

MP4 FINAL REPORT

Making Places Profitable, Private and Public Spaces

ACKNOWLEDGEMENTS



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MP4 FOREWORD

It is with great pleasure that we present the findings of our Interreg IVB North Sea Region project “Making Places Profitable – Public and Private Open Spaces” (or MP4 for short), and I would like to start this foreword by thanking all of those that have supported this important work.

The origins of the Making Places Profitable partnership and its work stem back to a formative event held in Sheffield in 2006, and the cross-fertilisation of ideas and practices between projects and countries supported through various EU cohesion programmes. At a time when cohesion and co-operation in Europe seems more important than ever, it is apt to reflect on these challenges and opportunities.

There is now strong evidence that by working in inclusive partnerships we can create better places, which are more attractive, valued and profitable. It is clear that by coming together to plan, develop and manage open spaces, we can deliver environmental improvements at the same time as creating local jobs and growth, by helping to attract and retain skilled people, visitors and investors. This is great news for our communities and citizens.

MP4 has shown how communities can best come together to develop and realise long-term plans for open space management. But this process of ‘place-keeping’



Tom Wild, Director



Winter Gardens, Sheffield
Copyright Robin Ridley

in partnership should not be viewed as just a means to an end, with the ‘product’ being better open spaces. This would be to undervalue the importance of the partnerships themselves. MP4 has demonstrated how the capacity for organisation and for communities to work together is an invaluable outcome in its own right, enabling citizens to face new challenges and exploit opportunities, and making communities more resilient to change.

The opportunity provided by the Interreg IVB North Sea Region programme has enabled us to work together in new and innovative ways, allowing us to learn from each others’ successes and mistakes, as well as jointly planning and delivering improvements. These MP4 investments and case studies show how joint work across sectors to enhance the public realm should be an enriching and life-enhancing experience, where local people can develop new skills and stimulate opportunities for business to create jobs and growth.

Speaking at the 2006 conference in Sheffield Prof Lars Gemzøe of Gehl Architects in Copenhagen famously said that we should make better places “where people can meet and become citizens”, and

that this process of improving local environments where people live and work can help deliver sustainable socio-economic growth. Not only does this create better settings for investment, it is also a fantastic opportunity for people to come together around the locally important issues, and to put something back into their community, irrespective of whether they work in the public, private or voluntary sector.

Much has changed since 2006, but we can also take comfort in what remains constant. Europe’s North Sea Region has a strong heritage of attractive and valuable open spaces, built together through this collective and inclusive approach. MP4 has shown how we can continue this strong tradition, working across the EU to move forwards faster, with greater creativity and innovation, together progressing confidently to deliver lasting, positive results. This is MP4’s legacy.

We are extremely proud of the MP4 project and its work, and I would like to commend this report to you.

EXECUTIVE SUMMARY

1. This report provides an overview of EU Interreg IVb North Sea Region Programme funded project ‘Making Places Profitable – Public and Private Open Spaces (MP4)’. It demonstrates tested transferrable solutions to the problem of ensuring that sustainable long-term maintenance of open spaces (place-keeping) becomes an integral part of open space planning, design and development (place-making).
2. Groundbreaking research, literature review and case studies were used to help deliver new models of sustainable and transnationally transferrable place-keeping solutions, which were then piloted using demonstration sites across the North Sea Region.
3. The results show how socio-economic benefits to local communities and cities as a whole can be maintained by ensuring that funding streams address long-term maintenance planning as an integral part of funding applications. Programmes should consider funding the revenue costs of place-keeping in addition to the capital costs of place-making. Planning for place-keeping should be considered in advance of designing and implementing place-making projects and should be included in future city masterplans.
4. The Golden Rules of successful place-keeping are:
 - 4.1. Place-keeping is as important as place-making with regard to socio-economic impact, and should be accorded the same value when masterplanning
 - 4.2. Ignoring the importance of place-keeping can waste valuable resources, and cost more money in the long run
 - 4.3. Promote partnership working to facilitate long-term stewardship. Successful place-keeping, just like place-making, cannot be aspired to in isolation – and it doesn’t mean handing the dirty work over to the community. It means equal working together across all sectors to find a good solution
 - 4.4. Encourage the long-term use, and economic exploitation of spaces as a part of place-keeping. Think creatively. Place-keeping is not just about the physical, it’s about the place and open space occupies in the hearts of its community and in its town or city. Allowing a space to become special is half the battle
 - 4.5. Increase awareness of place-keeping. This means

Veenpark, Barger Compasuum



Sara Parratt-Halbert, Project Manager

making sure those who make decisions can see the importance of place-keeping. The useful life of a green, open space goes further than planting a tree when the cameras are there to see. Ensuring the financial and physical investment of a new or regenerated greenspace is protected for the future wins hearts, minds and votes

- 4.6. Encourage development of innovative place-keeping practice. Learn to say ‘yes’, and don’t dismiss out of hand because something hasn’t been done before or it bends the rules a little. Allow a little inventiveness

5. MP4 recommends that the Region’s towns and cities sign up to the MP4 Place-keeping Charter (page 31), and lead the way in groundbreaking place-keeping innovations.
6. MP4 is followed on by a new Interreg IVB North Sea Region project called SEEDS: Stimulating Enterprising Environments for Development and Sustainability, promoting the reuse and regeneration of vacant and derelict sites.

