequency of visitors to the individual sites of industrial culture, the associated catering and service businesses and thus for the entire region. Therefore, the Days of Industrial Culture will be held in July 2021 and videos on objects and with contemporary witnesses will be produced over the next 2 years.

- **SUPPORTING THE ANCHORS:
FURTHER DEVELOPMENT OF INFORMATION CENTERS OF INDUSTRIAL CULTURE**

Places of industrial culture and their surroundings are to be supported in developing further into information centres for industrial culture in Mittelhessen and can be a pilot project for whole Hessen. The aim is for these centres to receive more attention and thus also to focus more on the offers, sights and companies in their neighbourhood or on the creative and cultural industries.

BY CREATING INFORMATION OFFERS, A SUITABLE NETWORK STRUCTURE AND APPEALING MARKETING FOR COMPANIES FROM THE AREAS OF SUSTAINABLE TOURISM, CREATIVE INDUSTRIES, START-UPS AND PLACES OF INDUSTRIAL CULTURE AS WELL AS FOR EXISTING COMPANIES, NEW ALLIANCES ARE TO BE PROMOTED AND THE TOPIC OF INDUSTRIAL CULTURE IN MITTELHESSEN SHALL BECOME EVEN MORE VISIBLE.



Part I – General information

Project: Thematic Trail Trigger (Threet)

Partner organisation: Regionalmanagement Mittelhessen GmbH

Country: Germany

NUTS 2 region: Administrative district of Giessen (Mittelhessen)

Contact person: Manuel Heinrich

E-mail address: heinrich@mittelhessen.org

Telephone number: 0641/948889-11

THIS ACTION PLAN WAS DEVELOPED BY THE REGIONALMANAGEMENT MITTELHESSEN GMBH
IN CLOSE COORDINATION WITH THE MINISTRY OF ECONOMY AFFAIRS, ENERGY, TRANSPORT AND HOUSING
AND THE MINISTRY OF ENVIRONMENT, CLIMATE PROTECTION, AGRICULTURE AND CONSUMER PROTECTION
OF THE STATE OF HESSE AS PUBLIC AUTHORITY.

Part II – Policy context

The Action Plan aims to achieve an impact:

- X **Investments for growth and employment**
European territorial cooperation
- X **Other instrument of regional development policy**

Name of the policy instrument referred to: Operational Programme (OP) of the State of Hessen ERDF 2014–2020/IWB ERDF Programme Hessen

Current state of the policy instrument: The programme focuses on four thematic priorities: Strengthening research, technical development and innovation increasing the competitiveness of small and medium-sized enterprises (SMEs) and encouraging start-ups, to promote efforts to reduce CO₂ emissions in all sectors of the economy sustainable urban development. ERDF funding aims to make the greatest possible contribution to the Europe 2020 strategy for smart, sustainable, and inclusive growth.

The Action Plan aims to achieve an impact on Axis 2 which emphasises on “Increasing competitiveness of Small-Medium-Sized enterprises (SME) and supporting start-ups” with the Investment Priority (IP) 3d to “Support SMEs to participate in the growth of regional, national and international markets as well as in innovation processes”. Investments in the public tourism infrastructure, especially taking the regional natural and cultural heritage into account, play an important role in achieving that IP. The Action Plan will focus on that and can therefore have an impact on the ERDF.

Other regional development policy instrument – EAFRD: The state government promotes the development of sustainable, rural, and GMO-free agriculture, which contributes to the preservation and development of rural areas that are worth living in. One of the priorities is to ensure a better quality of life in rural communities through local and regional projects. Rural development is effectively supported by measures such as village development, broadband development in rural areas and support for 24 LEADER regions.

The Action Plan also aims to achieve an impact on the development of rural areas and the enterprises within, as 70 % of the communities in the region are located in rural areas. The state of Hessen supports basic services and infrastructure and regional development in the areas of tourism and local recreation. Thus investments in the public tourism infrastructure taking the natural and cultural heritage into account and developing new methods and approaches can have an impact on the EAFRD.

Part III – Details of the planned actions

3.1 Background

Central Hessen, as a planning region with no historical roots, nevertheless has many similarities: apart from the dialect, which is hardly cultivated, however, the special feature is that there are many producing companies in the region. This is due to the fact that natural resources as water or minerals such as stones, ore and even coal were mined, transported and processed locally in the past and partly the present in Central Hessen. This resulted in well-known companies that – in many cases undergoing constant change – still exist today. Even after the end of the mining of mineral resources (except for the stones), Central Hessen is the “Workbench of the State of Hessen” and has a high share of producing companies.

In 2013 a seminar at the Philipps University Marburg worked out this special feature and created the touring exhibition “Industrial Culture at the rivers Lahn and Dill”. The head of the seminar, Prof. Dr. Otto Volk, has created a database for originally > 1,000 objects in the state of Hesse. In southern and northern Hesse, there were already initiatives for industrial culture at that time and still exist today. In order to fill this gap in the middle, Prof. Volk joined the regional management and, with the support of the Mittelhessen association, founded the Working Group Industrial Culture.

Networking at the state level has been further expanded through the gradual enlargement of, for example, state authorities or institutions. At European level, the network with the ERIH (European Route of Industrial Heritage) has now been incorporated as a regional route.

