



Past - Present - Future



REGIONAL ACTION PLANS T2, T3, T4

Finalisation report

Version 1
11 2018



T2.6.2
T3.5.2
T4.6.2



RP 5



PP1, District of Zwickau



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0. Abstract

With the start of InduCult2.0 the District of Zwickau founded a regional focus group “Industrial Culture in the District of Zwickau” to support the establishment of the new concept of industrial culture as well as supervise regional InduCult2.0 activities. The members of the focus group are representatives of regional economy, administration, culture, education and tourism.

The focus group developed three regional action plans that present concrete projects in the field of regional identity (T2.2.2) economic development (T3.2.2) and innovation through industrial culture (T4.2.2). This document summarizes the process of developing the actions plans as well the content of the action plans itself.

1. Project Context

InduCult2.0 defines the idea of living industrial culture in central Europe. It aims to reveal, strengthen and utilize the unique cultural character of industrial regions (www.inducult.eu). This project does not only deal with the preservation and utilization of cultural heritage, but it brings together past, present, future and creative assets in an innovative work package. Thus, museums, schools, companies and creative communities work together to create a successful cooperation. This is the key for living industrial culture as a vivid concept that reflects current transformations of industrial economy and shapes cultural perceptions of the regions.

In order to achieve these objectives, the project has a budget of 3 million euros. The ten participating partners, located in different countries in Central Europe, establish a concept with their stakeholders to realize the full potential of Industrial Culture in their regions.

These participating partners are in eight regions of Europe: Germany, Poland, Belgium, Czech Republic, Austria, Croatia, Slovenia and Italy.

With the start of InduCult2.0 the District of Zwickau founded a regional focus group “Industrial Culture in the District of Zwickau” to support the establishment of the new concept of industrial culture as well as supervise regional InduCult2.0 activities. The members of the focus group are representatives of regional economy, administration, culture, education and tourism. Together they developed a regional argumentation paper that emphasizes the importance of the specific regional industrial culture.

The next milestone is reached with these documents - the regional action plans. The focus group developed three regional action plans that present concrete projects in the field of regional identity (T2.2.2) economic development (T3.2.2) and innovation through industrial culture (T4.2.2). In detail, the projects focus on:

- fostering regional identity
- influencing industrial labour market and company commitment
- promoting creativity and innovation

With the activities T2.6.2, T3.5.2 and T4.6.2 the developed action plans are now finalised.

The third milestone of the regional focus group is a strategy paper which is based on the experience gained in InduCult2.0 and the results of the argumentation paper and action plans (>T1.5.1).

2. Introduction

InduCult2.0 stands for an innovative approach which goes beyond preservation and representation of the industrial past in museums. Thus, the project enhances an active design of regional industrial culture through its concept of a “living industrial culture” (Lebendige Industriekultur) which forges a bridge between past, presence and future. Moreover, resources, values and traditions should be as valuable as monuments and artifacts.

Following this approach, the three thematic action plans present the projects and visions of industrial culture in the District of Zwickau. The action plan T2 presents all current projects and project ideas that foster regional identity and tourism through industrial culture, while the action plan T3 presents all current projects and project ideas that influence industrial labour market and company commitment in the District of Zwickau through industrial culture, and the action plan 4 presents all current projects and project ideas that foster creativity and pioneer spirit in the District of Zwickau through industrial culture.

Regarding T2 the argumentation paper emphasizes, industrial culture is able to foster regional identity and could be an important part of touristic marketing activities. Industrial culture became the core topic of regional tourism activities in the District of Zwickau. Furthermore, it brought together the District of Zwickau and the City of Chemnitz. Both neighboring regions will become one touristic destination united by the core topic of regional industrial culture. Various touristic measures of InduCult2.0 contribute to this development. These measures were planned and implement together with the tourism association Zwickau.

Regarding T3 the argumentation paper emphasizes, industrial culture is able to make industrial regions more attractive. It could bind companies and employees to the region. To use this potential of industrial culture the District of Zwickau is cooperating with companies, museums and schools. All of these regional stakeholders initiated projects or participate in programs to secure labour force or raise awareness for regional industry in past and presence.