INTRODUCING THE MP4 PARTNERS

SOUTH YORKSHIRE FOREST PARTNERSHIP/SHEFFIELD CITY COUNCIL, Sheffield, UK



Partner City Context

Built across seven hills and five valleys, with a 12,000 year history of habitation, Sheffield today is a thriving city and a Metropolitan Borough. Located in South Yorkshire, the city now has an estimated population of 550,500. It built its past wealth on its famed steel and cutlery industry. Boasting over 170 woodlands, 78 parks, 10 public gardens and 2.5m trees, it is the greenest city in Europe. Still internationally renowned for its steel, Sheffield is now the fastest growing city outside London and one of the best top ten cities in which to locate business.

Partner Involvement in MP4

South Yorkshire Forest Partnership (SYFP) is one of England's Community Forests, a national partnership that is regenerating and revitalising the greenspace in and around some of our major towns and cities, creating well-wooded environments for work, wildlife, recreation and education. Since its inception in 1991, the Partnership has facilitated massive economic and environmental regeneration projects within South Yorkshire, turning ugly and abused land into beautiful, useful landscapes rich in biodiversity. SYFP is the Lead Partner of MP4.

www.mp4-interreg.eu;
www.syforest.co.uk

VLAAMSE LANDMAATSCHAPPIJ (VLM), Bruges, BE



Partner City Context

Bruges is the both the capital and largest city of the province of West Flanders in the Flemish Region of Belgium. The area of the whole city amounts to more than 13,840 hectares. The city's total population is 117,073 of which around 20,000 live in the historic centre of Bruges which is listed as a UNESCO World Heritage site. The first fortifications here were built in the first century BC to protect the coastal area against pirates. Bruges' wealth was built on the wool and cloth trade in the 12th Century and lace in the 17th Century, but its economy in the present day is built on tourism and the internationally important port of Zeebrugge.

Partner Involvement in MP4

The Flemish Land Agency (VLM) aims to enliven rural and peri-urban areas. Through projects of all scales, the agency aims to improve the environmental quality of rural areas by developing cycle paths, helping farmers improve their working practices, working in co-operation with the local population and other governmental institutions and organizations, making natural areas more attractive and accessible while supporting local economy. VLM is responsible for the MP4 pilot Land Development Plan 'Nieuwenhove-Gruuthuyse', which includes the site 'Oostcampus', an old coca cola factory site which has now been converted into a community site, incorporating the Oostkamp town hall and a new public park.

www.vlm.be

HAFENCITY UNIVERSITÄT Hamburg, DE



Partner City Context

The Free and Hanseatic City of Hamburg is the second-largest city in Germany and the seventh-largest city in the European Union. The city is home to over 1.8 million people, while the Hamburg Metropolitan Region has more than 4.3 million inhabitants. Situated on the river Elbe, the port of Hamburg is the third-largest port in Europe and it is among the twenty largest in the world. A media and industrial centre, it is one of the most affluent cities in Europe. Hamburg is a popular tourist destination. Hamburg dates back to 808AD when the first permanent building was constructed. Today, Hamburg offers more than 40 theatres, 60 museums and 100 music venues and clubs. The city's latest achievement is the title of European Green Capital, awarded for 2011.

Partner Involvement in MP4

MP4's partner is the Project Development and Project Management in Urban Planning section of HafenCity University's Department of Urban Planning. The University is one of the four research facilities supporting MP4, and is responsible for the critical evaluation of MP4's pilot projects throughout their lifetime.

www.hcu-hamburg.de

LAWAETZ FOUNDATION Hamburg, DE



Partner City Context

Hamburg, with its official title of Free and Hanseatic City of Hamburg, is the second-largest city in Germany and the seventh-largest city in the European Union. The city is home to over 1.8 million people, while the Hamburg Metropolitan Region has more than 4.3 million inhabitants. Situated on the river Elbe, the port of Hamburg is the third-largest port in Europe and it is among the twenty largest in the world. A media and industrial centre, it is one of the most affluent cities in Europe. Hamburg is a popular tourist destination. Hamburg dates back to 808AD when the first permanent building was constructed. Today, Hamburg offers more than 40 theatres, 60 museums and 100 music venues and clubs. The city's latest achievement is the title of European Green Capital, awarded for 2011.

