

D.T3.2.3 FINAL REGIONAL ACTION PLAN

Version 1

01 2019



MAZOVIAN OFFICE
OF REGIONAL PLANNING
IN WARSAW



INVESTIN





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SYNTHESIS:

Presented document indicates intervention areas and actions aimed at accomplishing Project assumptions and vision, according to which Mazovia is a region, where craft trades, brewing included, play significant role in promoting and preserving cultural heritage, regional tourism, education and job market.

The Action Plan sets out the General Objectives, the Specific Objectives, and the Actions, whose implementation is presented in the project timetable. The sequence and implementation period are planned in a purposeful manner, making it possible to achieve the intended results. Among presented actions, priority ones have been selected, resulting from time and cost conditions as well as stakeholder preferences. The experience of the pilot actions carried out and the comments of the stakeholders participating in them were used to determine the priority actions.

Feasible actions presented in the action plan include: cultivating local traditions and disseminating knowledge of cultural heritage through the cooperation with cultural institutions in order to create an attractive offer for inhabitants and tourists visiting the region, creating tourism attractiveness in order to establish position of Mazovia Region as beer tourism destination, developing educational offer: school trips, internships/traineeships, encouraging business activity in brewing sector, cooperation in developing variety of available courses, workshops, presentations, multimedia resources and online communication. Among the stakeholders involved in the project are: representatives/authorities of local and poviát self-government, cultural institutions, high schools and universities, labour offices, breweries, NGOs, associations, young people (+18), others (including: The City of Sierpc, The Department of Documentation of the history of Sierpc, The Museum of the Mazovian Countryside in Sierpc, Voivodship Labour Office - Branch Office in Płock, the Complex of Schools of The Agricultural Training Centre in Studzieniec, The Center for Culture and Arts in Sierpc, The Municipal Public Library named after Zofia Nałkowska in Sierpc, Polish Homebrewers Association).,



I. INTRODUCTION

Presented document named Draft Regional Action Plan was prepared on the initiative of The Mazovian Office for Regional Planning within the framework of the interregional project YouInHerit - Youth involvement in the innovative valorisation and revival of traditional trades and crafts as cultural heritage to make urban regions more attractive and competitive in a dynamic age. It has been developed based on Joint Methodology for the preparation of D.T3.1.2.Draft Regional Action Plans. Draft Regional Action Plan contains intervention areas and specified actions, part of which has been tested as Pilot Action. It refers back to previously developed documents such as Regional Status Quo Analysis (especially as far as identified gaps are concerned), Comparative Study synthesizing Regional Status Quo Analyses, Preliminary Transnational Toolkit, as well as working materials created in cooperation with project partners and stakeholders - documents prepared during project partners meetings as well as RSG meetings.

YouInHerit is supported by the Interreg CENTRAL EUROPE Programme funded under the European Regional Development Fund. Project duration has been established at the timespan between 2016-2019. Project main objective is to improve the capability of regions to utilize traditional trades and crafts as immaterial resources of cultural heritage, in order to boost regional economic activity by the inclusion of the youth. When it comes to Mazovian Voivodeship, it is planned to innovatively valorize and revive the brewing traditions of Mazovia through the effective promotion of brewing craft as well as supporting its restoration by means of organizing workshops and exchanging good practices. As a result of project completion, young people should be encouraged to undertake new businesses engaging in traditional crafts (brewing craft in particular), which in consequence will enrich the regional product market by introducing the variety of craft beer from local breweries. It is crucial to induce the cooperation between local authorities, brewing industry and tourist organizations in order to engage the youth in the process of revalorization of traditional crafts and cultivating regional brewing traditions.

The aim of presented document is to set a number of feasible actions reachable in a short period of time (max. for 1-3 years). An Action Plan should be considered as the reference document for the implementation of a strategy and the achievement of a goal in the target area integration on the foundation of new perspectives created in the area of tourism and manufacturing sector. The Action Plan is an area-wide document, but at the same time it focuses on the 2 subregions being the target areas of previously implemented actions - Regional Status Quo Analysis and activities including Regional Stakeholders Group:

- Płock-Sierpc area: Płock County, Town of Płock, Sierpc County



- Siedlce-Mińsk area: Siedlce County, Town of Siedlce, Mińsk County

Abovementioned areas were previously subjected to Regional Status Quo Analysis and as such they boast particular potential when it comes to implementing actions described in the Action Plan. So far, the most active stakeholders were from Płock-Sierpc area.

According to abovementioned assumptions and goals, The Action Plan contains:

Synthesis

I. Introduction - definition of the region, participating partners, stakeholders

II. Vision - definition of the vision, which address the gaps defined in RASQ

III. General Objective - definition of long-term goals to be achieved within the set of assumptions given in the vision

IV. Specific Objectives - definition of long-term goals to be achieved within the set of general objectives

V. Actions - definition of suitable actions to be undertaken with the aim to achieve the defined objectives and description of the Pilot Action carried out.

VI. Time line - priority list organized by time horizon and estimated budget for their implementation.

VII. Summary

Presented document describes four general objectives (1a, 1b, 2a, 2b) as well as four specific objectives (1.1, 1.2, 2.1, 2.2). In order to achieve general objectives, specific objectives need to be fulfilled. There are actions assigned to each specific objective (1.1.1, 1.1.2, 2.1.1, 2.1.2 etc.). The actions are organized on a time line.



