



Past - Present - Future

REVITALIZATION OF OLD- INDUSTRIAL BUILDINGS THROUGH CULTURE AND CREATIVE INDUSTRIES – INITIATIVE COACHINGS IN THE DISTRICT OF ZWICKAU

Summary

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T4.4.2



RP 6



PP1, District of Zwickau



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0. Abstract

The following document presents the results of three initiative coachings that had the objective to start a revitalization process of three old industrial areas in the district of Zwickau. In the beginning the document explains the relevance of the topic and classifies the measures with respect to the overall context of the EU-project InduCult2.0. Furthermore the approach on the issue is presented, which also includes the implementation of the three coachings that consisted of workshops and the development of three roadmaps. To develop old industrial areas on a low-threshold basis needs specific measures, especially the specific needs of cultural and creative industries have to be taken into account. This document gives an overview on how the initiatives were coached, what results could be identified and how sustainable progress could be reached when it comes to long-term establishment of a cultural and creative hub.

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1. Project Context

Since June 2016 the district of Zwickau has been leading the EU project InduCult2.0: "Industrial heritage, cultural resources of industry and creative pioneers - Living industrial culture away from the metropolises in Central Europe" (www.inducult.eu).

While in the past decades the term "industrial culture" was primarily used for the protection of historical monuments and the conversion of buildings, there are now innovative approaches that include contemporary cultural and creative resources. In this new understanding, industrial culture is a dynamic concept that also focuses on the change of the industrial economy and society.

This cultural approach is particularly suitable for regions that are still strongly oriented towards industrial production today. InduCult2.0 brings together such regions from Germany, the Czech Republic, Poland, Austria, Slovenia, Croatia, and Italy. The InduCult2.0 partners use the qualities of their industrial past, present, and future to position their regions as attractive places to work, live and grow. In detail, the partnership is intended:

- to establish the concept "Living Industrial Culture" in Central Europe;
- to strengthen the specific culture in industrial regions and to use it as a location factor;
- to revive the pioneering spirit in industrial regions.

Within the framework of work package T4, the revitalization of old industrial buildings through culture and creative industries in the district of Zwickau is considered to promote creative talents in industrial wastelands in the district of Zwickau.

2. Introduction

The project InduCult2.0 connects eight regions in Europe with two scientific institutions to develop and test measures to establish a living industrial culture as part of regional identity. One measure is to revive old-industrial places through creative industries. The district of Zwickau - amongst other East German areas - has a huge number of old-industrial and unused spaces because of the economic transformation after 1989. Of course, it became necessary to develop solutions for the revitalization of some of those old-industrial buildings as they are part of the regional identity. Unfortunately, only a small number of buildings were re-used, some are still empty but solid others are liable to collapse.

Bigger cities have good examples how creatives could re-use old-industrial areas which have two main advantages: the local heritage is saved and creative industries could work and live at a place with affordable rent and lots of possibilities to become active and creative. Notwithstanding the above, the District of Zwickau is covered by small and medium-sized towns. Although it is an economic growing region with a strong industry the population is shrinking and aging. Around one-third of the population is already 60 years and older. A huge number of vacant buildings are one effect of this situation.

In order to be able to revive old-industrial places through culture and creative industries in the district of Zwickau, PP1 prepared a study (<https://www.landkreis-zwickau.de/projekt-inducult2-0>) together with the Saxony State Association for Cultural and Creative Industries in which both the actor situation and the availability of buildings in the Zwickau district for the revitalization of industrial wastelands by the cultural and creative industries were examined.

All in all the data shows that the District of Zwickau has an oversupply of vacant spaces for creative industries. The 23 examined objects are only a sample of old-industrial spaces in the region and 20

of them could be revived through culture and creative industries. Seven buildings even fulfill all the requirements that were given by creatives and experts. However, regions like Chemnitz and Leipzig also offer enough affordable working space for creatives and the survey showed that creatives located there are quite satisfied with their working space. As long as there is enough attractive working space in bigger cities it is unlikely that a lot of new settlements of creatives will come along with the foundation of a creative center. Best-practice examples of the revitalization of old-industrial spaces in rural areas indicate that such a development would need dedicated people already located in the region. Thus, it would be necessary to support the regional culture and creative industry at first. The scene could develop properly and found a creative center itself. Accordingly, it would also be necessary to raise awareness of promising old-industrial spaces in the district and promote the small and medium-sized towns as lucrative places for living and working.