Partner Involvement in MP4

The Lawaetz Foundation was founded in 1986 by the Free and Hanseatic City of Hamburg in remembrance of Johann Daniel Lawaetz. It is a charitable foundation which enables socially and economically disadvantaged people to have access to labour, training and housing markets via innovative methods of mobilising the potentials of self-organisation. The main areas of responsibility of the Lawaetz Foundation are neighbourhood development through supporting local communities, providing start-up advice, and supporting young people in training. Lawaetz Foundation is responsible for an MP4 pilot site situated in the neighbourhood of Hamburg-Steilshoop.

www.lawaetz.de

GÖTEBORG STAD Göteborg, SE



Partner City Context

Göteborg is the second largest city in Sweden by population and the fifth largest Nordic city. Situated on the west coast of Sweden, the city has a population of 519,399. Founded in 1621, the city was named after the Geats who were the inhabitants of Gothia, now southern Sweden. Göteborg is home to many students, as the city includes both the University of Gothenburg and Chalmers University of Technology. Trade and shipping have always played a major role in the city's economic history, and they continue to do so. The port is the largest harbour in Scandinavia, although the shipbuilding industry has not survived. Göteborg's economy also rests on industry - Volvo was founded here in 1927 - with major companies such as SKF, Volvo, and Ericsson operating plants in the area.

Partner Involvement in MP4

Göteborg Stad is responsible for two MP4 pilots situated within the housing estates of Lövgärdet and Eriksbo on the outskirts of the city.

www.goteborg.se



Manor Park
Copyright Chris Senior www.ecoscape.org.uk

INTRODUCING THE MP4 PARTNERS continued

UNIVERSITY OF SHEFFIELD
Sheffield, UK



Partner City Context

Built across seven hills and five valleys, with a 12,000 year history of habitation, Sheffield today is a thriving city and a Metropolitan Borough. Located in South Yorkshire, the city now has an estimated population of 550,500. It built its past wealth on its famed steel and cutlery industry. Boasting over 170 woodlands, 78 parks, 10 public gardens and 2.5m trees, it is the greenest city in Europe. Still internationally renowned for its steel, Sheffield is now the fastest growing city outside London and one of the best top ten cities in which to locate business.

Partner Involvement in MP4

The University of Sheffield is one of the UK's leading Universities and was named UK University of the Year in the 2011 Times Higher Education Awards. The University has produced five Nobel Prize winners, and many alumni have gone on to hold positions of great responsibility and influence around the world. Its origins date back to 1828 when it was a School of Medicine. It became a university in 1897 and now hosts 25,700 students. The University is one of the four research facilities supporting MP4, and is responsible for identifying the scope of MP4's work, defining place-keeping, understanding the role of partnerships within place-keeping and working with place-keeping stakeholders to evaluate partnership capacity. Partner involvement is led by the University's Landscape Department, the UK's leading department for landscape architecture.

www.shf.ac.uk
www.sheffield.ac.uk/landscape

HERIOT WATT UNIVERSITY
Edinburgh, UK



Partner City Context

Edinburgh is the capital city of, and the second largest city in, Scotland. Inhabited since the Bronze Age, it now has a population of 486,120. Well known for its Castle, Holyrood Palace and Arthur's Seat (an old volcano), its economy is based upon the services sector – banking, financial services, higher education, and tourism. It plays host to the Edinburgh Festival, Fringe and Tattoo every year, which bring in over 4.4 million visitors and generate in excess of £100m for the Edinburgh economy.

Partner Involvement in MP4

Heriot-Watt University is the eighth oldest higher education institution in the United Kingdom. It dates back to 1821 when it was the School of Arts of Edinburgh, the world's first Mechanics Institute. The university primarily offers vocational degrees leading to engineering or business roles. Scotland's most international university, it delivers degree programmes to 11,800 students in 150 countries around the world, has a campus in Dubai and boasts the largest international student cohort in Scotland. The University is one of the four research facilities supporting MP4. It is responsible for facilitating transnational learning between MP4 Partners and co-ordinating the analysis of model agreements for partnership working.

www.hw.ac.uk



GEMEENTE EMMEN
Emmen, NL



Partner City Context

Emmen is both a town and municipality in the province of Drenthe, in the northeastern Netherlands. The municipality of Emmen is one of the largest in this area of the Netherlands, and the town is the second most populous area. The municipality of Emmen has around 104,000 inhabitants, with 56,000 living in the town itself. Emmen arose from the amalgamation of several small farming and peat-harvesting communities which have dotted the province of Drenthe since the Middle Ages. The expansion of the town did not happen until after the Second World War. It is a prime example of a planned city, its suburbs built in a clockwise direction around the old centre of Emmen. There are few historic landmarks left within the town. The oldest of these is the church in the market square, where a place of worship has stood since the Middle Ages. An important part of the town's economy is the zoo, Dierenpark Emmen, which attracts over 1.5m visitors every year.