II. Vision

The region of Mazovia is historically associated with craft trades, especially with brewing and malting. There was a vast number of local breweries (over 250 documented), the oldest dating back to XV century. Nowadays it is still possible to observe the remains of the old industrial buildings (in varying technical condition) considered an element of region's cultural heritage. Unfortunately, Regional Status Quo Analysis pointed to the fact that the abovementioned resources are not documented enough, which negatively affects the promotional efforts and local community cannot identify with the cultural heritage represented by brewing traditions.

Despite the fact that brewing industry has undergone significant structural changes linked to political transformations after the WWII, the region managed to maintain only two actively operating breweries with a long tradition. Craft and restaurant brewing on the other hand continues to flourish - over a dozen of new businesses has been established. There also operates a large malt house, which supplies local breweries all over Poland.

Taken the central location of the region as well as close vicinity of Warsaw agglomeration (large population, high income compared to the rest of the country), further development of craft brewing is anticipated. Overall, the forecast for Polish brewing industry, including Mazovia region, is quite promising as confirmed by sector analyses. According to the report delivered by PKO BP, in 2016 beer production in Poland has grown by 0,5% YoY (compared to 1,1% YoY decrease in 2015), reaching 40,7 mln hl. Poland is now a third beer producer in EU. The opportunities for the industry are among others: the growing tendency to eat out (meals accompanied by beer), general increase in sales linked to higher beer prices, growing demand for branded beer (as a result of better income situation of Polish households), rapidly growing export. The positive trends observed on the national scale present a favourable context for regional statistics. According to 2016 summary by Piwna Zwrotnica, Mazovia is the region distinguishing itself with beer innovations - as many as 13,4% of 1561 new beer flavours (developed by craft, regional, corporate, contract and mini-breweries in 2016) were created in Mazovian Voivodeship. What is more, Mazovia boasts as many as 5 of 31 new stationary breweries established in Poland in 2016. It is anticipated that by 2030 about 30-40 breweries will operate in Mazovian region.

It is important to undertake actions thanks to which brewing industry will serve not only as a depository of cultural heritage transferred by the means of craft trades, but also as an important partner when it comes to vocational training and in consequence as an significant employer. Increase in employment in manufacturing sector, especially in the food producing companies, will



result in development of service sector. Each employee in a brewery will result in creating several additional workplaces in gastronomy, hospitality, marketing and management.

In terms of intervention areas while creating the vision of Mazovia it is crucial to take into consideration the involvement of stakeholders, their interest and contribution in the project. Within the Regional Stakeholders Group, among the most eager and active are the representatives of: the local authorities, vocational training institutions as well as industry organizations. The working materials commonly developed during the RSG workshops and Training on Action Planning workshop in Venice constitute a valuable input. The workshop organised in June 2017 in Sierpc resulted in detailed proposals for pilot activities in the field of capacity building at the regional level, which were implemented in 2018 and are discussed further in the Action Plan.

Vision:

Mazovia is a region, where brewing holds potential of promoting cultural heritage and creating new possibilities of employment for young people. Strengthening the role of traditional craft trades through the active involvement of local authorities, representatives of the brewing industry and adult youth will contribute to the dynamic development of the region.

Realization of the vision can be achieved by:

1. cultivating local traditions and disseminating knowledge of cultural heritage through the cooperation with cultural institutions in order to create an attractive offer for inhabitants and tourist visiting Mazovia.
2. creating tourism attractiveness in order to establish position of Mazovia Region as beer tourism destination.
3. developing educational offer: school trips, internships/traineeships, encouraging business activity in brewing sector.
4. cooperation in developing variety of available courses, workshops, presentations, multimedia resources and online communication.



III. General objectives

In this chapter the general objectives were defined. Their implementation serves to complete the vision presented in the chapter above. Particular objectives are designed in such a manner to enable an improvement of a single parameter. Proposed parameters are presented in a way which facilitates an objective evaluation and verification of the targeted achievement progress. General objectives are to positively affect many of the possible intervention areas such as culture, infrastructure, employment, education. It is important to note that most of the objectives are long-term - in order to successfully implement the vision, time and cross sectoral engagement of many people and institutions is needed. The Regional Stakeholders Group can be an effective tool for such a cooperation.

1. Raising young people's awareness of:

1a. craft trades

1b. cultural heritage

The indicator to measure the realization of General Objective no 1 (1a and 1b) is the number of young people showing the awareness of cultural heritage and the role of craft trades (brewing in particular) in promoting this heritage.

Cultural heritage is an important value, especially for the area associated with traditions being preserved. Actions aimed at valorization and cultivation of cultural heritage should be treated as one of the most important directions of regional activity and development. Local authorities, involved institutions and other actors should undertake actions to raise the awareness of significance of traditional craft trades as well as material and immaterial cultural heritage. They should also promote the attitudes of respect for the values transferred through cultural heritage. RASQ indicated that, among others, low awareness of significance of brewing traditions for the regional cultural heritage is linked to the lack of understanding for the values so that the need to promote and preserve said heritage does not show as a bottom-up initiative. In order to achieve the General Objective no 1 (1a and 1b) it is necessary to complete the Specific Objectives (1.1 and 1.2) presented in the following chapter.