PP1 and the Saxony State Association for Cultural and Creative Industries distributed the results of the study and got in contact with small creative initiatives in the District of Zwickau. After identifying the needs of the creative initiatives and the needs of other stakeholders like business development agencies or landowners, PP1 identified steps on how to approach the objective of realizing the InduCult2.0 pilot action D.T4.4.2 - support existing local initiatives in setting up a new hub for the regional creative community in an old industrial site.

PP1 decided to hire experts who are able to develop coaching sessions with initiatives that (want to) revitalize brownfields in the district of Zwickau as a cultural and creative center. The centers are intended to promote the pioneering spirit and cultural development.

At the end of the coaching, a roadmap should be available for each initiative/industrial sector, showing how the respective industrial sector can be developed with the possibilities of the respective initiative.

3. Applied Approach

Initially, PP1 sent out a tender and hired the Dienstleistungskombinat MIR (service provider MIR) an agency that consists of five people who have numerous experiences in the areas of vacancy activation, owner/operator interior consulting, architecture and urban development as well as the consulting of residential, cultural and commercial projects. MIR was to prepare and implement two initiative-coachings that resulted in two roadmaps that would support the initiatives in their future work. Therefore PP1 and MIR developed the following implementation scenario:

The coaching for each individual initiative consisted of four interdependent workshops, each lasting four hours. First, a preliminary discussion with each initiative took place in its current premises in order to get to know the previous way of working and the distribution of tasks such as responsibilities in the current constellation. With an appropriate lead-up to the individual workshops, correspondingly designed questionnaires were handed out to the members of the initiatives and their responses were evaluated. On the one hand, the participants could individually focus on the preparation of the workshops and on the other hand, the first partial results were already presented. The results from both preliminary works were the fundament of the design of the workshops.

Within the framework of the workshops, the initiatives explored together how the industrial wasteland could be developed into a permanent cultural and creative center. These workshops motivated the actors and enabled them to take further steps on their own. At the end of each coaching series, a roadmap was developed as a product for each initiative. The roadmap should serve as a practical guideline for the respective initiatives. To this extent, it must be adapted to the needs of the initiatives and include statements and recommendations for action concerning:

1. actor/stakeholder organization
2. operator structure
3. financing methods including subsidies
4. necessary development steps

The results of the four workshops are presented in a roadmap for each initiative. The documents structure the project development into individual, clearly defined and thus more easily manageable structuring steps. In addition, the documents nominate responsible persons for each of these steps and name uncertainties and possible scenarios for the achievement of objectives. This serves in the initiative as a practical guideline for action, in order to ensure the achievement of one's own goals, control objectives and, if necessary, adjust or redirect them. The roadmap should also be used to promote the initiative and its concrete goals to third parties, in particular, potential sponsors.

All in all the T4.4.2 pilot activities of PP1 supported regional creative initiatives by approaching their current situation, define common objectives and develop further steps on how to achieve goals. All this was developed together with the initiatives, not for them. Raising public awareness for the initiative as well as fostering team spirit and motivation are also added values of this pilot action. Expert knowledge and consulting increased knowledge of the involved people (about communication, finances, laws, etc.) and by this sustainability of the project is fostered.

PP1 decided to first implement the coaching of two initiatives:

- Kunstplantage Zwickau e.V.
- Initiative Seilerstraße

Additionally, PP1 supported the business agency of the City of Glauchau in finding revitalization solutions for two old-industrial areas in the city. First, they hosted the InduCult2.0 transnational summer school that focused on the old-industrial building of the PALLA. And PP1 supported a network meeting for cultural and creative industries in the City of Glauchau in May 2018 which was organized to connect actors of the branch and to distribute the results of the study (T4.4.1). Supporting such events is one of the key recommendations for action in the study (T4.4.1) which indeed had a positive effect: After the meeting, several participants showed interest in joining an initiative to revitalize the old-industrial slaughterhouse area of the city. PP1 again supported the development by financing another coaching for the new movement in the city of Glauchau.

The next chapter will summarize the main results of the roadmaps which were developed for the Kunstplantage Zwickau e.V., the Initiative Seilerstraße, and the Initiative Slaughterhouse Glauchau.

4. Results

After 9 months of work, the Service Provider MIR finished the coaching and developed three roadmaps. They focus on the topics that are explained in chapter 3.