The working group developed a logo, and with seasonal programs and the days of industrial culture in 2017, it also provided evidence that there is a critical mass on both the supplier and the demand side.

After many years the project was supported by own funds and sponsors, in 2018 a LEADER-funded cooperation project with all seven LEADER regions for the marketing of industrial culture began, in the framework of which signs, leaflets and an app as well as a website as a basis were created. Thanks to the INTERREG EUROPE project Threet, which also started in 2018, the coordination and a very valuable learning process with other thematic routes across Europe have been carried out. At the same time, the two projects had the effect that the two Hessian Ministries (Economics and Environment) joined the working group and thus the Initiative for Industrial Culture. The joint development of the Territorial Context Analysis, with the result of the Good Practices, was a first important step in the development of the regional project. A total of 27 stakeholders participated in the study visits to the partner regions, discovered many good examples and drew lessons from it. Some of the good practice examples have proved most effective and we want to implement these ideas together in Central Hessen as part of the Action Plan. Read the next section to find out which ones they are.

The Online Tutoring Sessions for the Good Practices were all visited and used to deepen the experiences and maintain the exchange. Another source of inspiration was the professional exchange with the INTERREG CENTRAL EUROPE projects



Inducult 2.0 and the resulting project InduCCI.

Industrial culture in Central Hessen is now less understood as a route or trail in the traditional way than as a topic, since it is not possible to visit the objects in one piece.

It was only thanks to the strong involvement and participation of the State of Hessen – our public authority – in the process that it was possible to raise funds for the implementation of the Action Plan. This project has started in October 2020.

3.2 Participants

Regionalmanagement Mittelhessen GmbH involved different stakeholders of industrial culture in the region and the State of Hessen. Most of them participated at the project ThreeT and the working group 'Industrial Culture'. That working group acts as a steady professional support and expert panel. The network partners will participate in the implementation.

Network partners	Role of participation (Partner for Action 1–3)	Participation ThreeT (type of involvement)
Hessian Ministry of Economic Affairs, Energy, Transport and Housing (HMWEVW)	– Technical cooperation, support and advice as well as multipliers (Management Authority) (Action 1 + 2 + 3)	X (study visit, working group/stakeholder meeting)
Hessian Ministry of Environment, Climate Protection, Agriculture and Consumer Protection (HMUKLV)	– Technical support and advice, financial authority (Action 1 + 2 + 3)	X (study visit, working group/ stakeholder meeting)
State authorities	– Technical cooperation and multipliers (Action 1 + 3)	X (working group/ stakeholder meeting)
Regional Council	– Financial authority and multiplier (Action 1 + 3)	X (study visit, working group/ stakeholder meeting)
Working Group 'Industrial Culture'	– Technical support, expert panel – Multiplier and communicator – Programme partners Days of Industrial Culture (Action 1 + 2)	X (study visit, working group/ stakeholder meeting)
Lahntal Tourismus Verband e. V.	– 3 tourist destinations with regional committees: technical support and expert panel (Action 1 + 2)	X (study visit, working group/ stakeholder meeting, tutoring session)
Region Vogelsberg Touristik GmbH		X (study visit, working group/ stakeholder meeting, tutoring sessions)
Westerwald Touristic service		



Network partners	Role of participation (Partner for Action 1–3)	Participation ThreeT (type of involvement)	
Leader region Lahn-Dill-Wetzlar	<ul style="list-style-type: none"> – Mediation of local actors – Support for technical issues – Dissemination of results and information – Multiplier and communicator – Programme partners Days of Industrial Culture 	X (study visit, working group/ stakeholder meeting)	
Leader region Lahn-Dill-Bergland		X (working group/ stakeholder meeting)	
Leader region Marburger Land		X (study visit, working group/ stakeholder meeting)	
Leader region Limburg-Weilburg			
Leader region Vogelsberg		X (study visit, working group/ stakeholder meeting)	
Leader region GießenerLand		X (working group/ stakeholder meeting)	
Leader region Burgwald-Ederbergland			
National Geopark Westerwald Lahn-Taunus		(Action 1 + 2 + 3)	X (study visit, working group/ stakeholder meeting)
National Geopark Vogelsberg			X (study visit, working group/ stakeholder meeting)
Lahn-Dill-Bergland Nature Park			X (study visit, working group/ stakeholder meeting)
Nature Park Volcano Region Vogelsberg			X (study visit, working group/ stakeholder meeting)
Taunus Nature Park			
Chambers of Commerce, economic / touristic initiatives and associations		<ul style="list-style-type: none"> – Programmatic and funding cooperation, multipliers 	X (working group/ stakeholder meeting)

In addition to the just mentioned groups and initiatives, additional and new partners are to be involved in the implementation of the Action Plan. Overall, the aim is to inform all those interested in industrial culture in Mittelhessen and to involve them in the commitment.

These are, for example, the local actors who make offers within the framework of industrial culture (associations, interest groups, private individuals) or who look after and manage a place of industrial culture (museums, mines). But cities and municipalities should also be approached and deeper involved. They are seen as important multipliers, since they represent the connection to the local initiators. Similarly, craft and technology companies in the region should be more closely involved, some of which are already contributing to making industrial culture visible through action days or sponsorship.

