

Connecting a Fragmented Region: Industriekultur Train

Sketch of the Business System*

Ileana Apostol

Abstract

The report “Connecting a Fragmented Region: Industriekultur Train” puts forward to public debate three main ideas. It is meant a) to build an understanding of the concept of flagship projects, b) to assess the role of flagship projects in regional restructuring and urban regeneration, and c) to propose the Industriekultur Train as a regional flagship project for the Ruhrgebiet. In order to assess the impact of flagship projects on regional restructuring and urban regeneration, this study explores into spatial and organizational aspects of development in the Ruhrgebiet. As a result the report proposes the connection of the former industrial sites along the Route der Industriekultur by means of a leisure train: from the Industrial Trains of the 19th century to the Industriekultur Train of the 21st. This project proposal is integrated with the ongoing activities related to the implementation of leisure train cruises in the Ruhrgebiet. Industriekultur Train project contributes to them by means of proposing a business system for its development and operation, following the vision of a self-sustainable and worldwide-recognised regional flagship project.

We take a multilayered approach to project development. As a result, there are three major components of the Industriekultur Train project that refer to spatial, economic and political aspects. First, the project has a spatial dimension that is defined by the railway connection of the industrial-cultural sites along the Route der Industriekultur. By establishing coherent spatial links, the sites will connect with each other, with the City Centres, and with the broader regional networks. From this perspective, the Industriekultur Train has the potential to ascertain symbolic connotations, as it focuses on the integration of industrial and cultural heritage within the present region. We consider that the Industriekultur Train cruises are an interactive way of shaping regional identity. Second, the project implies economic dimensions. That can be explained through the stimulation of tourism activities, on the sites, and also within the City Centres in order to use the synergy between city cores and former industrial locations. At the same time the project promotes sustainable and interactive tourism, which integrates industrial heritage sites with other transportation and entertainment options already existent in the Ruhrgebiet. Third, there is a political dimension to this project. The consolidation of a railway route is the alleged reason to strengthen the mediation environment in the Ruhrgebiet. Although the region proves to be politically fragmented, the determination of a spatial connection of places can only be achieved by means of collaborative platforms between all the stakeholders involved in the development. It is important to note that we do not refer exclusively to collaborative initiatives between cities, which in general are not very successful enterprises, but on the collaboration of various actors driven by similar strategies and vision for the future of the region. The project aims to establish a model of collaboration

among agencies referring to specific development sites, and future development projects. We stress, however, on the necessity to coordinate politically the ongoing interactions of cooperation as well as competition, in order to create a regional product competitive in the global market.

The report is structured basically in three parts. There is first an introductory section that deals with the concept of flagship projects placed in the context of regional restructuring and urban regeneration, and in the regional context of the Ruhrgebiet. The second part describes briefly the project Industriekultur Train in its current circumstances, and proposes a business system to be followed within the future organization and implementation process of its development. The third part of the report comments on the impact of the Industriekultur Train project within the region, and the lessons to be learned from its operation. In the concluding section, we address also the capability of such project to become a model to be followed by other regions.

* The origins of this proposal go back to my first attempts to undertake comparative research of urban spaces across the Atlantic in the beginning of 2001. I came then for the first time to the Ruhrgebiet, as participant into an International Urban Planning Workshop organized by the University of Dortmund and the University of Southern California, and left the land of IBA without holding a coherent image of the region. After two years I came back in order to develop an understanding of the role of flagship projects in regional restructuring and urban regeneration. Here is part of the result. I believe other dimensions will unfold overtime, as I intend to bring further the search for an integrated region. My gratitude goes to all who have contributed to the gestation and advance of my understanding of the Ruhrgebiet: our advisors within this fellowship program Hans H. Blotevogel, Klaus R. Kunzmann, Bernhard Butzin, and Hans-Werner Wehling, for their intellectual generosity; to Achim Proseck, Gerald Wood, and Harald Krähe from the Geography Department at the University of Duisburg-Essen for their enthusiastic help; also to Andrea Höber from Projekt Ruhr, Peter Renetzki and Susanne Glöckner from MGG; to my fellows and friends with whom I have discussed this project; and to the Initiativkreis Ruhrgebiet for the financial support that allowed me to spend nine rewarding months in the Ruhrgebiet. To all I feel in debt.

Introduction to Flagship Projects

A flagship project is not a facile concept to define and it manifests itself in numerous ways around the world. However, there are basic conditions that characterize flagship projects as used in this report. A flagship project manifests as both spatial/material presence, and also as a process of completion. Consequently, according to the definition of our research approach, flagship projects are meant to be drivers of urban change by affecting both morphology and organizational patterns within urban regions. Furthermore, flagship projects are dynamic processes influenced by the global exchange of models and meanings. Aside from regional economic revitalization, the flagship projects are symbolic projects that define the character of a place and its representative image projected to the world. Among the questions to be answered are the following: How are such projects being assigned as flagship; in other words, what influences the definition of priorities on the policy agenda of urban governments or private developers? What are the elements that shape the image of a city projected to the world? What has been the political agenda of the local or regional government at the time of the project's launch?

Regional Restructuring and Urban Regeneration

We acknowledge that there are different ways to determine the identity of an urban region, and therefore, to define what would be representative for it. On one hand, there is a city image that refers to homogenous social preferences. It is based on the assumption that citizens' expectations are along with the aspirations of those authorities holding the power of decision-making in the direction of city improvement. Such urban image is created by

charismatic leaders and entrepreneurs led by the ambition of having competitive advantages in the global market. They are acting yet according to their own understanding, needs, and/or capability to decipher the urban environment and its future growth. Such decisions, while implemented, are authoritarian in nature. However, they do not constitute an exhaustive manner to define and, for this reason, they do not project a holistic image of the city. Then, the question to be answered is: to what extent is that image representative for the urban region?

On the other hand, there is a city image that refers to heterogeneous social preferences. Because at the same time there is the ongoing process of urban restructuring influenced by the fluidity of everyday life. In multicultural regions this is mainly determined by the variety of social groups laying claims to a place, by shaping it in specific ways matching diverse local identities. Urban space is negotiated, shaped, and reshaped according to a large variety of values, customs, or ways to interpret and to give sense to places. Individual or group preferences are many times in conflict with each other. The tension inherent in the global aspirations within local affiliations is manifested both at the level of institutional instruments and spatial outcomes. In exploring this realm, we are challenged by the fact that these influences are not always apparent, and are often indirect or hard to identify. Moreover, as they are difficult to measure, they depend on value judgments. Our way out is to unfold these aspects in the form of analytic narratives.*

In this study we aim to interpret the culture of decision-making in the production of regional identity and urban regeneration, in light of the new institutionalism in social sciences.** We consider that

* Robert Bates, et al., 1998, *Analytic Narratives*, Princeton, NJ: Princeton University Press

** Institutionalism refers to the study of institutions in social sciences, and its revival in the last two decades is often called the "new" institutionalism. The term "new" reveals an alternative attitude towards former approaches from the perspective of institutional theory. We embrace March and Olsen's (1984) definition of the new institutionalism as "a search for alternative ideas that simplify the subtleties of empirical wisdom in a theoretically useful way." While recent versions of it try to optimize the ties between theoretical efforts and practical experience, they also address concerns of value and meaning.

institutional change, as structural transformation in the economic and governance systems, is a precondition for the production of flagship projects successful at global scale. In entrepreneurial cities the government aims at increasing entrepreneurial activity in the city, hopefully resulting in greater income and employment. Contemporary entrepreneurialism is facilitated by the coalition politics that brings together public and private interest into urban regimes.

Keeping these ideas in mind, we base this exploration on the hypothesis: to comply with individual choice for economic prosperity and, at the same time, to achieve a social goal requires cooperation between various parties involved in this process. We consider that a flagship project must imply several aspects of urban identity, and that could be achieved by means of collaborative inputs within its development process. For this purpose we ground our arguments in two major assumptions. One is the socially constructed nature of scientific knowledge.* As a consequence for spatial planning, the knowledge that informs the decision-making processes implies socially agreed upon constraints, which structure the interaction of actors in ways conferring sense to places. For instance, among such social criteria are motivations, capacities to decode the environment, abilities to understand situations, or means to shape individual and public preferences. So in order to analyse place-making and the creation of representative image of places, we propose the interpretation of ongoing related actions in light of social, cultural and historical specificities.