4.1 Initiative Kunstplantage Zwickau e.V.

The initiative is a non-profit association, which organizes readings, parties with electronic music and other musical events, on its premises on the Mulde River. Space is made available for

social projects, urban gardening as well as graffiti/ urban art with the self-conception to be a place of freedom, to be an alternative to society. It is carried by 17 permanent members (approx. 8-10 active) at eye level. The old-industrial area has 5,700 m², is limited by a flood protection wall for the shore of the Mulde. The site belongs to a Munich owner, who currently receives a minor yearly lease. The industrial building located on it is strongly in need of renovation, the short to medium term intentions of the owners are currently uncertain and therefore not calculable. The Kunstplantage and the MIR organized three workshops:

- 1. Workshop “Group and Location”, 31.08.2018
- 2. Workshop “How do we work as a group”, 14.12.2018
- 3. Workshop “Future, Finances and the old-industrial area”, 15.12.2018

Additionally, MIR worked on a static rough assessment for the old mattress factory building on the area. These are the main results of all these measures:

4.1.1 Status Quo of the Initiative

Strengths of the initiative lie in construction, craftsmanship and creative activities, in the organization and communication with the outside world (public relations, good connections to the city). Weaknesses lie above all in internal communication, in time management and being aware of and stick to responsibilities like cleanness on the site.

The wishes of the initiative are directed towards the improvement of the internal structure and further growing as well as securing the status quo (future prospects of the terrain and dealing with building).

The cultural work carried out here on the industrial site corresponds to at least 5 part-time positions á 20 h/ week, with which the current assets have reached their limit. The current financing is provided exclusively through income from events.

4.1.2 Location

Although the initiative built up a good relationship with the administration of the City of Zwickau as well as with the owner of the old industrial area, a long-term settlement of the initiative at the location is not secured. Above all the intentions of the owner are currently considered to be changeable and unpredictable. The static rough estimation declares only the hull to be stable. A second static report commissioned by the owner is currently being prepared. MIR developed several scenarios with recommendations of action for the initiative. In the best case, the owner supports the vision of the initiative and revitalizes the building together with them. In the worst case, the initiative would have to find a new location. As even the short term development was not predictable MIR adapted this to follow-up workshops and switched the focus to other topics as group organization and finances.

4.1.3 Group Structure

During the workshops the following task fields were identified to improve the work efficiency, team spirit, and satisfaction of the group:

- reliability and responsibility (meaningful task allocation)
- communication habits within the work groups (problem and conflict management)
- public relations (standardize advertisement task for events)
- structure (lists, meetings, follow-up activities)

- growth (new members, number of visitors)

4.1.4 Finances

The Kunstplantage e.V. is planning and implementing the events in the area to be cost-covering. However, this is not sufficient to avoid possible unforeseeable expenses or even to build up reserves. The latter is necessary in order to the increase in rent announced by the owner and thus to secure the future of the association and to be able to secure the site. In order to be able to maintain this unique culture in this quality, it is important to avoid overloading the actors. It is advisable to do this by recruiting new fellows to relieve the burden on the core group. In addition, existing funding programmes are examined in the roadmap to establish permanent institutional funding. The roadmap includes concrete recommendations for action towards increasing income and the exploitation of funding opportunities. MIR also developed a list of suitable funding institutions and explains the requirements and application process of suitable funding institutions.

4.2. Initiative Seilerstraße

PP1 got first in contact with the association “Z-Labor e.V.” in the frame of the regional InduCult2.0 focus group “Living Industrial Culture in the District of Zwickau”. The association is located at the old rope factory building at the Seilerstraße in the City of Zwickau. During the project of InduCult2.0, the associations, start-ups, and craftsmen who are tenants at the old factory area developed the desire to establish an initiative for the old-industrial area. As the location offers enough space, the rent is affordable it is very attractive for creative industries. Lots of the 72 tenants are creatives or entrepreneurs. But to establish a cultural hub in this area this process first of all needed to be initiated by the tenants which needed organizational support. MIR supported this starting point of founding an initiative with four coachings:

- 1. Workshop “Status Quo and Objectives”, 20.09.2018
- 2. Workshop “core group and other tenants”, 18.10.2018
- 3. Workshop “Networking and Christmas market”, 13.12.2018
- 4. Workshop “Future and Activities”, 19.02.2019

With the results of the coachings, MIR developed a roadmap that focuses on steps of action to finding a roof organization for the old rope factory at the Seilerstraße.

4.2.1 Status Quo and Objectives

The old factory has approx. 12,000 square meters of space in its brick building consisting of three wings with varying storey heights. There are still 3,500 sqm free, but not everything is marketable. The owners (even former tenants of the previous owner) are involved in a small-scale development of the building with affordable rent (2-2,0 €/qm). Inquiries come from the most diverse ranges of activity. The owners attach importance to the fact that the tenants fit together and the needs of the tenants can be fulfilled.