The cultural and creative industries represent a new group of actors. Interesting approaches are seen here in the connection with places of industrial culture. For example, one initiative organizes the annual "Central Hessian Summer of Culture" – events with artists and other creative people at special locations, which are often industrial monuments.

3.3 Justification for acquisition/adaptation of Good Practices

All the chosen good practices were assigned to one out of four macro categories, in order to tackle the four major aspects of the project:

- Infrastructure and service to/along the trail
- Soft-mobility transport means
- Information and communication support to trail visibility
- Trail management and governance

The good practice (GP) of the partner regions were a rich source of inspiration in many respects. This applies not only to the project itself, but also to the stakeholders, who were able to take away many ideas for their own projects during the study visits. In our view, the following examples are best transferable:

No. of GP	Relevant and transferable ideas	Impact on action in this AP
GP 18	Central Finland/ Sauna Region of the World : In particular, we were impressed by the cooperation between the region's management and the involved companies. Both sides clearly benefit from this cooperation.	Action 1–3
GP 37	Tuscany/ Val di Cornia – Parks and museums without barriers : As in Central Hessen, there are many older buildings or objects here. In Italy, these have been restored and partly used as anchor points or rented out to gastronomy such as hotels or restaurants or cultural facilities such as exhibition and event halls. Providing a building with the right use is one of the biggest challenges, and accessibility has also been thought of here.	Action 1–3
GP 42	Kujawsko-Pomorskie Voivodeship/ The thematic route of the TeH2O Trail : The local route for industry and craftsmanship in Bydgoszcz has succeeded in transforming (former) industrial sites into special places and creating a museum out of ruins. Good cooperation between the parties involved, successful multimedia marketing including an app are exemplary. It became particularly clear here how important a “caretaker” is.	Action 1–3
GP 3	Kujawsko-Pomorskie Voivodeship/ Tourist Passport : The annual renewed tourist passport has also been very popular and a brilliant idea of attracting tourists and the local population towards less visible objects.	Action 2 and 3
GP 11	Brasov County/ The network of hiking and biking trails in Transylvanian Highlands : Here you can experience exemplary local cultural heritage (buildings, customs/traditions and dishes) combined with protected landscapes through active offers, regional cuisine and events; the most important basis here is the connection and interaction of people.	Action 2 and 3
GP 22	Malta/ Dingli Heritage Trail and Visit Dingli mobile application : Making places on the one hand virtually findable and dynamically conveying content, then presenting regional products by local companies in these places was a very smart solution that offers all participants advantages.	Action 2 and 3

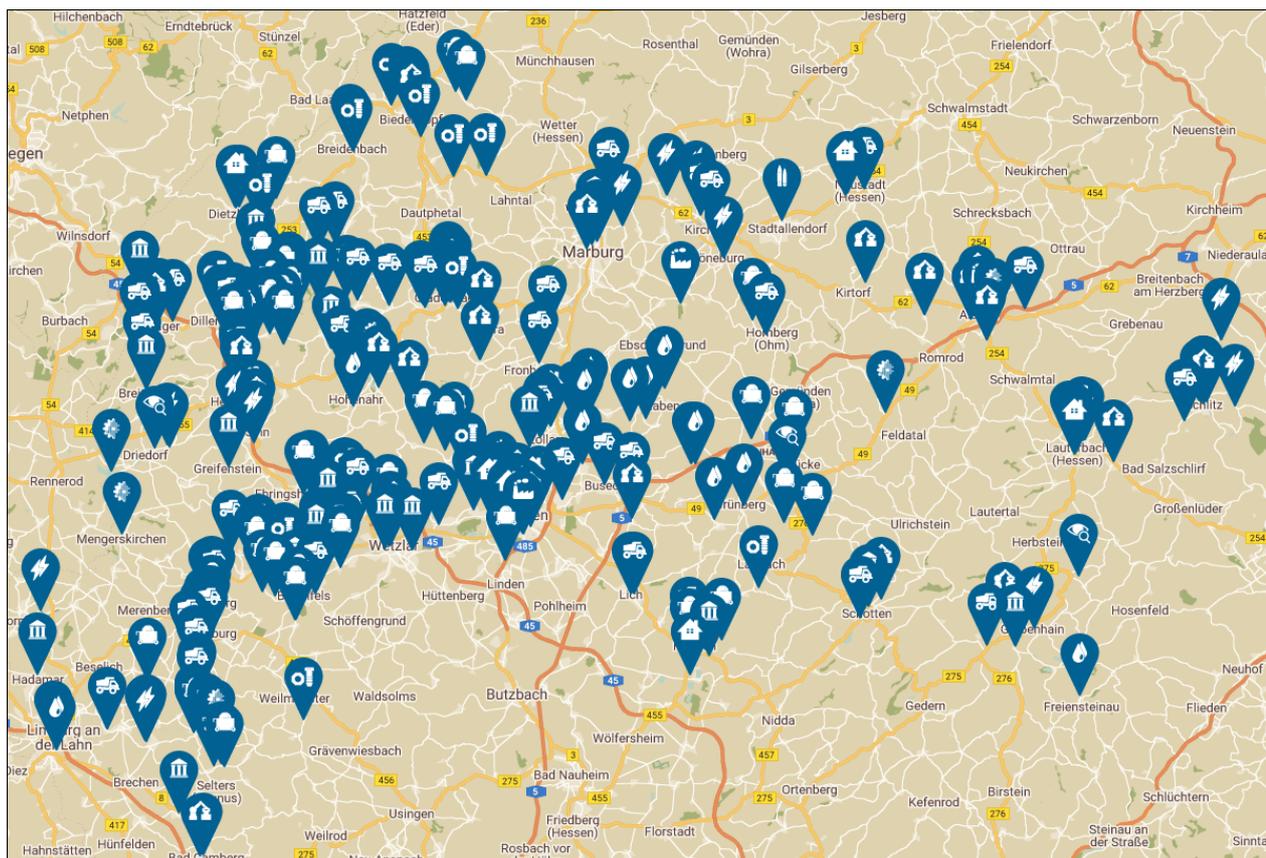
STRENGTHENING THE CONNECTION BETWEEN THE PEOPLE, THE PLACES AND THEIR HISTORY WAS AN IMPRESSIVE FACTOR IN ALL THE PRACTICAL EXAMPLES DESCRIBED. “YOU ONLY SEE WHAT YOU KNOW” – RECOGNISING THESE TREASURES, ACTIVATING THEM AND LIFTING THEM UP COLLECTIVELY IS THE CHALLENGE FOR EVERY REGION.