Partner Involvement in MP4

Gemeente Emmen is responsible for two MP4 pilots situated in Barger Compascuum, a village with a population of approximately 1480 people, located in the municipality of Emmen.

www.emmen.nl
www.emmenrevisited.nl



Loevgaerdet

UNIVERSITY OF COPENHAGEN
Copenhagen, DK



Partner City Context

Copenhagen is the capital and the largest city of Denmark, with an urban population of 1,199,224. Copenhagen's founding has been traditionally dated to the construction of a castle in 1167 although many believe the town was possibly founded by Sweyn the Forkbeard in the late Viking age. Copenhagen became the capital of Denmark in the beginning of the 15th century and was an important commercial port. The harbour has now largely lost its importance however, with the city's economy now resting on the service sector, resulting in it becoming the economic and financial centre of Denmark. Hans Christian Andersen, well known children's writer, born in Odense, lived and died here. The iconic mermaid sculpture situated in the harbour commemorates him.

Partner Involvement in MP4

The University of Copenhagen is the oldest and largest university and research institution in Denmark. Founded in 1479, it has more than 37,000 students. Between 1536 and the late 1920s it was the only university in Denmark. It is now one of Europe's leading research institutions, is considered to be the best university in Denmark and Scandinavia and the 7th best university in Europe. University alumni include nine Nobel Laureates and one Turing Award winner. The University is one of the four research facilities supporting MP4, and is responsible for the research and development of a new evaluation tool called rec-mapping, which has been piloted through both Goteborg's and Sheffield's pilot sites. The University is also supporting the setup of a new groundbreaking place-keeping policy in the business park of Skejby in Aarhus Municipality, Denmark, as a demonstration of the MP4 legacy.

www.ku.dk

MP4's OBJECTIVES

The main objective of the project was to create a knowledge base on place-keeping approaches – an Agenda for Placekeeping. To achieve this a multi-strand approach was required. Partners were aware that there are several layers of practice when dealing with the creation and management of open spaces which need their own knowledge tool in the language particular to their field. MP4 aimed therefore to inform academia, practice and policy. Using five themes integral to place-making and place-keeping: governance, partnerships, finance, policy and evaluation. A book has been produced for academics which outlines the lessons learnt and the way forward. Five policy documents were written for policy makers, each one concentrating on one of the themes, and outlining the reasons why, and how, policy needs to change to ensure the benefits of place-keeping can be shared. Finally, an online toolkit has been designed to help those working at ground level.

Another objective was finding a way forward for durable, efficient and effective place-keeping. MP4 searched the value of different approaches within both private

and public spaces, and tried to document intelligence on how successful partnerships are created along with their economic, social and environmental impacts locally, nationally and transnationally. To ensure the efficacy of its findings the project has tested replicable scenarios at demonstration sites in different countries across the EU, through which it has demonstrated the benefits of place-making and place-keeping. Different partnership models were also tested as a way of managing open space sustainably. Evaluation of the transnational impacts and transferability of 'on-the-ground' open space improvements; analysis of strategic impacts such as cost effectiveness; procurement risks; and sustainability of integrated approaches were an important part of the testing process.

Finally, MP4 made full use of partner networks and contacts within each participating region as a strategy for embedding MP4's ideas and innovations across the EU. The continuation of this lies with the book 'Making Places Matter: Place-keeping in Practice'; the five policy documents; the E-toolkit; and the Place-keeping Charter.



Barger Compasceum

MAIN FINDINGS



Veenpark, Barger Compasceum

The work carried out throughout MP4 – its practical, on-the-ground testing of new place-making and place-keeping strategies, and its background research which helped to inform our pilot sites – came together towards the end of the project like several strong strands merging into one, robust rope. It became clear that there was only one way to go; ensure sustainable place-keeping is a major consideration in masterplanning even before the stage of place-making is reached. There are several examples in MP4 where this was the case – and each example has led to a real possibility of long-term sustainable maintenance.

In addition, to ensure place-keeping is given the same importance as its more visible, and arguably more 'sexy' sister place-making, the following points must be given a place in the planning process:

1. Place-keeping is as important as place-making with regard to socio-economic impact, and should be accorded the same value when masterplanning
2. Ignoring the importance of place-keeping can waste valuable resources, and cost more money in the long run

3. Promote partnership working to facilitate long-term stewardship. Successful place-keeping, just like place-making, cannot be aspired to in isolation – and it doesn't mean handing the dirty work over to the community. It means equal working together across all sectors to find a good solution

4. Encourage the long-term use, and economic exploitation of spaces as a part of place-keeping. Think creatively. Place-keeping is not just about the physical, it's about the place and open space occupies in the hearts of its community and in its town or city. Allowing a space to become special is half the battle

5. Increase awareness of place-keeping. This means making sure those who make decisions can see the importance of place-keeping. The useful life of a green, open space goes further than planting a tree when the cameras are there to see. Ensuring the financial and physical investment of a new or regenerated greenspace is protected for the future wins hearts, minds and votes

6. Encourage development of innovative place-keeping practice. Learn to say 'yes', and don't dismiss out of hand because something hasn't been done before or it bends the rules a little. Allow a little inventiveness

These are our conclusions in a very simple nutshell. The MP4 partnership knows that for things to change, there needs to be a new mindset, from policy makers and decision makers downwards. How can this be done? Spreading the word through our five policy documents, and by towns and cities signing up to our place-keeping Charter. Take a look at our Charter on page 32. Take a good, hard think of the possibilities this way of sustainable investment protection can but benefit your town or city. And sign up!