During the first workshops specific questions and topics were defined that should be focused on within the following workshops:

- Networking with other tenants, doing something together/ advancing goals
- Cooperatively forward in the form of an umbrella initiative?
- How is everything developing here?
- What are the needs of the tenants? Are there synergy effects?
- Can a room be used jointly and how?

During the second workshop “core group and other tenants” a core group of interested tenants was defined. Together with MIR, they developed ways of expanding this small interest group and starting a dialogue with other tenants.

4.2.2 Networking and the Umbrella Initiative

During the third workshop, MIR gave input about best practice and worst case examples of other creative initiatives in old-industrial areas in Saxony. Furthermore, 15 tenants joined the core group and showed interest in founding an umbrella initiative. Together with the MIR, the participants developed ideas for a common room and future task for the umbrella initiative.

All new core group members met for another workshop to develop objectives and future steps. The umbrella initiative could cover all their interests:

- Establish the old-industrial area as a place for networking and cooperation
- Organize joint events (summer festival, workshops, work missions)
- Establish an umbrella brand with corporate design and website

All activities will be implemented together with the owners of the area. A first project of the interest group/initiative could be a common room for workshops, exhibitions, and other events. The owner supports the idea. To foster networking and cooperation the initiative would like to create a barbeque place and free space in the inner courtyard for tenants. The first event of the initiative will be the summer festival on the 14th of September. An "open factory" day is in planning.

4.2.3 Recommendations for Action

- A tenants initiative needs time to develop: The coaching was an effective booster to speed up the cooperation and networking of the tenants. Nevertheless, it took 5 months to conduct 4 workshops because in the beginning it was necessary to convince tenants to join the core group, find common objectives and define a common vision. It would be better to take small steps, again and again involving new tenants. Volunteer work must not be overburdened.
- Secure willingness to cooperate on the part of the owners: The successful small-scale and low-priced letting that has been carried out up to now is the basis for the for further steps with the tenant initiative because it is affordable for creatives and entrepreneurs.
- Concretise the goals and tasks of the initiative: A realistic work plan helps to prevent overstraining. Meetings on a regular basis also need objectives and fields of action. It is also recommended to get knowledge exchange with other already existing cultural hubs in old-industrial areas in rural areas.
- Develop a structural framework in cooperation with the owners: What contributions can the interest group and individual tenants make, e.g. working hours to create a barbeque area or financial support for common activities? Maybe agreements with the owner should be developed.
- For further steps check the subsidies: For further construction measures on the building itself, the owners are recommended to get in contact with the city administration regarding possible investment subsidies for more extensive repair measures. Cultural events or workshops of the umbrella initiative should also check funding opportunities. MIR attached a list of suitable funding opportunities.
- Do not disregard the possible dangers of a rapid upgrading: The Seilerstraße factory is slowly moving into the limelight with the activities and events that have begun. In February 2019, a visit by the Saxon Minister Martin Dulig (ministry of the economy) and Eva-Maria Stange (ministry of culture) created huge media interest in the old-industrial area with its creatives and start-ups. From other cities, it is well known that the interesting (Sub)-cultural places awaken the desires of investors. Before that, it has to be done with a well-considered dosed media presence right from the start.

4.3 Initiative Slaughterhouse Glauchau

The slaughterhouse area has been a topic in the City of Glauchau for many years. This became also clear at the networking workshop on May 16, 2018: The (partial) demolition decision was already intended to provide impulses for a revitalization of the grounds. Others see enormous potential in the existing listed building stock for creative industries and demand its preservation. Still others (partly former users) were rather disillusioned with the future due to their experiences.

Symptomatic here was the "We've tried so much, the city just wants to tear it down." Against this background, a coaching session for local actors took place between October 2018 and March 2019 to jointly develop perspectives for the site with recommendations for action explained in a roadmap:

- 1. Workshop "An open dialogue as an initial starting point", 23.10.2018
- 2. Workshop "Visiting the area and collecting ideas", 28.11.2018
- 3. Workshop "Developing Ideas for a test run", 30.01.2019
- 4. Workshop "Legal forms", 05.03.2019

4.3.1 The Umbrella Initiative

- Secure the terrain permanently with one roof organization/ umbrella initiative: The terrain development should be in one hand. This is first of all the city, but also step by the umbrella initiative, which functions as a "roof" for the various uses on the site. The initiative takes over project development and is responsible for the development of the buildings and the construction. The concrete expansion can then take place under the responsibility of the users - industry invests itself, associations can fall back on structural self-help. The sponsor controls the professional execution of the work.