As a consequence, we take a multilayered approach in analysing what is representative and what defines the character of the Ruhrgebiet. And then reversibly, by analysing those social aspects that flagship projects may take into consideration, we can

determine some essential features of the social interactions' context at the time of the project implementation. For that we assign a significant weight to the organizational structure of the flagship project implementation. Thus we focus on the partnerships and cooperative platforms established during the development process that are significant spin-offs of the project. They could further impact regional economic revitalization as well as the definition of the symbolic meaning for urban identity. Moreover, the conception of flagship projects does not address only to the local context, but they are also in accordance to global trends. Reversibly, their effects impact the immediate local environment, and influence as well broader regional levels. We identify, however, a tension between local identities, political construction of interests, and global influences on the symbolic order of our living environment. Could flagship projects be a solution to preserving local identity while complying with global needs?

The Context for Flagship Projects in the Ruhrgebiet

Ruhrgebiet is the former industrial region of Western Europe, which is famous for its coalmines and steel industries. As the region came into being at the time of the industrial revolution, the regional character was shaped by its richness in resources of coal. "It was a coal mining area, i.e. an economic region with specific location factors, but not a natural, cultural or administrative unit. [...] At no point has the coal-mining area been a political or administrative unit."** Therefore, it became a world-renowned region of coal and steel industry, its development being influenced by Krupp, Thyssen, or Haniel, just to mention few of the names that contributed to the successful industrial past of the Ruhrgebiet. Until present days they are world leaders in the steel industry, under the merged ThyssenKrupp AG Group. That represents a

* "The content of knowledge is influenced by social practices and interactions, and because the determination of what ideas count as knowledge is a meaning-making activity 'enacted' in particular communities" (Locke and Golden-Biddle, 1997).

** Dietmar Petzina, 1998, *The Ruhr Area: Historical Development in J.J. Hesse (ed.) Regional Structural Change and Industrial Policy in International Perspective: United States, Great Britain, France, Federal Republic of Germany*, Baden-Baden: Nomos Verlags pp: 467-509

competitive advantage for the region in the global market, and also constitutes an incentive in keeping its status as an internationally acknowledged player. Between the World Wars, however, there has been a change of power from industrial capitalists to the political administrative bodies. “The need for intra-regional co-operation and spatial co-ordination was seen quite early by the visionary Robert Schmidt. Due to his foresight the Ruhr has had a joint regional authority, for more than 80 years, in fact the first planning authority in the world.”* The several decades of industrialization prior to this had dotted the landscape with company towns that were increasing in population. The desire to maintain open space and natural environments led to the creation of the Siedlungsverband Ruhrkohlenbezirk (SVR), which began implementing open preservation plans.** As a result, the trend for regional planning and local conformance to its goals started in the 1920’s in Germany. In 1928 the first Master Plan for the region was developed by the Planning Department, which determined a functional split between the industrial character of the northern part, and the recreation and entertainment potential of the southern Ruhrgebiet. Today in the Ruhr, the Kommunalverband Ruhrgebiet (KVR) is the descendent of Schmidt’s SVR.

Nowadays the formal recognition of the Ruhrgebiet by the European Commission as well as the Federal and the State of North Rhine Westphalia governments allows planning to take place on wider scale, tied to the temporal as well as the spatial planning scope. Within this framework, however, the municipalities compete for development projects. The strong mayor system allows for political manoeuvring. One municipality will lobby the state to amend the land-

use plan in order to wrestle a project from another. Political image is very important for the mayor, and it is very important to project an ability to confront the economic challenges in the Ruhrgebiet. During the recent decade the State of North Rhine Westphalia has taken a lead in development of unique regional cooperative policy, the Zukunftsinitiative (ZIN). This regional model “carefully avoided establishing new formal institutions or re-framing local and regional administrative authorities, [but] it has induced the constitution of several innovative institutional settings”*** Most notable was the Internationale Bauausstellung Emscher Park (IBA),**** which included 17 municipalities, a program of the State of North Rhine Westphalia to give an impulse for new ideas and projects. The IBA was an “example of State-led economic, social, and ecological restructuring of old industrial areas.”***** IBA project was not only multi-sectoral, but also long-range. Not only was the project implemented over ten years, but it also required long term visioning to see that initial aesthetic improvements in the landscape would help to fuel future economic development efforts. Similarly, the Emscher Park project entailed large up-front investments, involving relatively rapid political as well as financial mobilization. KVR also set up a regional system of cooperative planning, but it has no formal or legal standing. The IBA provided the first real attempt at consolidation of a number of concepts to redevelop a depressed area, which constitutes an innovative development approach. Within the regional initiative of the IBA, there are notable efforts for re-conversion and rehabilitation of industrial areas.

The Route der Industriekultur inside the Emscher Park is the path following a spatial concept of

* Klaus Kunzmann, 2001, *The Ruhr in Germany: A Laboratory for Regional Governance*, in Albrechts, L., Alden, J. and da Rosa Pires, A. (eds.), *The Changing Institutional Landscape*, Aldershot, pp: 133-58

** Ursula von Petz, 1997, *The German Metropolitan Region--The Ruhr Basin: Toward a New Spatial Policy*, in Boosma et al (eds.), *Mastering the City--North-European City Planning*, Rotterdam: NAI Publishers/EFL Publications

*** Enrico Gualini, 2000, *Networking the Urban Policy Arena*

**** International Building Exposition

***** Wolfgang Knapp, 1997, *The Rhine-Ruhr Area in Transformation: Towards a European Metropolitan Region?*

industrial heritage within the Ruhrgebiet that connects a range of former coal exploitation sites or steel plants. It connects spatially some of the best-preserved examples of European industrial heritage dating back from the mid nineteenth century until the last decades of the twentieth century. Its concept has been developed during the IBA project. Thus the decade of the 1990s established a turn for the industrial sites along the Route der Industriekultur, by means of renewal, re-conversion and site preservation, and organizational change. IBA accomplished such planned changes from public funds received from both the State of North Rhine Westphalia* combined with structural development aid from national government aid and the European Union. Although in 1999 IBA has accomplished its role in catalysing structural change, many of its initiatives have been further developed, and new ones are being proposed and implemented by various regional actors.

One successful example is the Landschaftspark Duisburg Nord, a former steel production site transformed into a leisure park that hosts various cultural and sport events (see Photo 1). Another initiative to preserve the industrial heritage is, for instance, Zeche Nachtigal in Witten. It is one of the mines dating back to the first coal exploitation phase in the Ruhr Valley. At present it is a very good example of edutainment, as a quasi-interactive exhibition realm (see Photo 2). A different example is a suburban shopping and entertainment centre, CentrO in Neue Mitte Oberhausen, which was developed on the site of a former steel plant as a component project of the brownfields revitalization program (see Photo 3). The Oberhausen complex is adjacent to a preserved gasometer, which is the only element reminding of the former site land use. The Gasometer is the largest enclosed space in the world, currently used for art performances, exhibitions and

concerts. Zeche Zollverein Coal Mine is one of the main component places of the Route der Industriekultur. As an international recognition of its historical value, in 2001 this former location of industrial activities was included in the UNESCO list of World Heritage sites. In such circumstance Zeche Zollverein stays among sites and places that represent various historical times and cultures of human civilization, as a symbol of the industrial past.

Current organizational structure manifests great strengths, but also solvable weaknesses, which should be balanced in order to facilitate positive change. “All actors in a city region know that the established complex institutional landscape is no longer able to handle such problems and conflicts in city regions. [...] Also at higher tiers of governments, e.g. at the state level in Germany, powerful city region authorities are seen as a threat to state authority. The situation seems to be gridlocked. Under the leadership of charismatic leaders, regional experiments of more courageous city regions are undertaken, curiously monitored by outside observers searching for the philosopher’s stone.”**

As long as cities are able to extract resources from the State of North Rhine Westphalia or from the European Commission, and therefore, they could be collectively better off, there are examples of both cooperative and competitive strategies. During the next decade Ruhrgebiet industrial heritage sites should become profitable, as they cannot any longer rely on public subsidies. In this case, it is not so easy to imagine development processes based on cooperation games. As a consequence, institutional change is necessary, by means of finding sustainable ways to solve the problems while integrating the values of the industrial-cultural sites along the Route der Industriekultur. Still, it is important to remember that the Ruhrgebiet strongly relies on the private

* IBA projects receive financial support from a total of 36 state aid programs, including established programs for urban renewal, business and housing aid, as well as funds for training schemes, the Emscher-Lippe ecology program and the action plan for coalfields. IBA '99 Finale, 1999, Gelsenkirchen

** Klaus Kunzmann, *ibid.*: 134.

sector for its regional identity—as it first coalesced around the coal, iron, and steel industries in the mid-1800s when the few major companies built its towns, including housing, schools and first infrastructure systems.*

Vision and Strategies for the Region

The nineteenth century industrial progress of the Ruhr region has shaped dramatically its urban landscape. Nowadays, the contemporary structural transformations brought about the search for new drivers of the economy in the Ruhr. Our vision for the future of the Ruhrgebiet region is along with the IBA project motto: “change without growth.” We consider that making a difference towards human progress should be a regional concern, whether that refers to new economies or to cultural sectors. The Route der Industriekultur development has the potential to contribute towards achieving that goal. And that belief is based on the fact that the sites along the Route are capable to combine business with culture within their products and services.