3.4 Actions

The elaboration of the three actions was and is a collaborative process involving many actors. It began with thematic cooperation in the region, continued with the preparation of the Territorial Context Analysis and culminated in the elaboration and presentation of the Good Practices of our region. The study visits in Mittelhessen and to the partner regions were a significant source of inspiration and the ongoing consultation with stakeholders was an important basis for the final proposal of these three actions.

These actions are interdependent and interwoven. The goal is to form new alliances between industrial culture and economy to advance the theme and thus strengthen the region.

- **Action 1: EXPANDING the ALLIANCE: STRENGTHENING the NETWORK of INDUSTRIAL CULTURE in MITTELHESSEN**
- **Action 2: SPREADING the IDEA: CONTENT and EVENT MARKETING for the INDUSTRIAL CULTURE in MITTELHESSEN**
- **Action 3: SUPPORTING the ANCHOR POINTS: FURTHER DEVELOPMENT of INFORMATION CENTRES of the INDUSTRIAL CULTURE**



Objects of Industrial Culture in the Map of Mittelhessen
 (source: <https://industriekultur-mittelhessen.de/orte-und-objekte/>)

3.4.1 ACTION 1 – EXPANDING the ALLIANCE

STRENGTHENING the NETWORK of INDUSTRIAL CULTURE in MITTELHESSEN

Steps/activities necessary for its implementation

Since 2013, there has been the Working Group 'Industrial Culture' under the umbrella of the Regional Management of Central Hessen. The loose meeting of local experts has now become a stakeholder group whose commitment, networking and activities are to be expanded and intensified. These structures will be evaluated and expanded in order to obtain an optimal structure for the implementation of the Action Plan and the measures described therein. The question to be solved are for example which actors can be involved how and where, which actors or groups are missing and in what way we can best work together to continuously develop the industrial culture in Mittelhessen. Also important may be an analysis of the current different networks in the region in order to figure out, which might be interesting interfaces to further develop and expand the alliances.

In addition, other changes can also be useful such as other formats for some of the meetings can help to promote the work of the Working Group 'Industrial Culture' in order to enlarge the range of persons (for example the creative and cultural industry in a different setting f. e. a location in an industrial culture object).

By creating information services and a network-structure for companies in the field of sustainable tourism, creative industries, start-ups and places of cultural industrial heritage as well as existing enterprises, the aim of promoting cooperation, synergies, knowledge exchange and new business fields should be addressed.

Action 1 can mainly be assigned to the macro category "Trail management and governance".

Participants

By setting up a tiered system, the right people for the right projects are to be approached. At the same time, an optimal flow of information is intended to further strengthen the integration and satisfaction of the participants (see table at 1.2). For action 1 the focus is led on the network partners and its role of participation. In some cases, these partners are not yet strongly involved, but ways should be found to intensify their involvement and create incentives.

Timeframe

The Working Group 'Industrial Culture' usually meets twice a year. There is an ongoing exchange with its person in charge, who is also the initiator and scientific supervisor of the Initiative for Industrial Culture. Already in the preparation of the Action Plan, the formation of further subgroups for specific stakeholders took place (initially for reasons of contact reduction). The positive experiences with this will be used and expanded.

Expected impact of the implementation of the action

By implementing the measure, the following results are expected:

- Number of participants Working Group 'Industrial Culture': 2020: 20; 2022: 30
- Satisfaction of participants after survey on a scale of 5: ≤ 2
- Increase number of participants from the field of cultural and creative industries in Working Group 'Industrial Culture': 2020: 0; 2022: 5
- Number of meetings: 2/year
- Number of actions carried out: 2/year

3.4.2 ACTION 2: SPREADING the IDEA

CONTENT and EVENT MARKETING for the NETWORK of INDUSTRIAL CULTURE in MITTELHESSEN

Action 2 “Marketing for Industrial Culture” aims to carry out activities to strengthen the network of actors of industrial culture in Central Hessen and to make the objects more visible. The aim is to increase the frequency of visitors to the individual places of industrial culture, the connected gastronomy and service companies and thus for the entire region. For this purpose, the days of industrial culture will be carried out and multimedia content (photo/video world) for objects and contemporary witnesses for content marketing will be produced.