2. Raising the level of knowledge and skills by training staff and developing an appropriate educational offer

2a. Staff workshops and training

2b. Creating suitable educational offer

The indicators to measure the realization of the Objectives no 2a and 2b are:

- improved young people's awareness of the means to obtain proper education necessary to pursue craft professions in brewing industry
- the number of educational offers available in Mazovia Region enabling young people to choose a job in brewing sector

One of the gaps defined in RASQ is frequently mentioned lack of knowledge of available educational services in the field of brewing. Taken the little interest shown by young people when it comes to brewing traditions, it seems necessary to initiate feasible actions in order to preserve this heritage in the future. A significant potential lies in protection and valorization of cultural heritage and brewing practice. It is crucial to demonstrate its significance and potential value for local community and raising awareness among young people is in this case a key factor. The most important and the most appropriate in terms of social responsibility are the actions targeted at older youth/young adults, who should be granted access to relevant training: courses, workshops, educational offer, in order to involve in brewing-oriented business activities. What is more the promotion of various forms of education and support in terms of craft brewing training is a way to counteract the lack of knowledge and awareness of currently operating institutions which offer the improvement of qualifications through courses and workshops on craft trades.

Educational services targeted at local government officers constitute a complementary action process. Only then the effective cooperation between local authorities and the industry is possible when both parties have properly trained staff at their disposal. The industry should provide the staff trained in technical aspects of the trade and in humanities. Local government should contribute the staff that is aware of the potential stemming from cultural heritage, ready to effectively cooperate with business environment.

In order to achieve the Objectives no 2a and 2b it is necessary to complete the Specific Objectives (2.1 and 2.2) presented in the following chapter.



IV. Specific Objectives

1.1. Development and promotion of brewing craft as an important component of cultural heritage

Brewing craft needs to gain proper recognition and popularity in order for young people to consider taking up jobs in this sector and perceiving it as an attractive, fashionable and interesting perspective. Due to the fact that current promotional activities proved insufficient and inadequate, it is strongly advised to intensify actions aimed at disseminating information on traditional crafts (brewing in particular) among local community (both young and older adults).

In order to yield expected results in terms of social reception (especially when it comes to youth), promotional activities should be implemented on several levels. On one hand, media interest should be induced through producing and delivering some interesting and attractive materials as well as providing proper funding. On the other, public interest should be stimulated, especially among people who associate craft beer with hospitality, leisure and recreation. This way, promotional activities will be realized on the supply level (among future employees) as well as demand level (among target customers).

In order to achieve the Specific Objective no 1.1 it is necessary to complete the following Actions:

- 1.1.1 Publication of advertising/ informational/ educational materials in the Internet and local press
- 1.1.2 Trade fairs and festivals promoting local crafts
- 1.1.3 development of promotional materials; organization of the thematic exhibition

1.2. Engaging the industry and local government in promotion of cultural heritage

The only means of improving young people's awareness of brewing craft is an active and multidirectional involvement of all of the actors committed : the industry (breweries), local authorities, educational institutions etc. RASQ especially emphasized a problem of insufficient involvement of market players (breweries) in regional traditions promotion. The involvement of the industry can be achieved exclusively through offering them benefit in terms of their own business activity. Only then an enterprise will engage in public service activity, when there is a long-term possibility to achieve an increased production/sales/income. One possible solution is to



offer certification of their historic produce (either craft or regional). The indicator to measure the realization of Action no 1.2.1 is the number of Mazovian craft, regional, corporate, contract and mini-breweries, which develop new beer flavours based on historical recipes (sometimes using the unique raw material from local produce).

In order to achieve the Specific Objective no 1.2 it is necessary to complete the the following Actions:

1.2.1 Development of the concept of brewing incubators

1.2.2 Inducing history tourism - development of the Beer Route concept

1.2.3. Development of the concept of the revitalization of old market in Sierpc - new function of the old brewery.

2.1. Capacity building achieved through staff training, including representatives of local self-government units, local NGOs, young people

Well done training targeted at Regional Stakeholders Group can be a valuable and effective tool for capacity building task. It is important that training is targeted at local authorities, representatives of a territorial self-government units, professional counselors and work office clerks (members of RSG), so that gained knowledge will be transferred on a large scale i.e. to the unemployed or to the entrepreneurs interested in developing brewing undertakings. What is more, young people who apply to work offices, despite not being the direct recipients, nevertheless will receive the knowledge acquired by training participants. Educational activities are the most direct form of capacity building and raising awareness of traditional crafts (brewing and malting in particular).

In order to achieve the Specific Objective no 2.1 it is necessary to complete the the following Actions:

2.1.1 Thematic training in the area of brewing and cultural heritage of Mazovia Region

2.1.2 Soft skills training (organization of mass events, self-presentation and public speaking, rhetoric and negotiating, acquiring private and public funding, teamwork ability, interdisciplinary abilities and communication).



2.2. Capacity building achieved through establishing convincing educational offer for young people

Pedagogical innovations are complementary to educational activities aimed at achieving goals broadly defined as capacity building and raising awareness of craft trades including brewing and malting. Thanks to direct involvement of youth it will be possible to provide the target addressees of the project with a first-hand experience.

In order to achieve the Specific Objective no 2.2 it is necessary to complete the the following Actions:

- 2.2.1. Training in brewing combined with the presentation of cultural heritage in „open-air museums”
- 2.2.2. Thematic workshops on home brewing organized in catering schools
- 2.2.3. Internships/traineeships in local breweries
- 2.2.4. Improving accessibility of information on higher education - educational offer in terms of brewing and malting studies



V. Actions

Actions description contains actions defined in the project application form and additional actions. The additional actions were chosen from suggestions presented at the stakeholders meeting. In accordance with the actions effectiveness criteria (time-frames, anticipated budget, influence on project indicators, achieving project vision potential) 12 of actions were recommended for implementation.