With regard to T4, the industrial past with its factories and infrastructure formed the cities and towns of the District of Zwickau. Old-industrial sites, railway stations and industrial mansions are tangible remains of the industrialization. A living industrial culture could redesign the landscape by reusing old-industrial sites. Innovative concepts do not only include preservation but also create space for creatives to foster creativity and pioneer spirit which are the intangible remains of regional industrial history. Promoting creatives and pioneers (start-ups) could develop a region of innovation and knowledge. This could support the current transformation of regional industries, which is due to trends, such as Industry4.0 and energy transition.

In April 2018 the regional action plans were updated again in cooperation with the InduCult2.0 focus group in the District of Zwickau to identify new activities and adjust information.

3. Objective

The action plans aim at providing an overview of the following existing and planned measures in the District of Zwickau: The action plan for WP2 collects actions of cultural measures for fostering regional identity, while the action plan for WP3 collects actions of cultural initiatives influencing industrial labour market and company commitment and the action plan for WP4 collects cultural measures promoting creativity and pioneer spirit.

For every measure the action plans comprise short descriptions and general information on who, what, where, when, budget, open aspects and connection to InduCult2.0. So, the reader is able to contact (and to connect with) the actors.

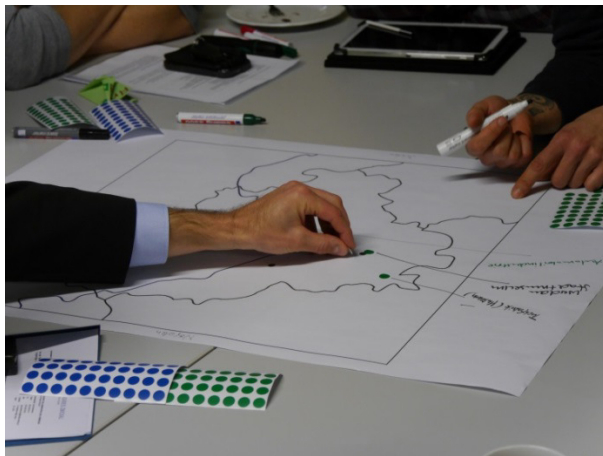
The actions plans also supplement the regional strategy paper (T1.5.1).

4. Applied Approach

4.1 Process of the Regional Action Plans

The development of the argumentation brochure and the action plans were supported by the regional focus group. Workshops on a regular basis brought together representatives of industry, tourism, culture and education.

During the first workshop in autumn 2016 these regional key players identified the regional industrial culture and found reasons why industrial culture plays an important role when it comes to strategic regional development of the District of Zwickau. Best practice examples and hidden potentials of regional industrial culture were identified.



1st focus group workshop: group work “treasure map” (author: Büro für Urbane Zwischenwelten).

During the second workshop the focus group members developed visions and ideas of how the region should develop after 2020. Subsequently necessary cooperation and activities were deduced from these results.