We expect that the Route der Industriekultur will represent a recognized symbol for structural change in the Ruhrgebiet, and at the same time an attractive destination for interactive tourism, business enterprises, and world ranking cultural location. Understanding profit in financial and symbolic terms, we envision the Route der Industriekultur as a self-sustainable development, due to its ability to combine, under its umbrella, local and global challenges. By being a self-sustainable development we understand that it will be a profitable project, due to its capability to multiply exponentially its advantages, and to overcome its disadvantages.

Sustainability is perceived in many different manners. Whether one is speaking with economists, governmental agents, researchers, or environmentalists, there are usually a variety of meanings attached to the concept. Therefore, for this

report we found that the simplest definition of sustainable practices included a method of using a resource so that the resource is not depleted or permanently damaged. Environmentally friendly solutions have been already the leitmotif of IBA, and they do have a long tradition in the Ruhrgebiet. Nevertheless, future global trends show that environmentally related research and inclusion of nature within everyday concerns are of increasing interest. As the preservation of the former industrial sites is already based on principles of sustainability, our proposal highlights the importance of enhancing the initial ideas and transforming them in competitive advantages of the region. Furthermore, adaptation and adjustment of both people and place are hallmarks of human evolution. Therefore, the future Route der Industriekultur will stimulate and benefit of an interactive community based on the integration of a) local community, which is constituted by bringing together elites, regional, ethnic, and those international actors interested in the success of the Ruhrgebiet; b) professional community, which is mainly defined by the professional fields of energy, tourism, design, and culture; and c) symbolic community, which is determined by its integration into the larger networks as World Heritage, as a symbol of the industrial past, and as a world renowned destination for interactive and sustainable tourism.

As a consequence, in order to accomplish our vision, we have identified a number of strategies, which are briefly formulated as following:

- to strengthen the values of the Route der Industriekultur and to focus on the organizational change towards optimisation of its operation
- to benefit of the endogenous potential at local and regional level
- to approach with higher sensitivity the market context, to balance market needs with development goals, and to keep the existing activities related to tourism and cultural events and diversify them towards visitors demand

* Petzina, *ibid.*

Along with these general considerations, we present in the next part a proposal for a regional flagship project in the Ruhrgebiet. To materialise our vision and strategies for the Route der Industriekultur, we have formulated a number of goals on which the proposed project will focus:

- to acquire international reputation and local popularity by creating and preserving the status
- to become an economically profitable industrial-cultural tourism itinerary
- to foster an environment for collaboration, capable to promote sustainable answers for the future, by means of developing a spatial connection on the Emscher Eisenbahn and of an effective organizational structure oriented in the direction of cooperation

Industriekultur Train as Regional Flagship Project

This proposal makes an argument in favour of tourist train cruises in the areas of industrial heritage such as the Ruhrgebiet. We consider that in the context of regional restructuring, public train cruises are an interactive way of integrating the industrial and cultural heritage within the present region. That happens at the spatial level, and at the same time at the level of activities and services. Hence we declare the Industriekultur Train as a regional flagship project for further development in the Ruhrgebiet that will regenerate the region, and create as well a successful model to be followed by other regions.

We integrate this proposal within the ongoing concerns to implement in the Ruhrgebiet a regional leisure train, which have been initiated by various active actors in the region. Among such projects we mention here the Regionale Tourismuseisenbahn in the Emscher Park, a project for a regional leisure train along the Route der Industriekultur, initiated by Museums- und Freizeiteisenbahnen des Ruhrgebiets together with the Kommunalverband Ruhrgebiet

(KVR). In 1995, during the Internationale Bauausstellung, the firm Emscher Park Eisenbahn GmbH (EPEG) was founded. Furthermore, in 1997 a Master Plan was created for the development of the Emscher Park Eisenbahn on the Route der Industriekultur. KVR is already the owner of part of the railway infrastructure, and is concerned with the purchase of some privately owned tracks necessary for further operation of this train. At present Projekt Ruhr GmbH is the coordinator of the project. In addition there is a proposal for the RuhrPottBahn that will operate in the northern part of the region, which was submitted to KVR by Derzeit GmbH together with the Eisenbahnmuseum in Bochum Dahlhausen. Nevertheless, we mention also the successfully operating Museumzug routes in the southern part of the region along the Ruhr Valley (see for details on that the main stakeholders in the section Organizational Aspects).

This report aims to contribute to the ongoing activities related to the Regionale Tourismuseisenbahn by means of proposing a business system for its implementation. First, we describe a product selection, namely the Industriekultur Train, which we identify as the best starting point for the project implementation. In the first phase of the Emscher Park Eisenbahn project, the Industriekultur Train will be integrated with the existent Museumzug in the southern part of the region and with the Oberhausen, Gelsenkirchen or the RuhrPottBahn in the northern part of Ruhrgebiet. Second, we identify the best alternative to be followed in the establishment of an organizational structure of the project. It is achieved through the analysis of three organizational options. Third, we structure a scheme of potential stakeholders and organizations to be involved within, and suggest the necessary expertise (e.g. purchasing, outsourcing, and partnership issues). This constitutes a starting point of the business plan, in the direction of effective and sustainable operation of the train cruises.

Problem Definition

An overview of the actual situation diagnoses a lack of spatial coherence together with political and social fragmentation. Assuming that there is a mutual relationship between physical urban form and political outcomes, we argue that efforts towards spatial integration are capable to stimulate coherent political initiatives. In this case, the question of citizen participation both at the political and spatial level becomes crucial.

Although the Route der Industriekultur is based on a physical concept that connects former industrial sites, it materializes as a spatially coherent itinerary only if accessed by car on the regional or urban street network. Field observation shows that there are existent public and industrial railways that connect the restructured industrial sites. They are capable either to provide the infrastructure for a railway connection or to confer the right of way for a future direct connection between the sites. At larger spatial scale, all over the world transformations in the retail activity result in trends towards homogenisation and polarization of activities within off-centre isolated zones, with severe consequences on the urban scale. As a consequence, traditional towns are being reconfigured, accessibility becomes essential, and there is a decay of civic and commercial activities in the City Centres. The proximity of the industrial sites to the city core, and the availability of transit connections orient our spatial concept towards speculating the benefit of the existent synergy between the sites along the Route der Industriekultur, and the correspondent City Centres.

From a social perspective, it seems that at the moment integration of historical heritage within the region is an exclusive process, reserved for professionals and cultured elites. In addition, structural change of the former industrial region brings about political and social fragmentation in the Ruhrgebiet. From the point of view of the administrative organization, Kommunalverband

Ruhrgebiet is comprised of municipalities within the Ruhrgebiet. However, KVR lacks any real enforcement power since membership is voluntary and the preservation/conservation commitments it negotiates are as well. Projekt Ruhr GmbH is a relatively new agency of the state government of Nord Rhine Westphalia, which upholds continuation of the IBA legacy in the Ruhrgebiet, but its long-term viability is not yet certain.

Within this initial framework we have identified, on one hand, a lack of full utilization of Route der Industriekultur's cultural and economic potential. Unfortunately, the organizations involved with the management of the sites along the Route are deficient in initiating marketing activities as well as in attracting investment. There is a lack of coordination between various organizations and activities, and also a coordinating organism is missing. Moreover, future plans for development seems not to be grounded on market demand. On the other hand, we sense a tendency towards isolation and the limitation to using only specialist knowledge. The separation from the local and regional context complements the lack of cooperation incentives. We consider that the local multicultural diversity has a strong potential to boost the particularity of the place and further to offer competitive advantages in the global market. Overall the sites lack the integration into the larger symbolic and activities' networks. Furthermore, the specific activities that are taking place in different venues along the Route should be promoted within professional webs, and activity networks. For instance the recognition of Zeche Zollverein as World Heritage is an opportunity to incorporate it within the routes of historical cultural sites. In addition, the Design Centre Zeche Zollverein has the potential to be transformed in a significant venue for international fairs and forums of ideas. In any case, it seems that probably the most successful activities within the sites along the Route deal with various cultural events, from museum and exhibitions of visual arts, to music and dance performances. From the point of view of marketing of existent entertainment activities in the

Ruhrgebiet, we have identified a lack of coordination of information provision, and relatively low interest in advertising the Ruhrgebiet tourism products to the global market. There is a large amount of available information that is not accessible or it is overlapping and, thus, confusing. So we suggest that a first step in the direction of improving the recognition and marketing of the region is to provide easy access to the available information.