- The planning process and organizational form should enable participation and encourage people: The initiative/ roof organization requires a participatory form of organization that takes account of the different user groups and safeguards different interests. The roadmaps include different participatory organization forms as cooperatives or development rental agreements.

- Different speeds for different demands: Commercial enterprises have other requirements as self-help workshops. Both should have space for development.

- The business enables culture enables social progress/ innovation enables the business: In the long term, an umbrella organization makes it possible to stagger the rents according to the type of use. These different rental levels for commercial and cultural uses would be kind of small internal cultural subsidies.

- Step-by-step development: This prevents the actors involved from being overloaded and enables the initiative to design the development of the site itself in the sense of its use as a "place of action".

4.3.2 Steps of the Site Development

The development of the site is characterized by cooperation between the city, civil society, creatives and companies. Step by step, the umbrella initiative takes over more and more responsibility in organizational, structural, legal and financial terms. Therefore, special attention should be paid to enable the assumption of responsibility, but at the same time not to overwhelm the participants. The principle here is not to have everything right from the start. But to begin with the step-by-step commissioning of individual rooms: From the "small to the big". A publicly perceptible test run is the starting point for long-term oriented use of the site, which allows the use of spaces for opportunities. The MIR developed steps to revitalize the site that include legal,

financial, constructional and social activities and necessary support for the year 2019 to realize a low-threshold start-up by the end of 2019. The test run in summer 2019 will be used to prepare the step-by-step establishment of the umbrella organization which could be founded in autumn 2019. During the test run, the City of Glauchau will be financially and organizationally involved in the process. But with the low-threshold start-up of the old-industrial area as a cultural and creative hub at the end of 2019, the initiative will take over financial and legal responsibilities. The City of Glauchau would still be involved and actively supports the initiative. In the long run, the old-industrial area will become a "village in the city" with an independent umbrella organization that is financially stable.

4.3.3 Ideas for a Test Run

The "test run" is planned for June 2019. A gate building is to be available as a contact station and cafe. In every week there should be offers under another topic, which creatively refer to future using concepts of the area:

- Week 1: Digital
- Week 2: Society
- Week 3: Creative
- Week 4: Sustainability

For each week a different person from the initiative takes over the organizational tasks.

The roadmap also includes further recommendations for concrete measures like debate sessions, exhibitions, workshops, etc. as well as recommendations for evaluation and follow-up activities. Especially the follow-up activities are important which include the involvement of the public and responsible PR activities.

Furthermore, it must be a matter of rejecting possible desires of more financially powerful investors who will safely apply for the site when the development shows progress and thus take advantage of civic involvement. Only in this way the site could unfold its potential as a "village in the city" to become the engine of urban development.

5. Evaluation & Outlook

In a comparatively short period of time, some concrete results were achieved on the way to cultural and creative factories in the district of Zwickau. In all cases, there are designable cost-effective rooms or there is an opportunity to create new space. In order to preserve the structures and the results achieved, further monitoring of the groups should take place. This applies especially for the initiatives in Glauchau and Zwickau-Seilerstraße. Experience has shown heterogeneous groups are not necessarily able to continue the process without external support.

5.1 Evaluation of the Coachings

In Glauchau the objective of a cooperative project development between the city and the actors for an entire area can be effectively supported. At the moment it is not only likely that it is possible to avert the planned demolition, but even the transition to a cooperative umbrella structure is also possible. If this succeeds, the process and the results could be a strong incentive for other cities to devote themselves to their industrial wastelands. An important intermediate step will be the test opening of the site in June 2019.

The group in the former robe factory at the Seilerstraße in Zwickau has agreed upon various activities and steps towards a permanent tenant community. The initial situation is favorable due to the cooperative owners. It is recommended to continue the process in a speed that is in line with all the tenants. An added value of coaching that is already recognized is the strengthening of the tenants' community.

For the Kunstplantage Zwickau e.V. the support to secure the previous results is different. The aim here is to stabilize the group and to stabilize the cultural activities in the old industrial area. The group also needs support for the acquisition of subsidies. Given that the recommendations for action are implemented, an additional professionalization of work is possible.