1.1.1 Publication of advertising/ informational/ educational materials in the Internet and local press

Publishing advertising, informational and educational materials shall be coherent with the actions already completed within the project - promotional activities on the project and Mazovia's (Self-Government of the Mazowieckie Voivodeship) internet websites, as well as on social media platform - Facebook. The implementation of this action will contribute to closing the diagnosed social and identity gap.

Stakeholders / institutions such as local authorities, brewing associations, cultural institutions, NGOs, labour offices (e.g. The City of Sierpc, The Center for Culture and Arts in Sierpc, Polish Homebrewers Association) will participate in promotional activities, e.g. by posting prepared materials on the websites of the institutions/organisations/companies that represent it, including information, thematic articles, interviews on cultural heritage and crafts brewing, multimedia materials. Stakeholder's involvement also includes activities on social networks that are most frequently used by young people (Facebook, Instagram, YouTube), without which appropriate and efficient encouragement, especially in terms of education, is inconceivable. Promotional and information channels available to stakeholders will also be used to promote events in which they will be involved, such as exhibitions, fairs, festivals, promoting local crafts.

1.1.2 Trade fairs and festivals promoting local crafts

Participation in trade events such as fairs or festivals is intended to develop opportunities for the exploitation of traditional crafts with the involvement of young people in the area of defined gaps, in particular in terms of the social and identity gap. This action was part of the pilot action. Poland's largest association of brewing enthusiasts, the Polish Homebrewers Association, was the organizer of the 1st Homebrewers Festival in Warsaw (16 June 2018). Continuing the



implementation of this action, it is necessary to maintain the cooperation with the City of Sierpc and develop the already existing "Kasztelański Festiwal Smaków" in Sierpc, as well as cooperation with the Board of the Polish Homebrewers Association in the next edition of the "Homebrewers Festival" in Warsaw. Examples of activities to be used during subsequent editions of the festivals:

- Organising YouInHerit stand during „The Festival of Tastes” in the town of Sierc/” Home brewers' festiwal” in the town of Warsaw;
- Presenting brewing history on posters;
- Lectures about brewing craft - given by an external expert in the brewing area;
- beer brewing workshops - led by an external expert or a home brewer;
- brewing knowledge competition;
- Involving representatives of brewing associations (e.g.: Polish Homebrewers Association, Association of Polish Regional Breweries, Union of Brewing Industry Employers, Beer Guild)

During the festivals, knowledge and experience can be exchanged between representatives of different environments. The advantage of this type of events is also the possibility of tasting products which have been produced according to traditional recipes.

Among the events particularly noteworthy are also "Płockie Targi Aktywności Zawodowej" and "Dożynki Województwa Mazowieckiego", which are an opportunity to build the capacity of local authorities and stakeholders and to cooperate with young people, as well as to gain knowledge about regional crafts and folk handicrafts.

1.1.3 Development of promotional materials; establishing a thematic exhibition

This action is a response to social, identity and institutional gaps identified in the analytical phase of the project. For the purpose of enabling a proper promotion strategy implementation, persons and entities involved in the project, as well as organizations (institutions) responsible for continuation of the actions in the future, has been provided with a professionally designed and coherent identification. Symbols associated with the brand (logotype, corporate identity handbook, proper colour scheme, graphic symbols etc.) are essential for brand's positive perception and its functioning in media space in a valid way (media, the Internet, advertisement).

This action was part of the pilot action. Materials developed with the participation of stakeholders: The Mayor of the city of Sierpc and The Department of Documentation of the history of Sierpc allowed for the organization of a thematic exhibition *History of brewing in Mazovia - Sierpc and its surroundings*¹, depicting the history of brewing activity in the region. The exhibition



was open from 3 October 2018 to 23 October 2018 in The Municipal Public Library named after Zofia Natkowska in Sierpc, also from 24 October 2018 to 16 November 2018 in The Center for Culture and Arts in Sierpc.

In the future, it is suggested to re-make the thematic exhibition, enriching it with new information, involving local young people in its preparation. Local press and social media coverage, will constitute a reliable source of information about the cultural heritage of the region.

1.2.1 Development of the concept of brewing incubators

The activity of young people, who are the target group of the project, is to a large extent limited by the lack of experience. The target group should be provided with substantive support in the form of qualified staff. Such staff should give young people an opportunity to get to know and draw inspiration from the cultural heritage of Mazovia - the best educators may be ethnographers and ethnologists associated with "open-air museums" in Mazovia. Another aspect would be to acquaint people interested in technical aspects of regional craftsmanship, such as the brewing programme, so that they can learn about the advantages and disadvantages of working in the craftsmanship. Adequate technical facilities with the right equipment and tools are essential.

The basis would be the creation of brewing incubators. The incubator would be a home brewery (shotblasting machine, brewery - e.g. Speidel Braumeister, buckets for fermentation, bottling, etc., a capsler and a stock of raw materials). In the incubator, there would be substantial supervision and brewing care. The substantial supervisor would be responsible for the development of knowledge in the field of cuisine and culinary delicacies (including those registering outgoing recipes). Brewing care is an assistant in creating beer recipes, converting knowledge into beer brewing process together with a description of this process. It is assumed that the existing local breweries would express an interest in commercial production of selected, best beers produced in the brewing incubators, which would be a valuable stimulus for the creators of these beers to further develop their careers in this industry.

It is worth establishing cooperation with a network of culinary heritage, chambers of products and build a brand of Mazovian historical beers. This will allow young entrepreneurs to get first business experience and will also promote the brand of such beers.