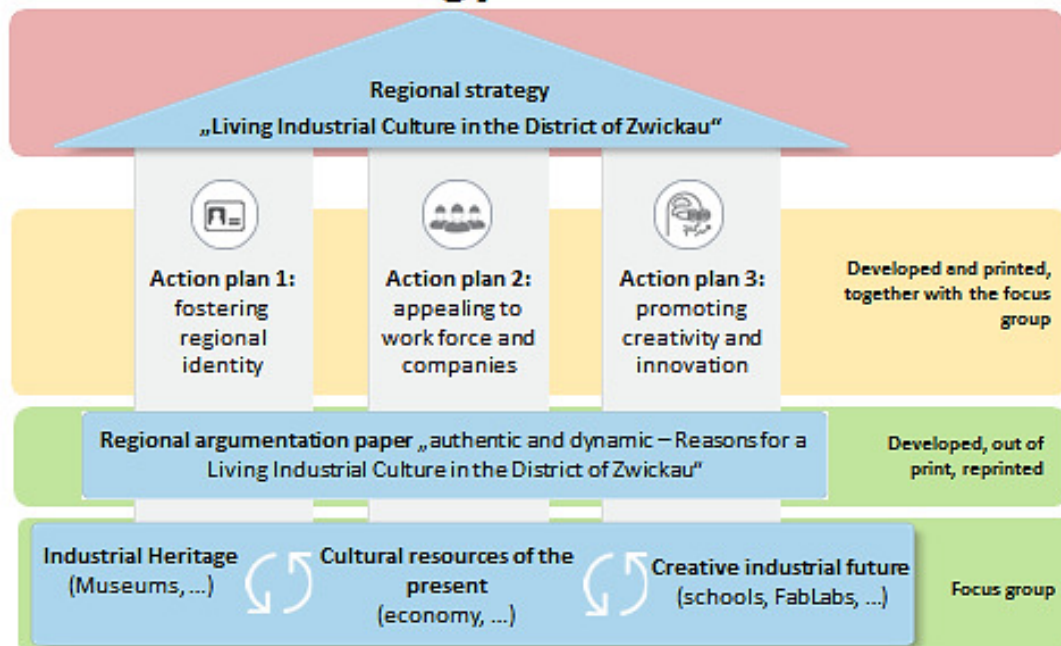
2nd focus group workshop: discussing arguments for living industrial culture (author: Gina Zimmermann).

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The idea factory was a very successful idea, as it brought together regional key players of different expertise and a number of concrete projects and interesting project ideas were spawned. During the idea factory, the budget was identified as a common obstacle when it comes to the realization of the projects. That's why PP1 decided to organize a crowdfunding workshop for all participants that are planning to implement projects of the idea factory.

In April 2018 the forth workshop of the focus group took place. The participants updated the information in the regional action plan again. In October 2018 PP1 organized a fifth workshop with invited key players to identify a realistic status quo of all activities that are necessary to use the potential of the regional industrial culture for a successful regional development. During the fourth and fifth focus group workshops also the regional strategy papers was further developed and updated.

The strategy as a roof



How strategy paper, action plans and argumentation paper work together.

4.2 The Action Plans - Activities in the District of Zwickau

4.2.1 Action Plan T2: Cultural Measures for Fostering Regional Identity

The following activities are planned to foster regional identity and tourism in the District of Zwickau within the next years:

In the frame of InduCult2.0:

- **Industry goes public:** As one measure of InduCult2.0, the tourism association Zwickau designed a touring exhibition with virtual reality elements. Visitors are using VR goggles to visit industrial museums and factory. They jump between past and presence. Additionally, they can interact with an industrial robot reacting on gestures.
- **Automotive Day Zwickau:** The August-Horch-Museum offers a special mobility tour. The participants would start with visiting the museum, take lunch there and afterwards visit the VW factory. The whole tour would take approx. 6 hours. A pilot implementation of this concept was realized in the frame of InduCult2.0. Unfortunately, the offer was not booked yet. Target groups are schools and associations. The tour might be offered again in 2020 - the Saxon Year of Industrial Culture.
- **Special exhibition “Racing and Textiles”:** The Racing and Textile Museum Hohenstein-Ernstthal implemented a special exhibition that presents the history and presence of technical textiles in regional industry. Since June 2018 the special exhibition is part of the current exhibition. The exhibition presents 14 regional companies that are producing innovative technical textiles in Saxony. Moreover, the exhibition presents innovative textiles invented in Saxony to give a glance at the future.
- **The Days of Industrial Culture Chemnitz-Zwickau:** The Days of Industrial Culture have existed in Chemnitz for several years. Since 2017 it is extended to the District of Zwickau. Several companies and industrial museums of the district open the doors and offer tours and

other events. The Tourism Association Zwickau developed the event further in the District of Zwickau, partly funded by InduCult2.0.