During IBA there have been an initiative to operate a leisure train on a route following the sites of the Route der Industriekultur. One of the major problems encountered during this process was the private ownership of some portions of the railway tracks. Although the project was very successful for tourism and leisure activities, according to the high number of visitors, it was not possible to further operate it. That happened primarily due to high costs demanded by the private owners for the right of using the railway infrastructure. Therefore, the project Emscher Park Eisenbahn is currently in the stage of infrastructure consolidation. KVR is concerned to purchase the necessary infrastructure for further operation of this train. The estimated costs. As a result of the estimated high costs, which amount for 10 million Euros, the Emscher Park Eisenbahn project is in a incipient phase in which the Eisenbahn-Infrastruktur section is still in the stage of feasibility study, while the Eisenbahn-Tourismus section is in the planning stage. As mentioned before Projekt Ruhr GmbH is the project coordinator.

Project Overview

As a consequence, in order to advance one step ahead the development thinking, we propose here a business system that searches for accelerating the pace of these initial stages, and foster the development process. Furthermore, our proposal aims to turn the first development phase, Industriekultur Train, into a successful product that will generate market recognition and future investment for the entire tourism project Emscher

Park Eisenbahn. This way the Industriekultur Train project will be conceived as the regional flagship project of the Ruhrgebiet for the next decade.

The development objectives of the project are structured according to the spatial, economic, political, and symbolic aspects explained in the introductory section.

- regional integration of industrial heritage by facilitating public access and spatial perception
- interactive way of shaping place identity
- fostering the collaborative environment
- model of collaboration among agencies referring to development sites
- marketing of current services in the region
- promotion of sustainable tourism for both local and international visitors
- attraction of future investment
- successful model for other regions

In order to work towards these objectives we allocate to the Industriekultur Train project, the following functions:

- the railway connection of the industrial-cultural sites along the Route der Industriekultur
- the stimulation of tourism connections with the City Centres, in order to use the synergy between downtown and former industrial locations
- the promotion of sustainable and interactive tourism, which integrates industrial heritage sites with other transportation and entertainment options

Spatial Aspects

There are three main spatial characteristics of the Industriekultur Train that show its regional integrative role. First, it will function as a regional tourism backbone as it will connect the industrial-cultural sites along the Route der Industriekultur a) with each other by means of a specially designated railway along the Route der Industriekultur, b) with various entertainment, leisure and sport facilities, and c) also the north of the region with the south of it. Second, it will have a catalytic role in urban regeneration, as it will facilitate tourism access to both the industrial-

cultural sites and to the nearby City Centres for shopping and hostelling purposes. Third, it has the potential for international advertisement of the regional identity by attracting worldwide visitors to the Ruhrgebiet. The route will connect the Industriekultur Train, the city centres, and the industrial-cultural sites along the Route der Industriekultur with the International Airport in Düsseldorf by public transportation railways. There is also the possibility to extend in the future the cruise route to both Düsseldorf and Dortmund Airports, upon successful international tourism demand (see Map 1 in Appendix 2.1). We have developed the map of the Industriekultur Train in accordance with the proposal of the Touristik-Eisenbahn Ruhrgebiet by Projekt Ruhr GmbH.

Some of the industrial cultural locations to be included in the first phase of the project development are briefly described in the Appendix 2.2, with comments on their potential for future development (see Photos in Appendix 2.3). We mention though that this is only a suggestion and the Route should be kept flexible for future tourism demand. In order to determine the sites to be included the following criteria have been taken into consideration:

- site location and distribution within the region
- availability of railway connection
- regional importance with respect to past economic role and present symbolic meaning
- success measured in terms of current number of visitors and revenues
- potential for future development of the industrial-cultural site and its vicinity
- synergy with the City Centre

As a result the route will connect the northern locations with the southern ones of the Ruhr. It is conceived as an itinerary crossing through the

traditional routes along the Emscher, Hellweg, and the Ruhr Valley. So it will start from the Landschaftspark Duisburg Nord and will end in the Kokerei Hansa in Dortmund, via Neue Mitte Oberhausen, Zeche Zollverein in Essen, Eisenbahnmuseum in Bochum Dahlhausen, Henrichshütte in Hattingen, Zeche Nachtigal in Witten, and Zeche Zollern in Dortmund (see Map 1). Zeche Zollverein in Essen is selected as the location of the Tourism Centre for the Industriekultur Train. Future development of Zeche Zollverein, according also to the recently conceived Master Plan,* will provide on the site a major transport centre including the train station. We imagine the cruise happening at a slow pace, as the tour will be distributed over a couple of days. The Museums- und Freizeiteisenbahnen des Ruhrgebiets will provide the train equipment. For example, on this route will operate historical trains from the Eisenbahnmuseum in Bochum Dahlhausen or RuhrPottBahn trains. Restaurant facilities will be available in the train, and overnight stops will happen in the nodal points of the Route such as the future hotel and tourist facilities in Zeche Zollverein.

Economic Aspects

The purpose of expansion of tourism activities related to the Route der Industriekultur is to attract a large variety of visitors.** As potential users of the cruises provided by means of the Industriekultur Train we consider that, in the initial stages of the project, local tourists are going to compose the largest visitor group. We assume they will be attracted by the train cruise offer whether they are one-event visitors, daily routine activities fans, or holiday tourists. Along with the industrial heritage fans or audience of the cultural events, the train cruise could be used as well by slow pace commuters, or visitors

* Rem Koolhaas, 2002, Master Plan Zeche Zollverein

** At present the activities are primarily related to specialized tourism: "All the starting points of the Route of Industrial Heritage are connected by different forms of public transport. Besides the 19 starting points there is much more to discover on this route: 6 museums which do not confine themselves to the region alone, 9 panoramic view points and 12 important settlements. Beyond that 25 thematic routes offer specialized information." Besucherzentrum Zeche Zollverein XII, Route der Industriekultur.

interested in the connections provided by this route. We include here trips for shopping, sport, leisure and entertainment purposes. In the long run, once the Route der Industriekultur has established certain reputation, we expect that the international tourists will constitute the majority of visitors.

Among various activities connected with the Industriekultur Train cruise we mention here few of them. Dining will be available both in the train and on the sites. In the train, there are various options for different cruise packages, from full meals to café type refreshments. Restaurants that will operate in the train will provide full meals (e.g. traditional ones like Mutter Wittig, Koch's Kotten, or international cuisine such as Casino Zollverein). There is as well the alternative of complete services on the sites (e.g. Casino Zollverein Restaurant) or in the City Centres. Shopping and retail activities will be one of the core items of the Route der Industriekultur. It will benefit of the various products offered by the City Centres, off-centre locations such as CentrO in Neue Mitte Oberhausen, and in the near future by the facilities associated with the industrial heritage sites (i.e. retail of products related to the specific of the site). Hostelling will happen mainly in the City Centres, but also on the sites, for instance in the planned Hotel Kokerei in Zollverein. Cultural events such as Nacht der Industriekultur, or the Ruhr Triennale will be tightly associated with the train cruise. As an example of intermingling the activities, the restaurant Casino Zollverein has already the initiative of a Gourmetzug for the guests of the Ruhr Triennale.*

The train cruise will be complemented by other means of transportation available in the region. We consider on the one hand the public transportation system that will provide access to the City Centres, and to other entertainment facilities. On the other hand we count on an interactive system of leisure and sport activities that will be part of the cruise packages. For instance, within the tourism offers, the operating train agency (e.g. Emscher Park Eisenbahn

GmbH) will cooperate with sport and leisure service providers such as:

- horse riding clubs (e.g. RPR Club in Duisburg)
- hot air balloon flights (Ruhr Valley)
- boat cruises (Ruhr and Rhein-Herne Kanal)
- bicycle routes (Emscher Park Routes)

There are some general assumptions related to the future economic trends. Of course, we rely on the fact that in the next decade there is not going to be severe economic decline. Also we expect that, in the next twenty years, Rhine-Ruhr region will be one of the strongest urban regions in Europe. Obviously the beginning of our decade is characterised by a worldwide increase of tourism, mobility and willingness to travel among contemporary consumers. According to statistics cited by the United Nation, in the year 2000 the world tourism has faced the highest growth rate in almost a decade. There were about 698 million international tourist arrivals worldwide in 2000, nearly 50 million (7.3%) more arrivals than in 1999. Europe saw an increase of 25 million international tourists (5.9% growth rate), and had 57.7% of the market share, which was by far the largest among the world's regions (UN 2003). If that will apply at least in part to the Ruhrgebiet, we assume that tourism will have an increasingly important contribution in boosting the economic growth. As a special note regarding international tourism, however, we keep in mind that in most all-inclusive package tours, about 80% of travellers' expenditures go to the airlines, hotels and other international companies. They often have their headquarters in the travellers' home countries. In this case they do not add to the direct income for the Ruhrgebiet. In order to keep locally the amount of tourist expenditure, local agencies or their representative branches abroad should be involved in the organization of international tours.