1.2.2 Inducing history tourism - development of the Beer Route concept

Tourist flow stimulation by inducing traditional-brewing heritage tourism will lead to improving social (also youth) access to brewing traditions and craft knowledge in the region, which should reduce social and identity gaps. What is more, local breweries sell their products to a final recipient directly (financial income and marketing profits for a brewery) - i.e.: kegged beer or sale at the brewery. This approach contributes to achieve the general objective - Raising (young) people's awareness of craft trades - as well as show the breweries tangible advantages from committing the initiative.

The main result of the action would be the creation of the so-called Mazovian Beer Route - a map of the region with the sites where the old traditions of regional brewing and other historical buildings associated with brewing are cultivated. The action's main purpose is to interest beer lovers, collectors, tourists and others, in regional brewing heritage. As part of the task, it is planned to develop a concept of the Mazovian Beer Route website, where you will be able to learn about the history of brewing and brewing traditions in the Mazovia region.

A crucial factor for implementing the action is enhancing cooperation between industry and self-governance in the area of cultural heritage promotion. Active involvement of stakeholders, especially local authorities, brewing associations and representatives of the brewing industry, in identifying facilities worth taking into consideration on the Mazovian Beer Route will be crucial for the implementation of the measure.

Local authorities and brewing associations will participate in promotional activities preceding the launch of the Mazovian Beer Route, including by placing on the websites of the institutions / organizations / companies that represent them - information on the subject of the action, including the presence of individual breweries producing beer by traditional methods and historic objects related to brewing on the map of the Route and the launch and operation of the mobile application.

1.2.3 Development of the concept of the revitalization of old market in Sierpc - new function of the old brewery

The presented action serves to address the following gaps: social, institutional, financial. As part of the action, it is only planned to develop the concept of restoring the function of the old brewery by using the building (real estate). It is proposed to restore the building of Pehlke brewery in Sierpc. Conceptual works should be carried out, including the possibility of adapting/revitalising the building in order to create a brewery museum, creation of a workshop / conference room,



training center, restaurant - craft brewery, creation of a mini cultural center, where workshops on traditional beer brewing could take place. The implementation of the action will be possible only with the huge involvement and support and cooperation of stakeholders.

The mayor of the City of Sierpc will be the main investor in the implementation of this action. His involvement is going to include either completion or supporting following actions: analysis of archival documents, determination of a legal conditioning of this undertaking, definition of the scope of preparatory work to be done during and after the completion of the YouInHerit project, inventory and possible technical expertise of the building from the old Pehlke brewery, functional-utility programs, preparation of the object concept and visualization. The Kasztelan Brewery might consider taking part in organizing museum of brewing exhibition or training center. Along with Regional Labour Offices, it will also serve as the supporting partner, assisting in organization of exhibitions, workshops and lectures in the field of brewing. It is to be further considered a possibility to cooperate with the universities, for example engagement of the students of architecture and urban planning within the framework the student practice.

It should be emphasized that the implementation of the action consists only in the development of the necessary documentation, which is dependent on legal conditions and the possibility of obtaining funds. Conducting an appropriate legal analysis and obtaining information on possible sources of financing the investment and the funding itself is on the side of the stakeholder - Mayor of Sierpc and does not involve the implementation of the investment itself.

2.1.1 Thematic training in the area of brewing and cultural heritage of Mazovia Region

The presented Action serves to address the following gaps: institutional, social, identity. The aim of the Action is to organize training targeted at professional counselors and work office staff at the county and city level and vocational counsellors, young people (+18), introducing them to the subject of traditional crafts and disappearing professions with particular emphasis on traditional, craft brewing.

This action was part of the pilot action. During the organized training cycle issues related to brewing history and theoretical aspects of traditional beer brewing were discussed. In addition, stakeholders participated in practical workshops on traditional beer brewing. The acquired experience provides a good basis for further cooperation in the coming years.

It is suggested to continue the organization of training cycle as the most direct form of building capacity and raising awareness of the history of brewing and cultural heritage of Mazovia, bearing in mind that the most effective way to learn is learning through action.



2.1.2 Soft skills training

The realization of this activity will help to bridge the institutional, social and identity gap. The activity will consist in carrying out trainings for employees of self-governments and offices (representatives of local government units, organizational units, labor offices) in the scope of organizing mass events and raising funds. Among the trainings there should also be an attractive offer for young people, e.g.: the art of presentation and public speaking, training in negotiation techniques, training in teamwork skills, interdisciplinary and communication skills.

This action was part of the pilot action. During the organized training cycle, issues such as interpersonal skills, public appearances, business prospects, and visual thinking were discussed.

It is suggested to continue the organization of training cycles as the most direct form of capacity building and transfer of knowledge and skills. The key aspect for this action is a wide range of stakeholders participating in it, both representatives of local and county self-government, city offices, labor offices (to improve the quality of services), and youth (in order to acquire knowledge and competence useful in running their own business, raising value as an employee).

2.2.1 Training in brewing combined with the presentation of cultural heritage in "open-air museums"

Realization of the action will contribute to institutional, social, and identity gap reduction. "Skansen museums" and open-air museums are numerous in Mazovia, e.g. The Museum of the Mazovian Countryside in Sierpc, which was an active stakeholder in the implementation of the pilot action. They serve as places where old traditions are cultivated, they are living museums, that is, where the preservation of heritage is carried out by maintaining tradition. The action will consist in introducing pedagogical innovation and carrying out training in brewing related to the presentation of cultural heritage for stakeholders. The relevant stakeholders will be involved in particular elements of the action, with particular reference to the Complex of Schools of The Agricultural Training Centre in Studzieniec, The Center for Culture and Arts in Sierpc and The Museum of the Mazovian Countryside in Sierpc, whose experience, competences and opportunities will be used in an optimal manner. It is recommended to involve local NGOs and associations related to the cultivation of regional cultural heritage in the implementation of the measure. Young people involved in the action will acquire new skills and knowledge in the field of regional cultural heritage. The implementation of the action will contribute to the achievement of the project objectives.