Outside of InduCult2.0:

- **The Long Night of Engineering:** The August-Horch-Museum Zwickau and the University of Applied Sciences Zwickau are cooperating to organize the annual event Long Night of Engineering in the museum. Every year the museum and other institutions, like the university, are open to the public until late at night to promote engineering, sciences, research and experiments. At the same time concerts, food and drinks are creating a special event character that attracts adolescents, students and pupils. The Long Night of Engineering takes place every April in Zwickau.
- **The Day of Open Monuments:** This annual event is organized by the German Foundation of Monument Protection. The monuments in the District of Zwickau are open to the public for one day. Old-industrial sites that are normally closed like the Bobinett Weaving Factory Zwickau or the old Textile Factory Palla in Glauchau can be visited.
- **City Walks of Industrial Culture:** Already in 1995 the cities Chemnitz, Zwickau, Plauen, Hof and Bayreuth started cooperating to foster regional industrial culture and tourism. The cooperation developed city walks that present the highlights of regional industrial culture. In 2017 they published a magazine that presents the tours with all spots to visit.
- **Days of Time Jumping Zwickau:** The District of Zwickau promotes itself as the “Zeitsprungland” (literally “Country of Time Jumping”). This brand includes several marketing measures. Twice a year the region celebrates Days of Time Jumping. Museums and other touristic spots are offering special tours or present various time eras.
- **Industriekultour:** In 2019 and 2020 a touring exhibition will raise awareness for regional industrial culture by showing industrial architecture and museums and promote the Saxon Year of Industrial Culture as well as the Saxon Exhibition of Industrial Culture in Zwickau.
- **Werdau Steam Days:** The Werdau City and Steam Engine Museum shows the industrial history of the region. On one weekend a year the museum invites model makers to present their steam-powered individual models or miniature workshops. Also, other steam engines from the region are presented and the two museum-owned large steam engines are demonstrated.
- **August-Horch-Classics:** This touring sport classic car rally takes place annually in the district of Zwickau and the region. On a distance of about 150 km, about 150 registered cars and 50 motorcycles, each built until 1980, drive and present themselves. Start and finish of the rally is the August-Horch-Museum Zwickau.
- **Brückenberg-Coal Train Zwickau:** Since 2012 the friend’s association Brückenbergbahn e. V. has been organising regular driving days on the historic and listed route from Zwickau to the coal shafts in the Pöhlau corridor. During its active period, the railway served the freight traffic of the coal mining industry.
- **Funding program of the cultural region Zwickau-Plauen:** The cultural region Zwickau-Plauen supports cultural institutions and measures in the region. In 2017 they developed a new subsidy guideline for industrial culture to support projects, activities and institutions. The new guideline was developed to foster regional industrial culture to be prepared for the Saxon Year of Industrial Culture.
- **Laser-Fest:** In 2020 the Saxon Year of Industrial Culture will start with a Laser-Show in the District of Zwickau. Old-industrial sites will come to life by using Laser-projections.

- **Saxon Exhibition of Industrial Culture:** In 2020 Saxony will celebrate the Year of Industrial Culture. From April to November 2020 Zwickau will host the Saxon Exhibition of Industrial Culture. At the same time six old-industrial places in the region will show special exhibitions that represent the main industrial branches in the region.
- **IFA-Oldtimer Meeting for historical automobiles:** For over 20 years the three-day event has been taking place at the last weekend in April. About 500 German and Czech owners of historic trucks of the former GDR and the states of the RGW travel to the meetings. There are usually approx. 10,000 visitors.

4.2.2 Action Plan T3: Cultural Initiatives Influencing Industrial Labour Market and Company Commitment

Within the next years the following activities are planned to positively influence industrial labour market and company commitment:

In the frame of InduCult2.0:

- **Job orientation in industrial museums:** In 2017, the Textile and Racing Museum Hohenstein-Ernstthal created a special exhibition about the past and presence of Saxon textile industry. The exhibition presented 14 Saxon companies and focused on the present production of innovative technical textiles in Saxony. The museum also developed a job orientation tour which gives pupils a good overview about the work that was done in the past and career options of today. In June 2018 the special exhibition was partly implemented in the permanent exhibition.
- **Transnational idea paper for binding graduates:** As part of the CE-Project InduCult2.0, four CE-partner regions are working on the development of various measures to keep graduates in the region and thus slow down the migration of academics from rural industrial regions. From the administrative district Zwickau participate so far the Chambers of Industry and Commerce / Regional Chamber for Zwickau and the University of Cooperative Education Saxony / Campus Glauchau.
- **Brochure “region of inventions”:** The economic promotion department of the District of Zwickau develops a brochure that presents innovative companies with a long tradition and commitment to the region. The history of the companies is embedded in an overall regional context that presents the District of Zwickau as a region of pioneer spirit.