MP4's OUTPUTS

For MP4 to be effective, it was recognised that several audiences had to be targeted: planning students who will become future town planners and designers; greenspace practitioners who work at grassroots level; the policy makers who agree the local, national and regional policies which guide Local Authorities, Municipalities and National Governments across the North Sea Region; and the funding bodies who, while providing capital funding for place-making will not currently fund revenue, which would protect their investment in green, open spaces through supporting place-keeping. To this end, MP4 designed and created four separate publications directed at the most important audiences involved in greenspace projects and plans: a book; an E-toolkit; five policy documents; and the Place-keeping Charter.

The Book

Aimed at academics, future planners and other interested parties, MP4's book 'Making Places Matter: Place-keeping in Practice' is a collection of academic essays and papers on place-keeping, gathered together under what MP4 views as the five most pertinent themes of place-keeping: governance, partnerships, finance, policy and evaluation. The content is based on research and practice that have taken place throughout the lifetime of the project. If you are interested in buying a copy please pass your contact details to sara.parratt-halbert@syforest.co.uk or team@syforest.co.uk.

The E-Toolkit

Place-keeping is the most important part of any project, many of which fail a few years down the line because place-making has been considered in the absence of any consideration for place-keeping.

Place-keeping is the hardest part of any project because it's easy to ignore and difficult to fund. MP4 feels that place-keeping is so important it should be given consideration before a project even gets to the place-making stage. For practitioners, the first point of call for supporting sustainable place-keeping, should be MP4's E-toolkit. Written by MP4's practitioners, the E-toolkit offers the golden rules of place-keeping under each of the project's five themes – or what could be referred to as the principles of place-keeping.

The website has been designed by MP4 practitioners. The golden rules are those they think are most important for future success; the big issues are those that faced them throughout their work with MP4 – and the answers they found. The tools are those that have been highlighted as most beneficial to

them, and what they think will be most useful to their practitioner colleagues. Practitioner partners were keen to ensure there are no pages of heavy text, but rather practical information set out in a user-friendly way that allows the reader to choose his/her own level of engagement.

For those with a more academic interest, MP4's research papers are held here. A blog will enable practitioners to discuss the most pertinent issues on open spaces, and keep up to date with developments across the North Sea Region. The toolkit can be found at www.mp4-interreg.eu.

The Five Policy Documents

The five documents are the five main chapters of this report, and are available separately as downloadable PDFs from the MP4 E-toolkit. These documents are aimed at policy makers and decision makers working in associated fields. MP4 considers a change in open space policies at local, national and regional level to be a particularly important part of its work. For greenspace to be cared for sustainably and long-term requires a change in policy which will help to ensure Local Authorities care for their investments, and include place-keeping in the masterplans for their towns and cities – not something that happens at the moment.

The Place-Keeping Charter

MP4 felt it was important to provide a Place-keeping Charter, which towns and cities could sign up to. This was drawn up taking into account research which had taken place throughout the lifetime of the project. The Charter can be viewed on Page 32 of this report, and accessed as a downloadable PDF which can be accessed through the MP4 E-toolkit.

POLICY DOCUMENT 1

GOVERNANCE

1.1 PLACE-KEEPING - AN ISSUE THAT MATTERS

Open spaces are highly relevant locally and citywide. They can range from the small pocket-park in a neighbourhood to a large park of citywide or even regional importance. They can be either grey (squares and streetspace) or green (parks), and can fulfil multiple functions for social life: cultural activities; biodiversity and ecosystems; and business environments.

They also have an economic value for both public and private sectors through individual and commercial spending power and the proven impact on surrounding property values. So the role of place-keeping (maintenance, care, joint responsibility and ownership in the broadest sense) within the long-term safeguarding of open spaces is not only important for cohesion within local communities but can create economic benefits as well.

Why must it be sustainable? Because in economically difficult times, place-keeping budgets are the first to suffer, despite their significant contributions to health, wellbeing and local economy. And while funding is available for construction and retrofitting, it is not available for maintenance or staffing; and while political credit exists for exciting new open spaces, it does not do so for their day-to-day management. Poor or non-existent place-keeping can lead to a waste of resources due to the cost of future regeneration when it is cheaper to systematically maintain.