In summary, it can be stated that the approach applied here (workshop formats with roadmaps as result documents) has proven its worth as an initiating and structuring assistance in the foundation or professionalization of initiatives. However, this is also decisive for the initiatives, some of which are still to be found, is to allow them sufficient time and to adapt the content of the work process to the speed of the group and leave room for any readjustment of initial targets. The contents of the workshops, e.g. in Glauchau, which were planned in advance, were too ambitious. Finally, no definite plan for a permanent cultural and creative center was drawn up, but a circle of stakeholders who will work towards it. In the case of groups that are still in the formation phase sufficient space should also be provided for the mobilization of further members. Due to the specific characteristics of industrial sites/objects, the possibility of a structural rough estimation in the context of coaching is also considered to be useful because initiatives do mostly have only a few capacities (voluntary work) or competencies of their own for such a process.

5.2 Transnational Value

The frame of the project InduCult2.0 was necessary to create such successful pilot activities. First of all, the transnational work group T4 was essential to create ideas about re-vitalization of old-industrial areas. The transnational work group presented best practice examples. Study tours inspired PP1 representatives to “think big” when it comes to old-industrial areas in the district of Zwickau which were not touched since 1990. The work group leader shared necessary and interesting information about culture and creative industries in Europe and about the revitalization of old-industrial areas in general. This helped a lot during the conceptualization process as the topic was new for PP1. Furthermore InduCult2.0 initiated a regional focus group for a living industrial culture in the District of Zwickau. This focus group also included stakeholders from culture and creative industries. To develop a study (T4.4.1) and implement coachings (T4.4.2) it was first of all necessary to get in touch with this new stakeholder group. The new approach of a living industrial culture united stakeholders from different approaches and by this made cooperation possible. This was crucial to implement T4.4.2 pilot actions as PP1 had to work together with artists, administrations and companies.

PP1 on the other side contributed to the learning network of InduCult2.0 by sharing experience gained in the implementation process. The transnational work group learned how to start new stakeholder involvement and how to set up a creative hub in rural areas. Finally, this paper will be shared publicly to give access to the information even beyond InduCult2.0.

5.3 Outlook

The coaching results show that the chosen path is the right one. The previous cooperation between the actors and the agreed activities encourage. Industrial wastelands can indeed be spatial resources, but they must be developed. Revitalization seems possible, even for parts of the remaining 23 buildings in the study area of the above-mentioned T4.4.1 study. However, in addition to the knowledge of the approach, it is necessary to provide a more accurate assessment of the opportunities and risks of the locations. In principle, the topic of revitalization/handling of old-industrial buildings is always discussed publicly because of the IBUg but further activities at other locations are necessary to initiate development.

Even in difficult situations such as in Glauchau, the revitalization of old-industrial areas is possible. Such approaches should be adopted in city development concepts or regional and rural concepts of districts and counties which should also include a financing approach. The business promoters can be key partners. Municipalities should be able to understand brownfields as opportunities, search specifically for actors and, if necessary, further support the process with external support.

Already visible effects due to the re-use of old industrial objects as cultural and creative business locations can be significantly increased. In particular further space can be opened up and existing economic sectors should be included in the process. This can also make the district of Zwickau more attractive as a place to live, work and relax. Among other things, the Year of Industrial Culture 2020 should be used to raise awareness for the new projects.

In further work steps, an evaluation of the three projects in the district of Zwickau should be started. Make sure that the groups are involved and, if necessary, create a self-evaluation sufficiently. The results should make clear which work steps are transferable to other old-industrial areas in the district of Zwickau.

All in all, the experience gained during the group development process shows that it is very important to concentrate on communication and stakeholder involvement approaches to start grassroots movements for the revitalization of old-industrial buildings. External experts guarantee that the interest groups could define objectives and working structures. European funded projects as InduCult2.0 could help to start such a revitalization process by giving financial support and moreover continuously communicate the topic to the public and organize stakeholder involvement. Most of the associations and people involved in T4.4.2 measures were already involved in other InduCult2.0 measures. Since 2016 the stakeholders got in contact with each other regularly discussing regional industrial culture. Such a process is indispensable when it comes to long-term projects like the foundation of cultural and creative hubs in old-industrial areas.

However, the results also show that regions, cities or towns need a long breath to realize such projects. The T4.4.2 coaching could only be evaluated as an initial spark. But the interest groups should be supported in the long run to achieve sustainable results for the region as a whole.

6. Annex

- T4.4.2 roadmap “Creative initiatives revitalize old-industrial places in the district of Zwickau - roadmaps for the Kunstplantage e.V., the tenants-community Seilerstraße and the interest group for the old-slaughterhouse area in Glauchau” (German language)