Steps/activities necessary for its implementation

In recent years, some activities and instruments to strengthen the network and making the objects of industrial culture more visible and conveying the origin and future of the production site of Central Hessen have been undertaken. Thanks to EU funding from LEADER funds, a broad and inclusive, interactive and multi-media approach could be addressed: an app with the underlying website has been created, leaflets have been published and information signs have been attached to selected objects.

Action 2 “Marketing for Industrial Culture” aims to raise previous activities to a higher level. A special focus is also on rural areas and the anchor points of industrial culture and its surroundings (see Action 3). The aim is to increase the frequency of visitors to the individual places of industrial culture, the connected gastronomy and service companies and thus for the entire region.

In Phase 1 the Regionalmanagement and the regional stakeholders in ThreeT compiled a communication concept for the industrial culture in Mittelhessen. The concept covers aspects like brand strategy, content and media tools and addresses residents as well as tourists from outside the region. That will be the guidelines for action 2 “Spreading the idea”.

- **Action 2.1: Days of Industrial Culture**

The first days of industrial culture took place in 2017 and the previous seasonal programmes have shown that the population is interested in the topic of “industrial culture” and can also be further aroused. Since then, the offers of the institutions have developed further, and other partners have joined. In the implementation of a new format of the Days of Industrial Culture, these offers and partners are to be planned and marketed under a common umbrella, also in coordination with the other Hessian initiatives.

A larger own event should provide visibility as a kick-off event and thus as a lighthouse.

With the help of print and multimedia offers on the web and social networks, these new offers should be promoted.

- **Action 2.2 Creating multimedia content for industrial culture of Central Hessen**

Many objects, anchor points as well as their events and offers are lacking in contemporary media. In support of the marketing of industrial culture, the aim is to produce (documentary) films and photographs in the form of a service.

Action 2 can mainly be assigned to the macro category “Information and communication support to trail visibility”.

Participants

For Action 2 the focus is led on the network partners and its role of participation (see table 1.2). Additionally, the Regionalmanagement will address possible partners directly in order to win them for the participation at Action 2.1 Days of Industrial Culture.

In cooperation with the network partner contemporary witnesses of industrial culture will be identified and involved into Action 2.1 the production of the multimedia content.

Time frame

The days of industrial culture take place in July 2021. The programme will consist of online events and outdoor activities with hygiene concept for small groups. Planning begins six months before the event. Program partners and sponsors must be found. Those can be gained through the Industrial Culture Network and existing contacts. Three months before the start of the event, the programme is set and the promotion begins. Flyers, press releases and a social media campaign are available for this purpose.

The multimedia content will be produced over the time of phase 2 until August 2022. The content will then be fed into existing communication channels and published with a campaign at the beginning of semester 4.

Expected impact of the implementation of the action

By implementing the measure, the following results are expected:

- sponsoring by companies: 5
- cooperation in the field of public relations: 5
- days of Industrial Culture: 1 own event + >20 cooperation with other institutions for programme contributions
- photo/video world: 5 objects of industrial culture + 10 contemporary witnesses

3.4.3 ACTION 3 — SUPPORTING the ANCHORS

FURTHER DEVELOPMENT of INFORMATION CENTRES of the INDUSTRIAL CULTURE

1–2 places of industrial culture and its surroundings will be supported in developing further into information centres for industrial culture in Central Hessen. The aim is that these centres get more attention and thus also brings the focus more on the offers, sights and companies in their neighbourhood or the creative and cultural industry ... in the end it is all about forging new alliances to create new connections and cooperation.

Steps/activities necessary for its implementation

Industrial culture in Central Hessen has numerous industrial cultural objects in all five counties; these are very differently developed in terms of offer, opening hours and networking with the objects of their surroundings. Strong anchor points can have magnetic effects as information centres and contribute significantly to the marketing of industrial culture as a whole and in their geographical proximity; this can take place, for example, through seasonal special exhibitions and thus open up completely new target groups.

Together with selected anchor points (they have to join voluntarily), concepts for their expansion are to be developed. The workshops will provide networking, training and exchange of experience for all participants. At the end of the process, a concept development for 1-2 anchor points will be made possible. The jointly developed concepts with stakeholders should take into account the four macro categories:

1. Infrastructure and service on/on the route
2. Gentle-mobile means of transport
3. Information and communication support for the visibility of pathways
4. Route management and management

The following steps are required:

A) Selection of anchor points

- Select anchor points on the subject of industrial culture in dialogue
- Check the environment, test further points and readiness of the people

B) Collection of ideas

- Workshops with the people responsible for the anchor points and with surrounding points (including other industrial cultural sites, gastronomy, etc.) in order to define a common philosophy of what “industrial culture” could be and to develop jointly important points for further development
- using good practices and ideas from other regions

C) Developing measures

- In the 4 macro categories, ideas for the anchor points are to be developed, such as
 - Infrastructure and service on/at the route: Customise opening hours and staff
 - **Soft/sustainable means of transport/mobile:** Open e-bike/bike rental or Segway rental opportunities, organise public transport connection or other alternatives
 - **Information/communication support for visibility of ways:** Support online presence on Outdooractive or other online apps, integration of the “smaller industrial heritage points”
 - **Route management and governance:** joint processing and support, cooperation in the sub regions of Mittelhessen

D) Concepts for the anchor points

- Results of the elaboration process are compiled for each anchor point

Furthermore, there will also be a **guidance and criteria for the development of industrial heritage anchor points** which will be developed during Action 3. This is seen as an instrument to be further used by the funding authority in order to secure quality and standards when funding infrastructure and other measures within the industrial culture.