In this section we approach basically the development of tourism activities within the project Industriekultur Train. The purchase of infrastructure

*See article on the Gourmet-Dampfeisenbahn, Wulf Mämpel, at <www.gastroticker.com/html/body_neuheiten.html>

in most of the tourism projects is a cost to the local government and local taxpayers. On the other hand, in order to speed up the infrastructure provision process, we count in this proposal on a collaborative scheme between private and public sectors. That will imply the involvement from the initial stages of the development process of all stakeholders. In this way, besides better ability to manage well the tourism assets and hence to bring higher revenues to the region, such tourism project can add to the vitality of communities in many ways. The local capacity including a diverse demographic milieu allows us to preserve vital cultural sensitivity and experience in order to supplement specialist knowledge.

Therefore, as a development tool we adopt ecotourism that is of special interest to us due to its relationship with conservation, sustainability, and diversity. Ecotourism is sustainable tourism, which follows clear processes that: a) promote processes for local communities to control and maintain their resources, b) ensure prior informed participation of all stakeholders, providing the guarantee of equality, effectiveness and active participation, and c) acknowledge communities' right to reject the development proposal. Ecotourism is capable to conserve biological and cultural diversity, by strengthening management systems of the areas, in our case meaning the operation and further development of the Route der Industriekultur. Moreover, it increases the current value and promotes its sustainable use, by generating income, jobs and business opportunities in tourism and related business networks. And what is very important for our proposal, ecotourism shares the benefits of its developments equitably with local communities, by obtaining their informed consent and full participation in planning and management businesses.

Organizational Aspects

At present among the main stakeholders of the project are (see also Appendix 2.4):

- Kommunalverband Ruhrgebiet, association of municipalities in the Ruhrgebiet, as the infrastructure promoter
- Projekt Ruhr GmbH, agency of the State of North Rhine Westphalia, as the coordinator of activities
- Emscher Park Eisenbahn GmbH (Zollverein Eisenbahn Tourismus GmbH), as the tourism advertiser and manager
- Eisenbahn Museum Bochum Dahlhausen, as potential train operator
- Museums- und Freizeiteisenbahnen des Ruhrgebiets Eisenbahnen (e.g. Bochum: Ruhrthalbahn, Düren: Museumszug Rurthalbahn, Essen: Hespertalbahn, Gelsenkirchen: Historische Eisenbahn Gelsenkirchen, Oberhausen: Dampflokomotiv-Arbeitsgemeinschaft), as potential train operators
- Casino Zollverein Restaurant, located in Zeche Zollverein Essen, services supporter of the project, and of the Gourmetzug initiative

As we can see, besides the Casino Zollverein Restaurant, there are mainly public agencies concerned with the infrastructure tourism project. Among the supporters of the project we mention:

- Stiftung Zollverein - Route Industriekultur, foundation for industrial heritage preservation, and advertisement of the Route der Industriekultur
- Stiftung Industriedenkmalpflege und Geschichtskultur, foundation for industrial-cultural heritage sites preservation
- Messe Essen, top ten fair venue in Germany located in Essen
- Entwicklungsgesellschaft Ruhr-Bochum, structural change agency of the City of Bochum
- Westfalenhallen Dortmund GmbH, fairs and events agency of the City of Dortmund
- Ruhrgebiet Tourismus GmbH, Dortmund located tourism agency

In order to select the best alternative for the future organization of the development process, we describe in this section three identified options. They address a) the region as a whole, b) the management agencies of the industrial-cultural sites along the Route der

Industriekultur, and c) the Industriekultur Train proposed project. There are also spatial implications within each option that will be mentioned for each case.

Option 1: Status Quo – Political Fragmentation

The first option is to keep the status quo. As we have described above, at present there is a lack of coordination of activities within the region. Most of the sites along the Route of Industriekultur are managed basically by public agencies that do not show a proactive investment-attractive attitude. Moreover, collaborations with private development and management agencies seldom occur.

Advantages

- polarization of public subsidies
- relative easy management and control of assets
- contained uncertainty
- lower probability of divergent interests, and thus it is easier to reach agreements
- opportunity to implement significant projects or ‘flagship projects’ seen as landmarks/Leuchttürme

Disadvantages

- isolation
- difficult development, if shortage of public subsidies
- a lack of full utilization of cultural and economic endogenous potential
- the absence of a systemic global collaboration
- management agencies of the reconverted sites do not tend to be integrated into larger activities’ networks
- Route of Industriekultur does not materialize as a spatially coherent itinerary in short run, due to financial shortage to complete the Emscher Park Eisenbahn
- lack of consistent regional spatial identification; the regional character is defined by isolated elements, if any (e.g. Zeche Zollverein)

Option 2: Consolidation of Public Agreement on Future Outcomes

The second option we have identified describes the collaboration process between primarily public agencies towards shaping the future vision of the region. It is not an inclusive process, as it does not take into consideration all the actors having a vested interest in the future development in the Ruhrgebiet. Therefore, there are built into the process issues related to the representativity of outcomes, and of the values symbolised by such image projected to the world.

Advantages

- strengthen the mediation environment through agreements between regional actors on future outcomes for the region
- polarization of public subsidies, if sufficient to complete the task
- coherent achievement of strategies, if stability in the region

Disadvantages

- it is basically the “collaboration” of public agencies
- it is difficult to reach agreements with the private owners and also difficult to achieve partnerships with global partners
- no benefit of the full potential of the region, or of global partners
- lack of flexibility over time, due to lack of interactivity
- lack of coordination of intermediary initiatives
- lack of adequate financial power to complete the Emscher Park Eisenbahn in short run

Option 3: Public-Private Cooperation and Competition

The third option is the promotion of a collaborative environment that is structured according to principles of equal opportunity and integration into the larger

networks. It promotes inclusion of all stakeholders, at local and international level, in order to supplement specialist knowledge, and at the same time to preserve vital cultural sensitivity and experience. Competition is seen as a certification of quality, a key element towards turning profitable the Route der Industriekultur and the industrial-cultural sites. In the implementation process will be involved actors who are interested in the project development, and who have also proven successful in generating competitive solutions in the international market. Along with our vision of sustainability, the local capacity including experts and the local community will cooperate and will be a warrantee for the production of a representative regional flagship project.

Advantages

- capability to balance tensions through the involvement of all stakeholders within the development process from the beginning of the process
- easy to establish the representative image of the region by means of negotiation and collective (private and public actors') agreement towards achievement of the vision
- public-private partnerships with the reconverted industrial sites bring cultural and democratic dimensions to business activities
- capability to stimulate private investments using as incentives for private business global representation and/or financial benefits from regional and international tourism
- potential to build internationalism within the organization

Disadvantages

- need for a proactive mediator that guarantee an inclusive and balanced process
- imply complicated negotiation procedures to satisfy vested and sometimes conflicting interests

Our vision and strategies for the future of the region together with the goals and objectives formulated for the project Industriekultur Train help us to evaluate

the implications of each option. For that a decision analysis was conducted with attention to projected impacts, applying evaluative criteria as:

- effectiveness, which refers to balancing the satisfaction of demand with the timeframe and public costs of the project
- efficiency, in terms of maximizing net benefits, which takes into account also social costs that are very important for this analysis
- administrative costs, which are to be reconsidered while the process is unfolding
- political feasibility, which refers to those aspects that actually help or hinder the implementation

Recommendations for the Business System

After performing the comparative analysis, by balancing the implications of each option, we have reached the following conclusions. The first option implies high risks without solving the issue. The second option is mostly convenient for the public agencies and might be successful, but the previous experiences shown the contrary. The organizational system that encourages only agreement on the outcomes, but does not benefit of ongoing inputs, is incapable to fully promote the region, and turn its strong assets into profitable enterprises. The third option configures in fact a different way to apply the ongoing activities related to the project development and implementation. It will reduce the high railway infrastructure costs on local taxpayers, and also establish relative preferences on the future expansion of the Industriekultur Train concept. We assume that the process to evaluate the individual preferences against each other, and then to aggregate them into social choice, will impose certain specific character of the region. But is not that, what the "specificity of the place" means? In this way we address also the issue of defining the representative image of the region, and its symbolic identity. Industriekultur Train as regional flagship project will be a symbol for the worldwide recognition of its success.