2.2.2 Thematic workshops on home brewing organized in catering schools

Realization of the action will contribute to institutional, social, and identity gap reduction. Active participation in schools with catering profiles is important for several reasons. It is a place and space for workshop activities within the framework of interest groups, during which craftsmanship brewing and cultural heritage of Mazovia can be promoted. Catering schools are a place of shaping young people, which will create culinary tastes based on inspirations taken from craftsmen of a high standard and firmly rooted in the heritage of the region. As part of the action, thematic workshops on home brewing will be held in schools with catering profiles. The activity is aimed mainly at youth over 18 years of age. Relevant stakeholders will be involved in the various elements of the activity, with particular reference to the Complex of Schools of The Agricultural Training Centre in Studzieniec, whose experience, competences and opportunities will be used in an optimal manner. Support is expected in the preparation of workshop content, training materials and ensuring the high substantive level of the staff leading the workshops. Thanks to the implementation of the action, young people will gain knowledge in the field of craftsmanship, home brewing and related traditions - being part of the cultural heritage of the region.

2.2.3 Internships/traineeships in local breweries

Realization of the action will contribute to institutional, social, and financial gap reduction. Youth education is an essential issue and activity in preparation to become successful in adult life (especially but not limited to professional success). Organizing internships and traineeships allow young people to usefully supplement their professional preparation before establishing of employment relationship. Adult youth as the main recipients of these activities, will have the opportunity to take advantage of a diversified offer of internships and traineeships at local breweries, which will positively affect the practical preparation for undertaking traditional craft trades (especially brewer and maltster). There will also be measurable benefits for local employers taking young people into their companies f.e. Browar Kasztelan, through paid internships financed by the Labour Office (Labour Fund) or EU funds (POWER program or RPO WM). An important role in the implementation of this action will be played by stakeholders with the possibility of mediating between local breweries offering internships, traineeships, and interested young people - e.g. the Complex of Schools



of The Agricultural Training Centre in Studzieniec, the city of Sierpc, NGOs, local associations secondary and higher schools, labour offices. Properly planned education process and preparation for employment in traditional craft professions is a significant value supporting awareness of cultural heritage. The implementation of the action will contribute to the achievement of the project objectives.

2.2.4 Improving accessibility of information on higher education - educational offer in terms of brewing and malting studies

Activities related to education, addressed directly to young people, are distinguished by significant perspectives, and their effects may be noticeable in the future on a large scale - they will contribute to closing the social, identity and institutional gaps.

A serious limitation in meeting the objectives of the project is the archaic law regarding conducting activities based on alcohol production - the possibility of sharing or reselling alcoholic bootom-up results , therefore it is worth looking for allies among schools with gastronomic or tourism profiles as places where you can look for space to workshop activities (within the framework of interest groups, promote craft brewing and cultural heritage of Mazovia). Active participation in schools with catering profiles is important for two reasons. The first of these is that the catering school is a place where new staff are formed in the catering industry. The second is that people who will shape our culinary tastes will be able to seek inspiration in contact with craftsmen at a high level and firmly rooted in the heritage of the region (in this case, Mazovia). Only this way of learning and cooperation gives the effect of synergy and clear building of advantage based on local specificity.

The branch education of youth is one of the tasks of secondary education, while education of specialists in the field of brewing at the higher level is carried out by higher education institution. Establishing convincing educational offer for young people should be preceded by thorough analysis of needs and objectives (an elaboration on RASQ, which can serve as a useful reference material to design the most effective research tools). The implementation of this action includes activities aimed at improving the availability of information about the educational offer of higher education institutions (training in the direction of a brewer, a maltster, etc.).

Activities will be directed primarily to a wide group of young people (above 18 years of age). Adult youth as the main recipients of these activities, will have the opportunity to benefit from a diversified educational offer both in schools (eg the Complex of Schools of The Agricultural Training Centre in Studzieniec, Sierpc commune, secondary and higher schools) and regional institutions (eg: City of Sierpc, The Center for Culture and Arts in Sierpc, Institutions of Culture,



Associations, Local NGOs). The stakeholders involved in the implementation of the action are expected to cooperate between the various entities in the organization of activities aimed at improving the availability of information about the educational offer of higher education institutions related to education in traditional craft trades, as well as involving interested persons

Ultimately, the region's youth asked about the possibility of acquiring professional knowledge for the purpose of working in the brewing industry should easily mention the educational offer available in the country in this field.