Action 3 can mainly be assigned to the macro category “Infrastructure and service to/along the trail”.

Participants

Regionalmanagement Mittelhessen GmbH is responsible as an organisation for the networking of groups and people in the region. At the higher level, the regional management cooperates with other network partners such as LEADER regions, nature and geo parks and destinations. These, in turn, have the direct link to the local level at which projects are implemented. During the project implementation, these local actors/key actors are identified, addressed and integrated together with the network partners. The Working Group ‘Industrial Culture’ acts as professional support and expert panel (see table at 1.2).

Timeframe

Action 3 “*Support for the Development of Anchor Points/Information Centres for Industrial Culture of Central Hessen*” will be launched with a kick-off event in semester 2 of phase 2 (from June–November 21) and the search, selection and address of appropriate places of industrial culture, groups and partners. There is workshop 1 planned in this semester as well. In semester 3 (December 21 – Mai 22) the workshop series will start with the selected locations, companies in their surroundings as well as other relevant persons and institutions. The development of tailor-made measures will take place in semester 3 and 4. As a result, in Semester 4 (June – November 22) concepts for the anchor points are available, with the help of which the implementation of the measures and if necessary further funding can be applied for. There will also be a guidance and criteria for the development of industrial heritage anchor points which can be further used by the funding authority in order to secure quality and standards when funding infrastructure and other measures within the industrial culture.

Expected impact of the implementation of the action

By implementing the measure, the following results are expected:

- Concepts for anchor points: 1–2
- Number of events organised: 4
- Number of participants per anchor point at the workshops: 5 persons
- Satisfaction of participants after survey on a scale of 5: ≤ 2
- Guidance and criteria for the development of industrial heritage anchor points

3.5 Risk assessment: Mitigation measures to contain/minimise risks

Regionalmanagement Mittelhessen is primarily a network partner in the region and does not have any industrial heritage objects that it owns, finances or looks after. Regionalmanagement Mittelhessen also does not co-finance any other objects, so that it has no direct influence on the development of the objects. The Regionalmanagement Mittelhessen is therefore dependent on the voluntary cooperation and motivation of local actors. Moreover, these local actors are usually active in an honorary capacity and on a voluntary basis in order to advance industrial culture in the Central Hesse region.

In addition, the associations or other groups of these industrial heritage objects will not be able to raise the necessary co-financing in the event of funding. In such cases, the municipality or other regional sources would have to take over this co-financing.

Due to the Corona pandemic, there may be a delay in the implementation of the project.

In order to reduce the risk of failing an action, participation and involvement of institutions, stakeholders, partners is a high value to the Regionalmanagement Mittelhessen. By realising the actions together with those, politically and administrative level partners identified, they are taken along. Beside this, there will be more measures to mitigate the risks above:

- Good public relations from the beginning in order to inform transparently and solicit acceptance.
- Always looking for possible funding sources for local actors, using our network to do so.
- Corona: ongoing learning process regarding digital event management.

On the other hand, the operational program is completely in the hands of the state of Hesse. Again, the Regional Management Mittelhessen is neither in a position to directly influence this instrument nor to decide on the priorities or the distribution of funds. The involvement of the state in the project and the implementation and evaluation of the Action Plan is therefore extremely important (to us).

3.6 Summary of timeframes

Action	December 20 – May 21 (Phase 2: semester 1)	June – November 21 (Phase 2: semester 2)	December 21 – May 22 (Phase 2: semester 3)	June 22 – November 22 (Phase 2: semester 4)
Action 1: EXPANDING the ALLIANCE: STRENGTHENING the NETWORK of INDUSTRIAL CULTURE in MITTELHESSEN	Working Group 'Industrial Culture' (1 online meeting, content: Action Plan, structure, evaluation of the collaboration, planning of further actions)	Working Group 'Industrial Culture' (1 meeting), implementing new impulses, strengthening the network in the region by new events and matchmakings	Working Group 'Industrial Culture' (1 meeting),	Working Group 'Industrial Culture' (1 meeting), evaluation of the new structure and given impulses within the collaboration
Action 2: SPREADING the IDEA: CONTENT and EVENT MARKETING for the INDUSTRIAL CULTURE	planning, search for program partners and sponsors, mailing, compiling the program	advertising and promoting the program (online, social media, poster, postcards), invitation for the opening event, execution of the days of industrial culture 2021	evaluation, documentation and follow-up of the event	
	organising film settings and potential partners (film 1)	organising film settings and potential partners (film 2 + 3)	organising film settings and potential partners (film 4 + 5)	evaluation, documentation and follow-up
Action 3: SUPPORTING the ANCHORS: FURTHER DEVELOPMENT of INFORMATION CENTRES of the INDUSTRIAL CULTURE		search, address and selection of appropriate places of industrial culture and partners, kick-off event, workshop (1)	workshop (2 + 3), individual anchor point concepts will be written	individual anchor point concepts will be written, guidance and criteria for the development of industrial heritage anchor points evaluation, documentation and follow-up

3.7 Costs and other expenditure/contributions for all 3 Actions

The following table describes only the costs previously secured by sources of funding (part 3.8). Sources of funding that are not yet secured (part 3.8) are not shown in the following table. If further sources of funding are opened, they will be used to finance capital and main costs.