Selecting a Good Alternative

In selecting a good alternative we looked at creative solutions to get as close as we could to the best solution: “getting something for nothing or for relatively little.”* As a result we select the third option as the best solution for a business system. It will facilitate the achievement of our vision and strategies for the future Ruhrgebiet, and will serve best the objectives identified for the project implementation. We appreciate it as being capable to turn the Industriekultur Train into the regional flagship project of the Ruhrgebiet. At present Emscher Park Eisenbahn is one of the KVR’s myriad of tasks at hand, and one of the numerous projects of the Projekt Ruhr GmbH. By shaping the development process according to the alternative of “private-public cooperation and competition,” the focus of this project will change from daily routine to innovation.

We propose for the Industriekultur Train project a business system that will promote co-opetition (meaning cooperation and competition),** and the inclusion of all stakeholders at local and international level. Hence some of the best business expertise, which has proven successful in generating competitive solutions in the international market, joins forces with cultural experts and the local community to turn profitable the Route der Industriekultur and the industrial-cultural sites. Along with our vision of sustainability, the local capacity including a diverse demographic milieu allows us to preserve vital cultural sensitivity and experience in order to supplement specialist knowledge. In this strategy of business as a game, which takes advantage of institutional change and it is capable to turn the rules of the game into individual’s advantage, most

agencies and their transactions are situated in between the winning and the losing poles.

In this report we consider that globalisation is contemporary with a shift in paradigm from the competition-based modern times to a more integrated world in search for collaboration. A suitable model of institutionally instrumented planning must be grounded on multiculturalism and the politics of equal respect. That does not correlate with ideas of sacrifices from one side, but recalls compromise and mutual recognition. Nevertheless, the communication means of the global era forge the collaborative environment for integrative efforts that convert permeable the boundaries that delimit and shape individual preferences.

The Nobel Price winner Douglass C. North, an important scholar of institutional change, takes into account other values that shape people’s choices besides wealth maximizing behavior, such as trust, reputation, and altruism, or ideologies and self-imposed constraints.*** Along with his endeavor we find informative also the philosophical anthropology of Helmuth Plessner, a student of Edmund Husserl and a contemporary of Heidegger, in the way he applied it to social and political phenomena. Plessner considers that institutions are necessary to satisfy two requirements of human existence. On one hand, they respond to the drive of individuals to avoid ridicule and subsequent loss of significance. On the other, they satisfy the need for social integration within the public sphere. An important aspect of Plessner’s argument is his focus on the “unavoidable antagonism of humans between being and becoming,” which advances institutional change.**** From this standpoint, he identified five adaptive strategies:

* Bardach, Eugene, 2000, 2nd ed., “Smart (Best) Practices” Research: Understanding and Making Use of What Look Like Good Ideas From Somewhere Else, in *A Practical Guide for Policy Analysis: The Eightfold Path to More Effective Problem Solving*, Chatham House Publishers

** Brandenburger, Adam M., Barry J. Nalebuff, Ada Brandenbeger, 1997, *Co-Opetition: 1. A Revolutionary Mindset That Redefines Competition and Cooperation; 2. the Game Theory Strategy That's Changing the Game of Business*, Doubleday

*** North, Douglass C., 1993, [1990], *Institutions, Institutional Change, and Economic Performance*, Cambridge, New York: Cambridge University Press

**** Plessner, Helmuth, 1999 [1924], *The Limits of Community: A Critique of Social Radicalism*, Andrew Wallace (transl.) [*Grenzen*

ceremony, prestige, tact, diplomacy and politics. By ceremony he means all rule-governed interactions. It varies with culture and depends on historical and social context. Prestige is the representation of strength within the public sphere. Due to diplomacy and tact, the public arena is seen as a cohesive realm. “Diplomacy obeys the logic of tactic and strategy. Its purpose is to finesse a situation in such a way that all the parties involved are led to believe that their interests have been respected and their integrity preserved, even if, or despite the fact, that they have not been [sic!].”^{*} We assume that these strategies help us in structuring potential incentives towards building compromises that satisfy both individual and social preferences.

The significance attributed to private ownership and free-enterprise leads towards selecting those incentives that stimulates public-private partnerships and private investment for infrastructure and publicly owned spaces (e.g. compromise on property ownership inspired by the appreciation of values such as trust and need for public representation). Furthermore, deference to the urban context presupposes a politically coordinated process of planning at regional scale.

Realization

Therefore, according to these principles, we propose first the creation of a management agency of the Industriekultur Train project, called Industriekultur Train Corporation (see Figure 3.1). That will be created by the Projekt Ruhr GmbH, as the current coordinator of the project Emscher Park Eisenbahn, together with KVR, as the infrastructure promoter, and with the Initiativkreis Ruhrgebiet. Initiativkreis Ruhrgebiet, being a public-private partnership interested in the promotion and prosperity of the region, will be in charge with the institutional change. Industriekultur Train Corporation is a proactive investment-attractive agency that is interested in both

economic success and the worldwide reputation of the train cruise along the Route der Industriekultur, as a local and international tourism destination. Industriekultur Train Corporation will coordinate the attraction of actors interested in the development of the project, and in the organization of collaborative platforms. Second, we argue in favour of an interactive web between the various functions related the Industriekultur Train (see Project Overview).

The institutional change is justified by the necessity to diversify the vested actors as an incentive that generates competition and stimulates collaboration. In this manner, our proposal for a business system based on the concept Provider-to-Provider, meaning global/foreign provider of services to endogenous/locally-based provider of services, has the potential to promote sufficient diversity. That is schematically illustrated in Figure 3.1.

We envision the Industriekultur Train as having three sections, according to its spatial, economic, and political characteristics. They correspond to a) the Call for Proposals Phase and to the Organization of Partnerships Process, b) the Development Phases, and c) the Marketing Processes. Consequently, besides the current stakeholders, we have identified as potential interested groups among:

- real estate development agencies, as promoters of land development
- legal consultancies
- property consultancies
- accounting and audit firms
- architecture and design firms
- media and marketing agencies for brand identity creation
- tourism advertisement agencies
- shopping and entertainment centres
- cultural heritage foundations
- cultural events foundations
- environmental groups
- community associations

der Gemeinschaft], Amherst NY: Humanity Books

^{*} Wallace, Andrew, 1999, Translator’s Introduction, in Plessner, *ibid.*

There are many advantages associated with this proposal, for most of the actors involved within: fame and international advertising, mass tourism, consumption, use of existent amenities, and regional

prosperity. In shifting the backbone of tourism transportation from the public train routes on the Hellweg to the train cruises of Route der Industriekultur, there is a slight possibility that