Outside of InduCult2.0:

- **The house of the little inventors:** This foundation developed a German-wide educational program for children and educational staff to implement an early education in mathematics, IT, technics and sciences. In the District of Zwickau the program is implemented by the department of education and social affairs.
- **Pegasus program:** The Saxon program connects schools with regional history. Participating schools work with monuments that surround the school. The industrial past of Saxony is also one core topic and represented by various technical monuments. The pupils learn about the old-industrial world of work and become aware of the industry in the present.
- **The week of open companies:** The week of open companies is a Saxon program. Every year in March pupils are allowed to visit companies of all branches in Saxony. They can see how real working situations look like, they can get in contact with employees or representatives of the company and they receive information about training positions or internships. More than 150 companies participate in the District of Zwickau every year.

- **Study and Stay:** The program fosters the transition from university to work of immigrants. In workshops the participants learn relevant skills that ease the way into work. Moreover the participants are able to visit various companies and get in contact with relevant staff. This program influences the regional labour market positively as it provides international professionals.
- **School trips 2020:** The educational company SAQ would like to develop special school trips for the Saxon Year of Industrial Culture 2020. School classes could book individual tours that connect pupils with relevant protagonists of regional industrial culture, e.g. former workers give tours in museums, and employees integrate pupils in daily work.
- **Studium Generale and Citizen's Academy:** The Studium Generale at the West Saxon College Zwickau is intended to support the studies with regard to basic education and specialist knowledge. The program is open to interested non-students from Zwickau and the region. It covers a wide range of topics from science / technology, art / culture and economy / politics to learning skills, career entry, entrepreneurship, language acquisition and how to go abroad.
- **Conservation of historical textile techniques:** The preservation of weaving and knitting is a great challenge for the future of living technical museums due to demographic change. Often elderly volunteers from the former VEB Companies keep the historical machinery of the museums alive and do demonstrations. It is imperative to attract young, technically well-trained people to be trained at historical machines and to interest them in museum work. Also, passing on the old techniques is the basis for new developments and innovations in the corresponding industries.
- **Funding of cultural regions:** For the Saxon Year of Industrial Culture the Cultural Region Vogtland-Zwickau developed a funding guideline with the thematic focus on industrial culture. The Cultural Region wants to financially support projects related to industrial culture and to advise regional actors in the implementation of project ideas, in the search for cooperation partners and in other funding opportunities.

4.2.3 Action Plan T4: Cultural Measures Promoting Creativity and Pioneer Spirit

Within the next years the following activities are planned to foster creativity and pioneer spirit in the District of Zwickau:

In the frame of InduCult2.0:

- **Street art at the Martin-Hoop-Schacht:** In the frame of InduCult2.0 the Martin-Hoop-Shaft was designed by regional street art artist Flamat (Christoph Steyer). The piece of art raises awareness for regional mining heritage and the present industry that is still producing in the old buildings.
- **Revitalization of old-industrial places:** In the frame of InduCult2.0 the District of Zwickau developed a concept about revitalizing old-industrial spaces through creatives in the region. The document analyzed the creative scene of the region, the main old-industrial sites of the region and it includes various expert interviews. From September till November 2018 PP1 organizes coaching workshops for artists, administration and companies residing in old-industrial sites.

Outside of InduCult2.0:

- **Maker-Faire-Saxony:** The event allows participants to present inventions or creative work to the public. Prototypes could be tested. Participants could attend workshops and presentations. The event should raise awareness of children and adults for science, IT, physics and tools. Furthermore it connects traditional manufacturing with innovative technologies. Contact: <https://www.maker-faire-sachsen.de/>
- **Partners in space (Raumkomplizen):** The project could connect old-industrial sites with creatives as potential user to develop long-term re-use concepts. The objective is to preserve industrial heritage and bring young and innovative entrepreneurs together with historical industrial spaces. Contact: www.kreatives-sachsen.de
- **IBUG:** This street art festival takes place every year in (or close to) the District of Zwickau. Old-industrial sites often located in rural areas become the exposition area. More than 100 artists are engaged to create an individual exhibition. The artists get inspired by the location and the history of the old factories. The area is open for one or two weekends to the public. Afterwards the old-industrial site is again given over to ruin. Contact: www.ibug-art.de
- **Old Gasometer Zwickau:** The old gasometer of Zwickau is re-used as a socio-cultural center in the city center of Zwickau. The location is used for various cultural events and by this saved from destruction. The old gasometer will also participate in the Saxon Year of Industrial Culture in 2020. Contact: www.gasometer-zwickau.de
- **Old techniques for innovative products:** In the Cammann Gobelin Manufactory historical fabrics are individually produced according to contemporary specifications, and product innovations are achieved with the aid of old techniques. The next action deals with the restoration of historical rooms, the preservation of traditional technologies for use in innovative applications and the preservation of design and fabric.
- **Saving the Palla:** In summer 2017 an international summer school developed innovative concepts for the former textile factory “Palla” in the city center of Glauchau. Now the city of Glauchau has to decide whether the old-industrial site will be demolished or not. Contact: Weberag Glauchau mbH
- **Sound-Pit Oberwiera:** The former sand pit in Oberwiera was converted into an event location by the Kulturverein Klang Rhythmus Utopia e. V. It functions as a place for subcultural diversity in rural areas. The focus here is on giving young artists the opportunity to present themselves in open air events, student parties and small festivals.
- **Art Plantation Zwickau:** The former Bolster and Mattress Factory Zwickau has been redesigned into the "Kunstplantage Zwickau" by means of a reuse concept. The site is used as a community garden and cultural open space and offers space for urban gardening, social projects, art, music, nature and (sub)culture. Depending on the occasion, various events such as concerts, readings or exhibitions are organised by the association.
- **Funding of cultural regions:** For the Saxon Year of Industrial Culture the Cultural Region Vogtland-Zwickau developed a funding guideline with the thematic focus on industrial culture. The Cultural Region wants to financially support projects related to industrial culture and to advise regional actors in the implementation of project ideas, in the search for cooperation partners and in other funding opportunities.

5. Results

By September 2018 the three action plans for WPs 2, 3 and 4 were finalized and printed.

See 8. Annex:

Regional Action Plan T2 “Cultural Measures for Fostering Regional Identity” (file name: PP1_English Summary_T2.6.2_T3.5.2_T4.6.2_annex_regional action plan T2.pdf)

Regional Action Plan T3 “Cultural Initiatives Influencing Industrial Labour Market and Company Commitment” (file name: PP1_English Summary_T2.6.2_T3.5.2_T4.6.2_annex_regional action plan T3.pdf)

Regional Action Plan T4 “Cultural Measures Promoting Creativity and Pioneer Spirit” (file name: PP1_English Summary_T2.6.2_T3.5.2_T4.6.2_annex_regional action plan T4.pdf)

The action plans were handed out to the participants of the fifth focus group meeting on 1st October 2018. They are going to be distributed further to the regional stakeholders in the District of Zwickau.

The printed documents were distributed to regional key players to support regional networking and the realization of project ideas. The action plans also inform regional institutions like the Cultural Region Vogtland-Zwickau, the economic promotion department of the District of Zwickau or the Weberag Glauchau mbH, that are responsible for funding such projects as described in the action plan, about ongoing processes and projects.

6. Evaluation/transnational added value

In the beginning of InduCult2.0 PP1 had to found a regional focus group. The topic of industrial culture connects the members of the focus group which come from different working fields. In the frame of the regional focus group cultural institutions work together with companies, and schools got in contact with departments of economic promotion.

This new cooperation is a great result of the focus group but bringing together experts of culture, economy, education and administration also brought difficulties. PP1 had to develop a good concept of several workshops with interactive measures that strengthen the group dynamics. The focus group is the first panel in the region that brings together widely different actors with focus on industrial culture. Thus, it was necessary to first define a common sense of regional industrial culture.