CARRIED OUT PILOT ACTION:

As part of the pilot action in the Mazovian region called "Capacity building through training for local authorities and stakeholders, the Homebrewers Festival and the exhibition on cultural heritage ", action consisting of the following activities was carried out:

- training workshops, during which cycle of three two-day trainings took place:
 - Interinstitutional cooperation and communication. History of brewing and theoretical aspects of traditional beer brewing (21-22 March 2018).
 - Practical aspects of traditional beer brewing. Interpersonal skills. Public speeches (25-26 April 2018).
 - Perspectives for starting a business activity. Visual thinking (23-24 May 2018).
- I Homebrewers Festival, which took place on June 16, 2018, in Warsaw.
- Exhibition The history of brewing in Mazovia - Sierpc and its surroundings:
 - From October 3 2018 to October 23 2018 in the Municipal Public Library named after Zofia Nałkowska in Sierpc
 - From October 24 2018 to November 16 2018 at the Center for Culture and Arts in Sierpc

The pilot action carried out referred to the following actions described in the Action Plan:

- 1.1.2. Trade fairs and festivals promoting local crafts
- 1.1.3. Development of promotional materials; organization of a thematic exhibition
- 2.1.1. Thematic training in the area of brewing and cultural heritage of Mazovia Region
- 2.1.2. Soft skills training

The action consisted of testing tools related to the promotion and cultivation of traditional crafts involving young people and local authorities, business entities, organizations and institutions. These tools aim to improve the protection and valorisation of cultural heritage (increasing the possibility of using traditional crafts as intangible cultural heritage resources) in the area of defined gaps. The pilot action was primarily aimed at addressing the problems and achieving concrete objectives in areas of identified gaps, in particular with regard to the gaps: social, identity, institutional.

On the basis of the tested pilot action, the selected actions with potential for future implementation are: a series of practical training and training on soft competences, festivals promoting local crafts, an exhibition on cultural heritage.



VI. TIME LINE

Suggested offer	Action	Specific Objective	General Objective	Deadline for implementation	Involved actors (in cooperation with Mazovian Voivodship Regional Council represented by MORP)	Budget
1	1.1.1. Publication of advertising/informational/educational materials in the Internet and local press	1.1.	1	Continuous action	<ul style="list-style-type: none"> • brewing associations • local authorities • young adults (18+) • The City of Sierpc • The Center for Culture and Arts in Sierpc • Polish Homebrewers Association • Local NGOs • The Mayor of the City of Sierpc • work offices 	700 EUR
5	1.1.2. Trade fairs and festivals promoting local crafts	1.1	1	9 months	<ul style="list-style-type: none"> • The City of Sierpc • The Center for Culture and Arts in Sierpc • Polish Homebrewers Association • Local NGO's • Agricultural School in Studzieniec, Sierpc County • work offices 	2 310 EUR
2	1.1.3. Development promotional materials; establishing a thematic exhibition	1.1	1	6 months	<ul style="list-style-type: none"> • local authorities • professional counselors • young adults (18+) • cultural institutions • image/branding specialists • Laboratory of Documentation of the History of the City of Sierpc • consulting firms 	500 EUR
11	1.2.1 Development of the concept of brewing incubators	1.2	1	24 months and beyond	<ul style="list-style-type: none"> • brewing associations • Polish Homebrewers Association • Kasztelan Brewery • Certification Institutes • craft/contract breweries 	4 000 EUR
10	1.2.2 Inducing history tourism - development of the Beer Route concept	1.2	1	18 months	<ul style="list-style-type: none"> • brewing associations • local authorities • young adults (18+) 	4 000 EUR
12	1.2.3. Development of the revitalization of old market in Sierpc - new function of the old brewery	1.2	1	24 months and beyond - long-lasting activities	<ul style="list-style-type: none"> • The Mayor of the City of Sierpc • Kasztelan Brewery • District Work Office in Sierpc 	15% of the investment value
4	2.1.1 Thematic training in the area of brewing	2.1	2	6 months	<ul style="list-style-type: none"> • Local authorities • Work Office clerks • Polish Homebrewers Association 	10 000 EUR



	and cultural heritage of Mazovia Region				<ul style="list-style-type: none"> • young adults (18+) planning to start their business in the field of brewing 	
3	2.1.2 Soft skills training	2.1	2	6 months	<ul style="list-style-type: none"> • employees of Work Offices • Work Office clerks • young adults (18+) planning to start their business in the fields of brewing 	10 000 EUR
7	2.2.1 Training in brewing combined with the presentation of cultural heritage in „open-air museums”	2.2	2	12 months	<ul style="list-style-type: none"> •Agricultural School in Studzieniec, Sierpc County The Town of Sierpc • The Center for Culture and Arts in Sierpc •High schools, universities, colleges •young adults (18+) •Cultural Institutions • Cultural Associations • Local NGOs • Breweries 	10 000 EUR
8	2.2.2 Thematic workshops on home brewing organized in catering schools	2.2	2	12 months	<ul style="list-style-type: none"> • Agricultural School in Studzieniec, Sierpc County • The Town of Sierpc •High schools, universities, colleges •young adults (18+) •Local NGOs • Breweries 	In terms of school
6	2.2.3 Internships/ traineeships in local breweries	2.2	2	10 months	<ul style="list-style-type: none"> • Agricultural School in Studzieniec, Sierpc County • The Town of Sierpc •High schools, universities, colleges •young adults (18+) •Local NGOs • Breweries • Accosiations 	750 EUR/person
9	2.2.4 Improving accessibility of information on higher education - educational offer in terms of brewing and malting studies	2.2	2	12 months	<ul style="list-style-type: none"> • Agricultural School in Studzieniec, Sierpc County • The Town of Sierpc •High schools, universities, colleges •young adults (18+) •Local NGOs • Breweries • Accosiations •Cultural Institutions 	700 EUR