1.2 WHY IS IT AN ISSUE FOR POLITICIANS?

For place-keeping to become an integral part of planning, design and economic improvement at the most fundamental level, the baton must be carried by the politician who has it in his/her power to ensure it is given the same level of importance within masterplanning and regeneration as place-making.

And place-making needs to be accorded the same gravity as other dimensions of well planned urban infrastructure. Economy and prestige, and health and happiness have their roots in, and benefit from, well designed open spaces sustainably cared for long term.

There is a political choice to be made: safeguard open space investments and their positive effects or condemn them, their surrounding communities and local businesses through underfinancing.

1.3 THE FIVE THEMES

MP4 analysed some of the many good place-making and sustainable place-keeping examples throughout Europe which bring together public and private stakeholders and create strong, longlasting partnerships.

This process identified five themes particularly pertinent to quality, sustainable place-making and place-keeping, namely: governance, partnerships, finance, policy, and evaluation. These are the catalysts for enduring open spaces and enriched neighbourhoods.

This document deals with Governance. Its four sister documents each discuss one of the following themes: partnerships, finance, policy and evaluation.



Neuer Wall, Hamburg



Firth Park Clock Tower



2 GOVERNANCE - KEY ISSUES

Governance of open space is key to its quality and its contribution to society.

Governance is the sphere of relations between government and other actors in civil society or non-governmental sectors – including the private sector and community. It also refers to the processes of interaction between these in defining their roles and relationships. The idea of governance is that government does not work in isolation but through these types of relations. In the context of MP4, the theme of governance/engagement refers to the involvement of the local community and how members can be engaged and retained. It is recognised that there is some overlap with another of MP4's themes; partnerships.

The outcome of any open space place-making project and/or place-keeping activity is the result of the combination of purpose of the project or activity, the setting (whether a large park or a small square), the people involved and the process to involve these. **People and process are what governance is about.** While governance affects what open spaces are like, in turn these are a reflection of how they are governed.

The balance between experts and users in place-making and place-keeping of open space is an important factor. Traditionally, in the public sector governance of projects has been technocratic, but there is considerable evidence of the benefits of community involvement.

Successful community engagement in place-making and place-keeping of open space can yield the following benefits:



Ripples in the Pond, Firth Park

- Valuable insights and experiences from those who engage
- Community's understanding raised by involvement in technical details
- Improved legitimacy of the project and 'buy-in' from the stakeholders
- Improved relationship between policymakers and the community
- Bringing together of local people through a common interest, empowering communities and helping generate social cohesion
- An expression of active citizenship associated with greater social justice
- Services that are better suited to local people's needs

Certain key issues need to be addressed, however, when widening engagement in place-keeping of open space:

- **The range of community members who get involved:** the 'usual suspects' may contribute a lot but may get most out of the system, while some types of open space user may be more difficult to involve and there is a danger of leaving out some groups
- **Timescales and nature of public sector processes:** long timescales may contribute to people disengaging, and considerable changes in public administration have severe effects on the process – e.g. budget cuts, staff reductions, etc
- **Nature of place-keeping of open space:** the role of residents in place-keeping has to be clear, and the involvement of community members in physical works needs dedicated support; there is a danger of putting too much pressure on community groups and delegating too much responsibility.

3 EXPERIENCE FROM THE MP4 PARTNERSHIP

The following projects from the MP4 context demonstrate new approaches in the governance of place-keeping activities across Northern Europe.

3.1 EMMEN REVISITED EMMEN, NL

A village community involved in the creation and long-term maintenance of a new village centre:

Emmen Revisited (ER), a joint-venture organisation between Emmen Municipality and the Housing Corporations operating within the municipality since 1998, aims to improve the social and living environment in urban districts and villages. In the small village of Barger Compascuum, ER worked with the local community in a structured approach, establishing community representative bodies which were involved in decisions around the design of the redeveloped village centre pedestrian-friendly shared space. The success in the place-making stage has led to continuing collaboration between the community representative body and ER in establishing joint place-keeping. In this case the trust built up during place-making laid the foundations for long term community involvement.

Barger Compascuum Village Centre



Further information:
Emmen Revisited
www.emmenrevisited.nl

3.2 FIRTH PARK SHEFFIELD, UK

Involvement of a long established Friends of the Park group in a city setting:

Friends of Firth Park is a voluntary residents' organisation with an interest in their local park, and has worked in collaboration with Sheffield City Council for many years. Members have been fully involved in the decision-making around the redevelopment of a neglected pond in the park to provide a multipurpose area. Different members in the group offer different inputs according to their interests, ranging from organising events to planting. Following completion of the redevelopment, Friends of Firth Park's continuing involvement in place-keeping is expected to be channelled mainly through the running of events in the regenerated space.