The three action plans, that are one result of the focus group, present a possibility for connection between local actors. They are a source of information not only for outsiders but also for the participating actors.

The foundation and the development of the focus group are good experience to share with the project partner regions when it comes to successful stakeholder management. Especially the first idea factory of the focus group which was organized to identify projects and visions was a successful workshop format.

These activities that are now presented in these three documents are definitely worthwhile sharing with the transnational project partners. Some events and projects are very successful and could inspire the partner regions.

7. Outlook and sustainability

The action plan for WP 2 identifies various cultural measures that foster regional identity in the District of Zwickau. Especially different kinds of cultural events are already established or planned for the next years. In 2020 the Saxon exhibition of industrial culture in the region is a great chance to establish regional industrial culture as one core topic of the region when it comes to tourism and regional identity.

The action plan for WP 3 identifies various initiatives that influence labour market and company commitment in the District of Zwickau. Especially different kinds of educational projects are already established or planned for the next years. The interest of companies in such projects could show that industry is aware of the lack of staff in the near future. But the potential of industrial culture is not fully identified and used yet when it comes to securing labour force and binding companies or staff to the region. With the Saxon Year of Industrial Culture 2020 the District of Zwickau has great chance to use the potential of regional industrial culture for promoting itself as an attractive region for work and living.

The action plan on WP 4 identifies various initiatives that foster creativity and pioneer spirit in the District of Zwickau. The concept about re-using of old-industrial sites in the District of Zwickau shows that the region already has a specific and growing creative scene. Regional stakeholders are aware of the fact that the creative branch is necessary to foster regional development. The creatives in the region know about the advantages of old-industrial sites as places for working and living. Especially the IBUG is one project that raises awareness for the region as a place of modern art and industrial design. With the Saxon Year of Industrial Culture 2020 the District of Zwickau has great chance to use the potential of regional industrial culture for promoting itself as an attractive region for work and living.

The exhibition and the Saxon year of industrial culture will raise awareness for the region and its industrial past, presence and future. Furthermore, projects and institutions that promote industrial culture will be supported by administrations and foundations.

These regional action plans are a very good basis for further activities that prepare the region for the year 2020. Regional stakeholders will have a good overview of regional key players who engage in the topic and concrete projects that make industrial culture alive. The action plans also provide guiding questions for planning a project in case a reader gets inspired. So, the idea of the action plans can be developed further into the future.

Furthermore, in the action plans Judith Eittinger, who is the coordinator of the year 2020 for the District of Zwickau, has a great basis for her work. The exhibition and the Saxon year of industrial culture have enormous potential to "reposition" the region in external perception and to show lively industrial culture as a core topic of the region. This requires a lot of coordination work in advance, so that the work of the actors is visible in 2020. The action plans are a first step in this direction: they create visibility and network the coordinator with the movers and shakers of the region.

At the moment, the situation in the District of Zwickau (and Saxony) is that all the funding to support actors of industrial culture in the district (and Saxony), provided e.g. by the Cultural Region Vogtland-Zwickau or the Cultural Foundation of the Free State of Saxony, is concentrated on the year 2020. The aim is to activate as many actors as possible until 2020. So far, it remains unclear what happens afterwards. If the regional strategy paper, developed in the frame of InduCult2.0, is accepted in the region, there is a good chance for sustaining the achievements regarding living industrial culture in the district. Suitable actor for continuing the work would be the Cultural Region Vogtland-Zwickau (see also regional strategy paper T1.5.1).

8. Annexes

Regional Action Plan T2 “Cultural Measures for Fostering Regional Identity” (file name: PP1_English Summary_T2.6.2_T3.5.2_T4.6.2_annex_regional action plan T2.pdf)

Regional Action Plan T3 “Cultural Initiatives Influencing Industrial Labour Market and Company Commitment” (file name: PP1_English Summary_T2.6.2_T3.5.2_T4.6.2_annex_regional action plan T3.pdf)

Regional Action Plan T4 “Cultural Measures Promoting Creativity and Pioneer Spirit” (file name: PP1_English Summary_T2.6.2_T3.5.2_T4.6.2_annex_regional action plan T4.pdf)