Description	Amount (euro)	Comments
1. IMPLEMENTATION COSTS		
1.1 Project management	EUR 67,200	plus VAT
1.2 Costs for renting space, technology and catering (Actions 1-3)	EUR 6,000	plus VAT
1.3 Moderation/experts	EUR 4,000	plus VAT
1.4 Flyers	EUR 2,800	plus VAT
1.5 Photo and Video World for 5 Objects, 10 Contemporary Witness Talks, as Films 1 Video Contribution to Industrial Culture Central Hessen	EUR 20,000	plus VAT
1.6 Additional flyers and other sponsoring material	EUR 17,000	plus VAT
Total 1	EUR 100,000	plus VAT
2. ANNUAL RUNNING COSTS		
2.1 Internal staff at Regionalmanagement Mittelhessen GmbH (press work/social media, event management)	EUR 10,000	is taken over by Regionalmanagement Mittelhessen GmbH
2.2 existing infrastructure of the regional management of Central Hessen (telephone, rooms, etc. App/Website)	EUR 1,500	is taken over by Regionalmanagement Mittelhessen GmbH
Total 2	EUR 11,500	plus VAT
Total 2 for 2 years	EUR 23,000	plus VAT
Total amount	EUR 123,000	plus VAT (gross: EUR 146,370)

3.8 Sources of financing and disbursement plan

During phase 1, it was already determined which funding possibilities would be available to implement the planned actions. Interreg Europe aims to improve the use of ERDF funds. In the beginning of 2020, there was no possibility to finance any action from the actual running ERDF funds in the current period (2014–2020) as all the money had been spent on the implementation of measures. But the two state ministries arranged that the planned measures could successfully be financed in part with funds from the EAFRD. Due to the end of the funding period in December 2020, an application had to be submitted in summer 2020. At the same time as the extension of phase 1 was fixed, we received approval for the project "Marketing of Industrial Heritage". Additional, in March 2021, further funding from the ERDF was promised for projects that can still be implemented by the end of the current funding period 2014–2020; these projects must be realized by December 31, 2022. We intend to undertake all necessary steps to hold direct negotiations or to respond to specific Calls in the forthcoming period of Phase 2 in order to possibly secure ERDF co-funding for the Action implementation. This may put us in the position of possibly influencing also the ERDF policy as originally planned.

Sources of financing	Financing secured (yes/no)	Amount (euro) (see table above)	%
Policy instrument (EU/State programme /regional/local)	Yes (Directive of the State of Hessen on Rural Development, EAFRD/EPLR Hessen 2014–20)	EUR 65,000 (65 % of EUR 100,000 eligible net)	
Contribution of other public bodies (identify and describe)	No, inter alia, Mittelhessen cultural summer (cooperation only assured, details still need to be negotiated)	EUR 4,760 if applicable	
Own resources	Yes	EUR 35,000 (35 % of EUR 100,000 eligible net) EUR 23,000	
Other (please specify)	Yes	EUR 23,370 (19 % VAT for the funding)	
	No, sponsoring (finance not yet secured)	EUR 15,470	
Total (EURO)		EUR 166,600	100

The two tables above show that the financing for the implementation of Action 1–3 is secured. If further funds can be raised, e. g. through sponsoring, Action 1–3 can still be extended to a higher performance.

FINANCING PLAN (EURO)				
Financial requirements (EXPENDITURE)	December 20 – November 21 (Phase 2: semester 1+2)	December 21 – May 22 (Phase 2: semester 3)	June 22 – November 22 (Phase 2: semester 4)	Total
<i>Implimentation costs</i>	63,546	27,727	27,727	119,000
<i>Running costs</i>	13,685	6,842.50	6,842.50	27,370
Total expenditure per semester	77,231	34,569.50	34,569.50	146,370
Sources of funding (REVENUE)				
<i>Policy instrument (EU/State) Programme / regional/local</i>	34,710	15,145	15,145	65,000
<i>Contribution of other public institutions</i>	–	–	–	–
<i>Own resources</i>	42,521	19,424.50	19,424.50	81,370
<i>Other (please specify)</i>	–	–	–	–
Total income per semester	77,231	34,569.50	34,569.50	146,370
CASH FLOW (B-A)	–	–	–	–

3.9 Required measures to secure financing

Concerning Action 1, the working group and its project groups are supervised by the full-time employees of the regional management in a certain percentage of their working hours.

The implementation of Action 2 is secured by funding from the Hessian Ministry of the Environment, Climate Protection, Agriculture and Consumer Protection and own resources of the Regional Management Mittelhessen. In March 2021 funding from the ERDF was promised for projects that can still be implemented by the end of the current funding period 2014–2020; these projects must be realized by December 31, 2022. We intend to undertake, therefore, all necessary steps to hold direct negotiations or to respond to specific Calls in the forthcoming period of Phase 2 to possibly secure ERDF co-funding for the Action implementation. This may enable us to influence also the ERDF policy as originally planned.