Firth Park Wetland Area



Further information:
Friends of Firth Park
www.sheffield.gov.uk

3.3 GET MOVE HAMBURG, DE

Young participants creating and maintaining a space for themselves:

In the large, early 1970s housing estate of Steilshoop in Hamburg, young people have engaged in the development and running of open space facilities in the neighbourhood through their participation in a charity called 'Get Move'. This is supported by a non-profit company, Alraune, which has worked in the area for a couple of decades to support youth apprenticeships and is currently engaged in the redevelopment of a park to provide a range of facilities for the young. Not only has 'Get Move' been fully involved in decision-making about the redevelopment, it will also take on responsibilities in the maintenance of a new basketball court on completion, and has engaged in activities which are focused on the reduction of violence.

Get Move Boys



Further information:
Get Move
www.stadtteilbuero-steilshoop.de

4. KEY FINDINGS AND POLICY RECOMMENDATIONS

After analysing the practice of place-making and place-keeping around Northern Europe and implementing innovative pilots in five partner cities, the transnational MP4 partnership has come to the following key findings and policy recommendations on the governance of place-keeping based on practical experience:

- Opportunities should be created to explore and develop innovative involvement of government, businesses and communities in the place-keeping of open space, while being responsive to the context of the project
- Giving a leading voice to local people and businesses through a process based on respect and dialogue can be critical to the success of regeneration and ongoing management and maintenance of open spaces, strengthening local ownership and responsibility
- Consideration should be given to the fact that citizen or community participation may put pressure on public organisations, raise public expectations and cause disappointment for some. Realistic possibilities and limitations of public participation need to be clear from the start
- Engagement in projects by potential stakeholders depends on the prospect of mutual benefits and trust in the lead organisation. Public sector agencies need to set out a clear and transparent position regarding the issues to be addressed in place-making and place-keeping of open space, and the possibilities and responsibilities. This includes defining the standard for which the public sector is responsible
- Consideration should be given to who may be engaged, how they may benefit and what they may contribute. Resident organisations, especially those with an already existing interest in open space, can help draw in other public funding and build a



Elephant Parade, Emmen

sense of long-term ownership through their involvement. Businesses can contribute if they clearly see the benefits, and the duration of their involvement may depend on their interests

- People tend to think that place-keeping is the responsibility of the public sector. Collaboration between the local authority and the community during place-making can create a sense of co-ownership that will help provide a good base for continuing place-keeping
- If long-term community engagement is sought, place-keeping activities need to be clearly defined and communicated to the relevant stakeholders. These can range from regular clean-ups and maintenance to the staging of events. It will depend on the scale and nature of the open space, with community involvement in place-keeping generally being more possible in smaller neighbourhood facilities
- Community engagement in place-keeping processes can help establish trust and working practices for continuing

involvement in place-keeping. The issues around place-keeping should, however, be raised and addressed as early as possible in the process. In addition, community involvement in long term place-keeping tends to fluctuate, and needs constant support from the public sector

- Uncertainty within the public sector (e.g. regarding budgets, responsibilities, decision-making, etc.) can be a barrier to wider engagement in place-keeping or can increase the length of the process. Public sector agencies must seek to establish the highest possible degree of certainty in any place-making or place-keeping process, though freedom to innovate is also critical
- There is great potential in adopting a 'whole place' approach to the management of our built and natural environment, where open space can complement other resources such as education, health, etc. This would require more complex governance arrangements, but can be more cost-effective and sustainable

POLICY DOCUMENT 2

PARTNERSHIPS

1.1 PLACE-KEEPING - AN ISSUE THAT MATTERS

Open spaces are highly relevant locally and citywide. They can range from the small pocket-park in a neighbourhood to a large park of citywide or even regional importance. They can be either grey (squares and streetspace) or green (parks), and can fulfil multiple functions for social life: cultural activities; biodiversity and ecosystems; and business environments.

They also have an economic value for both public and private sectors through individual and commercial spending power and the proven impact on surrounding property values. So the role of place-keeping (maintenance, care, joint responsibility and ownership in the broadest sense) within the long-term safeguarding of open spaces is not only important for cohesion within local communities but can create economic benefits as well.

Why must it be sustainable? Because in economically difficult times, place-keeping budgets are the first to suffer, despite their significant contributions to health, wellbeing and local economy. And while funding is available for construction and retrofitting, it is not available for maintenance or staffing; and while political credit exists for exciting new open spaces, it does not do so for their day-to-day management. Poor or non-existent place-keeping can lead to a waste of resources due to the cost of future regeneration when it is cheaper to systematically maintain.

1.2 WHY IS IT AN ISSUE FOR POLITICIANS?

For place-keeping to become an integral part of planning, design and economic improvement at the most fundamental level, the baton must be carried by the politician who has it in his/her power to ensure it is given the same level of importance within masterplanning and regeneration as place-making.

And place-making needs to be accorded the same gravity as other dimensions of well planned urban infrastructure. Economy and prestige, and health and happiness have their roots in, and benefit from, well designed open spaces sustainably cared for long term.