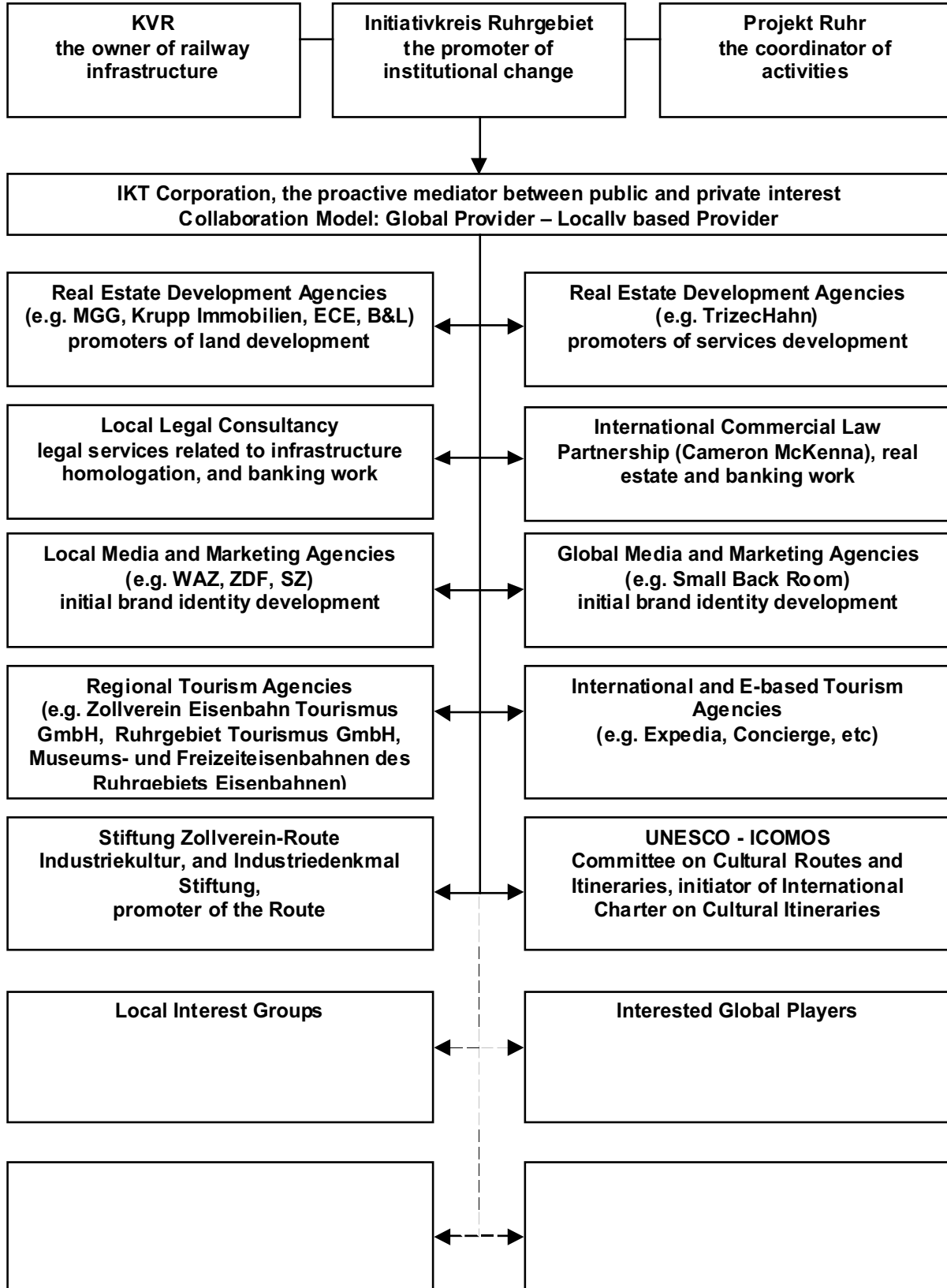


Figure 3.1. Business System for the Industriekultur Train

decrease in the number of downtown visitors might occur. As a result the project should create incentives for the Cities to get proactively involved in the project (e.g. Duisburg, Oberhausen, Essen, Hattingen, Bochum, Witten, Dortmund). As mentioned in a previous section, we consider that implying the Cities in the project's benefits means only to speculate the potential of the existent synergy between City Centres and the industrial sites.

Among the first steps towards implementation is the organization of an informative campaign to widely advertise the project idea. It is organized as a Call for Proposals. The campaign should present both advantages and disadvantages generated by the project in the region. In finding proactive public and private support for the project all the media existent in the Ruhrgebiet should be used. In this way the potential interest groups will be attracted into the process of shaping the project development. That is along with our vision of project self-sustainability. We list here some of the possibilities of public announcements for the proposal's manifestation in public agora or in the media:

- Deutsche Bahn Locations
- Public Transit Agencies (e.g. VRR, BOGESTRA)
- City Halls (e.g. Duisburg, Oberhausen, Essen, Hattingen, Bochum, Witten, Dortmund)
- regional and international fairs (e.g. Dortmund Westfalahallen Trade Fair, Messe Essen, Expo Real Munchen)
- Cultural Events (e.g. Bochum Total, Nacht der Industriekultur)
- Community Gatherings (e.g. Weihnachtsmarkt, or in the weekly Farmers Market)
- Labour Unions
- Ruhrgebiet Universities of Duisburg-Essen, Bochum, and Dortmund
- Local Media: Newspapers and Magazines (e.g. WAZ), Radio Stations, and Television
- Marketing Agencies (e.g. ZDF, SZ)
- Internet Sites
- Airlines, International and E-based Travel Agencies (e.g. Lufthansa, German Wings, STA, Expedia.com,

Concierge)

- Global Players Competitive in Entertainment and Tourism Development

For the Development Phase, build out of the projects on the sites along the Route der Industriekultur is intended to be entirely demand led. Among interested actors we mention the already existent players in the Ruhrgebiet (e.g. MGG, Krupp Immobilien, ECE, B&L Immobilien AG), and also global players such as (e.g. TrizecHahn, Jerde). It is therefore expected that this component of the Industriekultur Train project will follow broadly the steps noted below for each of the planned phases:

- Phase 1: Project Proposal, performed by Industriekultur Train Development Stakeholder
- Phase 2: Project Evaluation, performed by the Industriekultur Train Corporation
- Phase 3: Lease or Sale Contract; Schematic Design; Budget Cost Plan
- Phase 4: Design Development; Contract; General and Special Conditions
- Phase 5: Tender Package Assembly and Issue Negotiation General Contractors;
- Phase 6: Construction Contract Award; Construction Phase; Quality Control

For full flexibility and to ensure maximum capacity and competitive price pressure it is possible that, using the structure above, several different combinations of General Contractor and specialist sub-contractor will be in use simultaneously on the project. This strategy will ensure best diversity of risk for the project whilst maintaining competitive pricing policies at all levels in the tender procedure. As a matter of fact, many of our strategies take advantage of long-term trends and respond to them. For instance, we propose an incentive-based organization partnering strategy. In other words competitions of quality performance within the field are a starting point in the process of organizing partnerships. The philosophy behind such organization strategy is that good results bring forward professional achievement by way of

cooperation among progressive individuals and firms. By using innovative incentive mechanisms we make our business plan design sustainable, and the Industriekultur Train project will have the potential to become a laboratory of regional collaboration.

Flagship Projects as Models of Integration

We consider on the one hand that using trains for tourist purposes has the potential to bring to present days the historical evolution of the industrial region. One explanation is that the region came into being at the time of the industrial revolution, and the railway-engineering sectors determined the development of the Ruhrgebiet (i.e. the completion in 1847 of the railway from Cologne to Minden). Its growth was interconnected with the expansion of railways, as the coal and steel industries were directly related to the means of transport and the demand for raw materials. On the other hand, the development of the railways in the nineteenth century resulted in the symbolical manifestation of the fourth dimension into three-dimensional spatial developments. For instance landscape architects of the end of the century designed railways inside the leisure parks in order to express the abstract notion of time by means of train speed (e.g. the Parisian gardens Jardin Botzaris, Jardin des Plantes). Until nowadays that method is used within the design of entertainment parks all over the world, from adventure parks (e.g. Disneyland-type of parks in Paris or the US, the Exposition Tokyo Frontier in Tokyo, etc.) to natural reserves (e.g. Wild Animal Park in San Diego). As tourism train cruises similar to our proposal we have identified, for instance, the Glacier Express in the Swiss Alps, a train connecting natural landscape, sport and entertainment facilities; or train cruises linking cities and countries, such as the Orient Express from Paris to Istanbul, and its Asian replica Eastern and Oriental Express via three countries: Singapore, Malaysia, and Thailand. In such cases, trains are used as

transportation means, but also as a way to facilitate the experience of visitors towards entertainment and leisure. However, we are certain that the proposed Industriekultur Train project will become a special tourism attraction, due to its novelty and complexity.

In addition, the International Council on Monuments and Sites (ICOMOS), which is the advisory body for UNESCO on issues concerning the world cultural heritage, is a potential partner that could provide financial and know-how sponsorship. Within this NGO, there is a special Committee on Cultural Routes and Itineraries (CIIC), which is going to prepare by the year 2005 an International Charter on Cultural Itineraries. Their definition of a cultural route and the goals of establishing such itinerary are along with our proposal's objectives.* That offers the opportunity for the future Route der Industriekultur cruises to qualify for an international recognition of their value as World Heritage.