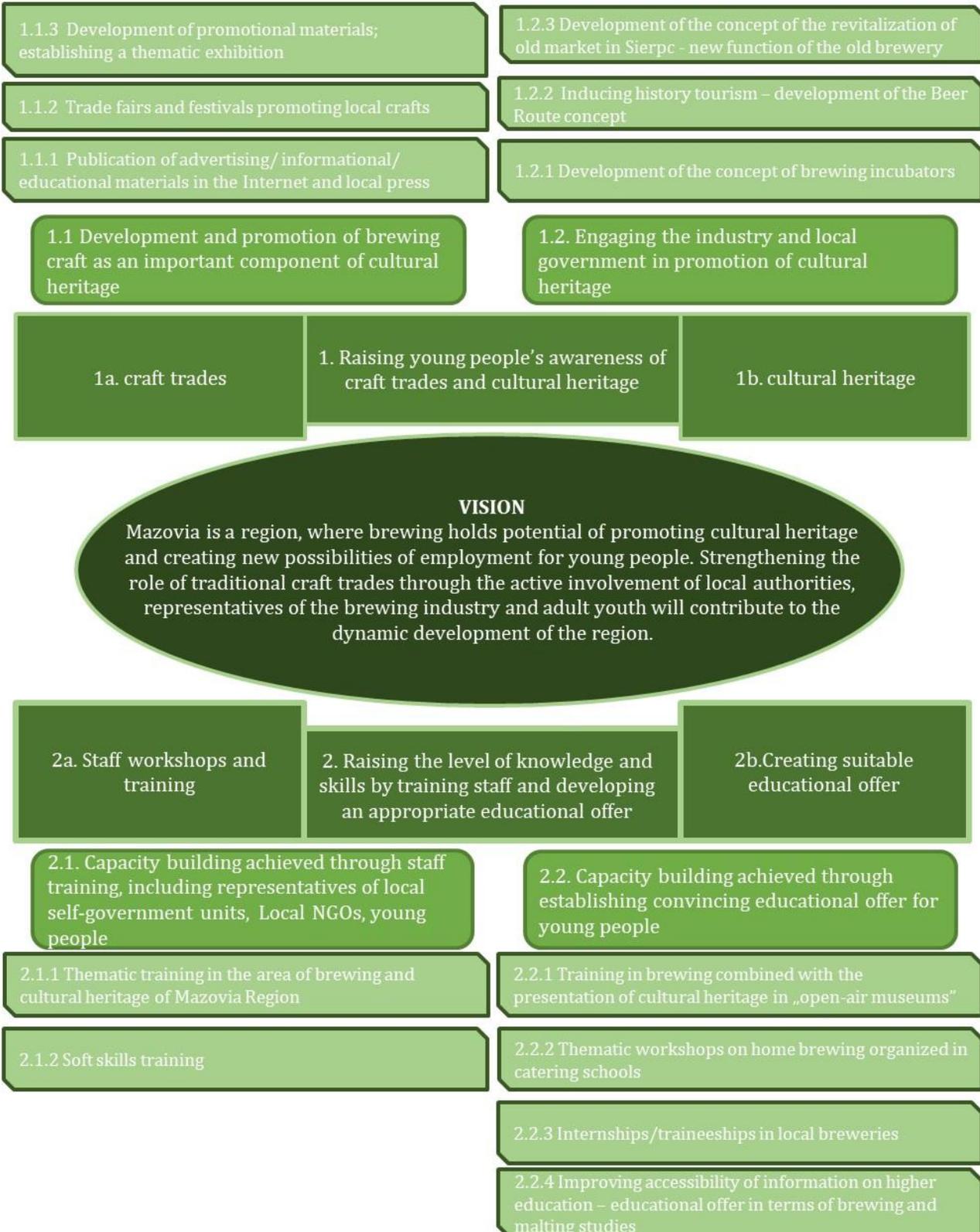
source: own study



VII. SUMMARY

Presented Action Plan indicates areas of intervention and activities, some of which have been tested as part of the pilot action. Priority actions resulting from time and cost conditions as well as stakeholder preferences were identified. A timetable for the implementation of these activities is also presented. This Action Plan is based on the previously developed documents: Regional Status Quo Analysis (especially in the Gap Analysis section), Comparative Study, Preliminary Transnational Toolkit, draft version of the 2017 Action Plan, report on pilot activities, as well as materials developed at the meetings of project partners, and as part of meetings of the Regional Stakeholders Group. It also takes into account the comments made during the consultation.

The implementation of the Action Plan will allow to achieve the project assumptions and vision, according to which Mazovia is a region, where brewing holds potential of promoting cultural heritage and creating new possibilities of employment for young people. Strengthening the role of traditional craft trades through the active involvement of local authorities, representatives of the brewing industry and adult youth will contribute to the dynamic development of the region. This document defines activities concerning, among others: cultivating local traditions and disseminating knowledge about them through cooperation with cultural institutions as part of creating an attractive offer for the region's inhabitants and tourists visiting the region, creating the region's tourist attractiveness so that Mazovia is a significant tourism destination, creating a rich offer related to education, eg school trips, practices / internships, encouraging business activity in the brewing sector, cooperation in creating a broad base of available courses, training, presentations, multimedia resources and communication on the Internet. The order and duration of activities are planned in a targeted manner, enabling the achievement of the intended results.



source: own study



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4. **Preliminary Transnational Toolkit**
5. **Pilot Action Description**
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7. **Full Application Form - Interreg CENTRAL EUROPE - Call 1 Step 2**
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9. **Regional Development Strategy of the Voivodeship of Mazovia until 2030**
10. **The Spatial Development Plan of the Mazovian Voivodeship**