The implementation of Action 3 is secured by funding from the Hessian Ministry of the Environment, Climate Protection, Agriculture and Consumer Protection and own resources of the Regional Management Mittelhessen.

Regardless of this, other financial resources can improve the possibilities and success of the action. This refers in particular to the days of industrial culture. These include f. e. Sponsorships and cooperation with other public institutions. Companies from the region and furthermore are addressed for sponsorships. Through the first days of industrial culture in 2017, regional management can already demonstrate a good practical example. Contacts with companies already exist. Further synergies can arise through cooperation with public institutions. Initial discussions on this have already taken place.

Regionalmanagement Mittelhessen is part of the advisory committee of the ERDF. Due to its formal task description as an economic and functional partner, Regionalmanagement Mittelhessen takes part in the official information and discussions conferences about the program implementation and further development. The Regionalmanagement Mittelhessen can work for the promotion of tourism-significant enterprises as well as for the promotion of long-term sustainable facilities of the leisure industry infrastructure in Mittelhessen. However, this is dependent on the future design of the new ERDF. Hessen will have significantly reduced ERDF funding to be made available overall. Therefore, it is an important task for the Regionalmanagement Mittelhessen to increasingly acquire alternative funding to the ERDF OP 2021–2027 for planned objects in the future.

Part IV – Procedures to effectively monitor the Action Plan implementation and expected impacts

Regionalmanagement Mittelhessen is not a public authority and therefore not responsible for the allocation and approval of funding. Our contribution in this context is to strengthen the anchor points and the supporting organizations in order to enable them for the acquisition of further funding. Thus, the promotion of tourism-significant enterprises as well as of long-term sustainable facilities of the leisure industry infrastructure in Mittelhessen is an important task for the Regionalmanagement Mittelhessen.

Further consultations with the State of Hessen are still pending to discuss the achievement of the defined performance indicator and how to proceed within the implementation of the Action Plan. On working level, the management authority can directly benefit from the results of the implementation of the Action Plan: A guidance and hand-out for the development of industrial heritage anchor points with a grid of criteria will be provided to the funding authority. This is done in order to secure quality and standards when funding infrastructure and other measures within the industrial culture.

Detail	Indicator / additional indicators	How monitored (mode, frequency, ...)	By whom
Action Plan	Sustainable tourism enterprises receiving financial support (No. 17): Action 1: 5 companies through our mediation work / network Action 2: 7 companies through mediation/network, event Action 3: 5 companies through mediation/network and the workshops	Yearly survey at owner of the policy instrument.	Regionalmanagement Mittelhessen with Hessian Ministry of Economic Affairs, Energy, Transport and Housing and Hessian Ministry of Environment, Climate Protection, Agriculture and Consumer Protection
Action 1 EXPANDING the ALLIANCE: STRENGTHENING the NETWORK of INDUSTRIAL CULTURE in MITTELHESSEN	Number of participants Working Group 'Industrial Culture' (2020: 20, 2022: 30) Satisfaction of participants after survey on a scale of 5: ≤ 2 Increase number of participants from the field of cultural and creative industries in Working Group 'Industrial Culture' (2020: 0, 2022: 5) Number of meetings (2/year) Number of actions carried out: (2/year)	continuous output at the end continuous continuous continuous	Regionalmanagement Mittelhessen Regionalmanagement Mittelhessen Regionalmanagement Mittelhessen Regionalmanagement Mittelhessen

Detail	Indicator / additional indicators	How monitored (mode, frequency, ...)	By whom
Action 2 SPREADING the IDEA: CONTENT and EVENT MARKETING for the INDUSTRIAL CULTURE in MITTELHESSEN	Days of Industrial Culture 2021: 1 own event + >20 cooperation with other institutions for programme contributions	output at the end	Regionalmanagement Mittelhessen
	Photo/video world for 5 objects of industrial culture + 10 contemporary witnesses	output at the end	Regionalmanagement Mittelhessen
	Cooperation in the field of public relations: 5	output at the end	Regionalmanagement Mittelhessen
	Sponsoring by companies: 5	output at the end	Regionalmanagement Mittelhessen
Action 3 SUPPORTING the ANCHOR POINTS: FURTHER DEVELOPMENT of INFORMATION CENTRES of the INDUSTRIAL CULTURE	Concepts for anchor points: 1–2	output at the end	Regionalmanagement Mittelhessen
	Number of events organised: 4	output at the end	Regionalmanagement Mittelhessen
	Number of participants per anchor point at the workshops: 5 persons	questionnaire at the end of each workshop	Regionalmanagement Mittelhessen
	Satisfaction of participants after survey on a scale of 5: ≤ 2	questionnaire at the end of each workshop	Regionalmanagement Mittelhessen
	Guidance and criteria for the development of industrial heritage anchor points: 1	to be compiled at the end of the action	Regionalmanagement Mittelhessen



Imprint:

Regionalmanagement Mittelhessen GmbH
Georg-Schlosser-Str 1
35390 Giessen / Germany

info@mittelhessen.org

<https://mittelhessen.eu/> | <https://en.mittelhessen.eu>