The above-mentioned characteristics are only few supportive elements for our idea of merging history and motion, as a way to integrate the past into the present, and connect it with the near future of the Ruhrgebiet. Along these lines we claim that trains are not only elements of the region's past, but also they are capable to catalyse its service economy and to establish correlations of its fragmented spatial and political entities. They are vehicles of change. Hence we propose the Industriekultur Train as a regional flagship project for further development in the Ruhrgebiet that will regenerate the region, and create as well a successful model to be followed by other regions. On the other hand, Industriekultur Train will be a regional flagship project in the Ruhrgebiet as it is capable to play an influential and catalytic role in urban regeneration. It will materialize as physical developments, as well as realisation processes. Moreover, it will satisfy the characteristics identified in the introductory part.

*"Cultural itinerary is proving to be a very fertile concept. It provides an exceptional framework for the dynamics of mutual understanding, a pluralistic interpretation of history, and a culture of peace. It is based on population movements, encounters and

In conclusion, we address briefly its main manifestations that will work towards regional restructuring and urban regeneration. From the perspective of morphological change, Industriekultur Train project will have significant spatial impacts. It will foster regional integration of the industrial-cultural heritage sites, by providing easy public access and at the same time by facilitating a coherent spatial perception of the renewed historical places. From the point of view of institutional change, it is capable to provide a model of collaboration among agencies, which is structured around development sites, instead of administrative units (e.g. cities that compete with each other). Thus it will foster the collaborative environment. From an economic perspective, Industriekultur Train project will contribute to marketing of current services in the region. It also promotes interactive and sustainable tourism that will address both demand and supply at local and international level. This way it will attract future investment in the Ruhrgebiet.

However, in order to fulfil all these ambitious tasks, Industriekultur Train project must adopt a successful business system. That implies the inclusion of all stakeholders into the development process, together with the proactive promotion of collaboration among competitive players. The focus of its development will be towards the production of integrated global tourism that a) will address the industrial-cultural sites, b) will use the synergy with the City Centres and c) will provide access to various leisure facilities.

Last but not least, Industriekultur Train project has the potential to create a successful model to be followed by other regions. We argue that in the context of regional restructuring, the train cruises integrate the industrial and cultural heritage within the present region, being a twofold method of experiencing the temporal dimension, through history and motion. Industriekultur Train project will constitute an interactive way of shaping regional identity: from the Industrial Trains of the 19th century to the Industriekultur Train of the 21st.

Appendix 1.1 Industriekultur Train Phase 1: Map



Appendix 1.4 Main Stakeholders of the Project Emscher Park Eisenbahn

Stakeholder	Function	Role in the project	Web address
Kommunalverband Ruhrgebiet	association of municipalities in the Ruhrgebiet	the infrastructure promoter	www.ruhrgebiet.de
Projekt Ruhr GmbH	agency of the State of North Rhine Westphalia	the coordinator of activities	www.projektruhr.de
Emscher Park Eisenbahn GmbH (Zollverein Eisenbahn Tourismus GmbH)	Management agency of the Emscher Park Eisenbahn	the tourism advertiser and manager	www.dampf-im-pott.de
Eisenbahn Museum Bochum Dahlhausen	Museum of historical trains	one of the principal train operators	www.eisenbahnmuseum-bochum.de/
Museums- und Freizeiteisenbahnen des Ruhrgebiets: Eisenbahnen Ruhrtalbahn; Museumszug Ruhrtalbahn; Hespertalbahn; Dampflok Arbeitsgemeinschaft Historische Eisenbahn Gelsenkirchen; RuhrPottBahn	historical trains and routes in Bochum, Düren, Essen, Oberhausen Gelsenkirchen,	potential train operators	www.ruhrtalbahn.de www.rur-rex.org www.hespertalbahn.de www.bsw41360.de www.historische-eisenbahn-gelsenkirchen.de
Casino Zollverein Restaurant	Restaurant located on Zeche Zollverein site	provider of the train restaurant and services	the initiator of the Gourmetzug
Stiftung Zollverein - Route Industriekultur	foundation for industrial heritage preservation	advertiser of the Route der Industriekultur	www.zeche-zollverein.de www.route-industriekultur.de
Stiftung Industriedenkmalpflege und Geschichtskultur	foundation for industrial-cultural heritage sites preservation	advertiser of the industrial-cultural heritage sites	www.industriedenkmalstiftung.de
Messe Essen	top ten fair venue in Germany located in Essen	supporter of the project	www.messe-essen.de
Entwicklungsgesellschaft Ruhr-Bochum	City of Bochum agency for structural change	supporter of the project	www.egr-bochum.de/frameset-2.htm
Westfalenhallen Dortmund GmbH	City of Dortmund agency for fairs and events	supporter of the project	www.westfalenhallen.de
Ruhrgebiet Tourismus GmbH	Dortmund located tourism agency	supporter of the project	www.ruhrgebiettouristik.de
Deutsche Bahn AG	German railway	infrastructure provider	www.db.de

Appendix 1.2 Proposal for Industriekultur Sites to be included in the First Phase of the Industriekultur Train Project

Site	Location	Former Use	Actual Functions	Special	Potential to connect to other theme Routes	Synergy
Landschaftspark	Duisburg Nord	Thyssen Steel Plant closed down in 1985	Industrial history, ecology, recreation, leisure, culture	200 hectare site underwater diving center, free-climbing zone concerts, films, shows and theatre, Jonathan Park's light show	- Duisburg: Industrial Heritage on the Rhine - On the Way to the Clear Blue Emscher - Ruhrgebiet mythology - Industrial Nature - Landmark Art	Duisburg Mitte, Innen Hafen, Rhein-Herne Kanal
Neue Mitte Oberhausen	Oberhausen	Thyssen Steel Plant, closed down in 1988	Industrial history, entertainment, shopping, recreation, leisure, culture	Gasometer: the largest and most views of the Ruhrgebiet, CentrO: one of the largest shopping malls Altenberg zinc factory: Rhineland	- Oberhausen: a town built on Industry - Industrial Chemistry and Power - The Rhineland Mining Trail - Ruhrgebiet mythology - Landmark Art	Oberhausen Mitte, Industrie Allee Rhein-Herne Kanal
Zeche Zollverein	Essen Katernberg	1930s Coal Mine, Steel Plant		Rem Koolhaas' Master Plan 100 hectare site,	- The Zollverein Industrial Heritage - The Rhineland Mining Trail - Ruhrgebiet Mythology - Industrial Chemistry and Power - Industrial Nature - Landmark Art	Essen Mitte Gelsenkirchen Mitte,
Eisenbahnmuseum	Bochum Dahlhausen	Museumszug	180 vehicles from the time between 1853 and 1964	museum train travels along the Ruhr valley between Hattingen/Ruhr and Wengen	- Railways in the Ruhr - The Ruhr, Past and Present	Bochum Mitte, Ruhr Valley
Henrichshütte	Hattingen	1854 Steel works; Ore and coal	Westphalian Industrial Museum from 1989	One of the traditional steelworks in the Ruhrgebiet	- Railways in the Ruhr - The Ruhr, Past and Present - Ruhrgebiet Mythology	Hattingen Mitte, Ruhr Valley
Zeche Nachtigal	Witten	1860s Coal Mine From 1892 brickworks	Westphalian Industrial Museum	the first colliery to make the transition to Pit and Field Railway Museum Mutten	- The Ruhr, Past and Present - Ruhrgebiet Mythology - Westphalian Coal Mining Trail - Early Industrialization	Witten Mitte, Ruhr Valley
Zeche Zollern	Dortmund	1900s Coal Mine of the Gelsenkirchener Bergwerks AG	Since 1969 the colliery has been under a preservation Westphalian Industrial Museum temporary exhibitions	Style to Art Nouveau, the housing settlement	- Westphalian Coal Mining Trail - Railways in the Ruhr - Ruhrgebiet Mythology - The harmonic Trio: Coal, Steel and Beer	Dortmund Mitte, Dortmund Hafen
Kokerei Hansa	Dortmund	1920s Steel Plant closed down in 1992	Industriedenkmal Stiftung	An adventure trail; panorama view of Dortmund	- Westphalian Coal Mining Trail, - Industrial Nature, - The Harmonic Trio: Coal, Steel and Beer - Industrial Chemistry and Power	Dortmund Mitte Dortmund Hafen

Appendix 1.3 Photographs of the Sites included in the Industriekultur Route Train



Landschaftspark Duisburg Nord



Zeche Zollverein in Essen



Kokerei Zeche Zollverein



Neue Mitte Oberhausen



Zeche Zollern in Dortmund



Zeche Nachtigal in Witten



Kokerei Hansa in Dortmund



Eisenbahnmuseum in Bochum Dahlhausen