There is a political choice to be made: safeguard open space investments and their positive effects or condemn them, their surrounding communities and local businesses through underfinancing.

1.3 THE FIVE THEMES

MP4 analysed some of the many good place-making and sustainable place-keeping examples throughout Europe which bring together public and private stakeholders and create strong, longlasting partnerships.

This process identified five themes particularly pertinent to quality, sustainable place-making and place-keeping, namely: governance, partnerships, finance, policy, and evaluation. These are the catalysts for enduring open spaces and enriched neighbourhoods.

This document deals with Partnerships. Its four sister documents each discuss one of the following themes: governance, finance, policy and evaluation.



Get Move Boys



2 PARTNERSHIPS - KEY ISSUES

The term **partnerships in place-keeping** describes an association of partners that has developed an agreed shared responsibility for the long term management of a place. Partnerships may be informal, based on a mutual understanding of roles and responsibilities or formal, based on written agreement. In partnerships roles and responsibilities are delegated horizontally rather than the traditional 'top-down' governance, demonstrating the overlap with the MP4 theme governance.

Three main place-keeping models have been identified. In the **state-centred model** the local authority delivers place-keeping with minimal external input from others. Internal partnerships may develop within the organisation but this model can suffer from excessive bureaucracy and unwillingness to change. The **market-centred model**, such as public-private partnerships, involves a profit-driven organisation with a commercial interest in place-keeping, whereas the **user-centred model** involves user based, not-for-profit organisations such as charities and community groups which are primarily interested in the quality of the place for users. Networks and contacts that make use of local knowledge and enthusiasm are very important in this model.

Place-keeping is complex and a partnership approach is necessary to ensure an holistic approach, particularly where the ownership and management of spaces becomes divorced. The ability to apply a combination of state, market and user-centred models across an area can be instrumental in providing effective public space place-keeping. Involving the public, private and third sectors (voluntary, community) makes the most of a wide range of necessary skills, knowledge and resources.

Developing an efficient partnership for place-keeping is not without its problems. It implies a long-term commitment from partners and can be resource intensive. Involving many partners can make co-ordination difficult, particularly



Sheaf Valley Park

if there is no formal agreement in place. Private partners are still a threat for many people, so a dominant focus on public sector and third sector roles prevails. Sustaining trust is time consuming, requires resourcing and can be difficult as it is often reliant on the behaviour of individuals. Members may not be fully representative of open space users, and may have differing agendas, making achieving consensus difficult.

Partners may lack capacity (skills, motivation, resources, understanding) and need on-going support from the public or third sector. They may be concerned about taking on the liabilities that responsibility for place-keeping can bring. The perception that responsibility should lie with the local authority can lead to a lack of motivation and willingness to commit to long-term involvement after the initial 'place-making' phase.

Despite the difficulties a partnership approach to place-keeping can bring many benefits. Involving partners

from different sectors can enable complex problems to be solved and can give access to additional resources such as funding, skills knowledge, land or ideas. Agreeing a shared aim and responsibilities can improve relationships between stakeholders and help resolve conflicts. It may bring partners organisational or personal benefit or gain, such as public relations opportunities, commercial advantage, developing professional or social contacts whilst for others it may be fundamental to the organisation's ethos to work with others to deliver place-keeping.

3 EXPERIENCE FROM THE MP4 PARTNERSHIP

3.1 BUSINESS IMPROVEMENT DISTRICTS (BIDs), DE

Hamburg, Germany: public-private partnerships to improve business areas.

The Business Improvement Districts model (BIDs) is an example of a proprietor-led public-private partnership that has been running in Hamburg since the introduction of dedicated legislation in 2005. Private proprietors that want to jointly improve the area around their properties are able to make a formal application to the local administration to create a BID for a maximum five year period. Once approved, an obligatory fee can then be collected from all local proprietors in the affected area to contribute to place-keeping activities. These include improved street cleaning and waste collection, facility management of the open spaces, ranging from car park management to communication with stakeholders, and 'place-making' improvements to the area.

3.2 LÖVGÄRDET AND ERIKSBO, CITY OF GOTHENBURG, SE

Exploring management transferral in residential areas

The City of Gothenburg has developed a practice for transferring maintenance responsibilities based on voluntary agreements with third parties. In residential areas, where there is split responsibility between Housing Companies and the local authority for the management of publically accessible space there is often uncertainty about responsibilities and differing levels of maintenance, which can be an issue for residents. The purpose of transferring responsibilities is not financial, but rather increased efficiency and a higher level of maintenance (value to the public) through improved organisation of site management. In the two city districts of Lövgärdet and Eriksbo partnership working has included involving the local residents, alongside the Housing Companies, to develop proposals for improvements and on-going place-keeping to recreational areas within the residential areas.

3.3 THE FLEMISH LAND AGENCY, FLANDERS, BE

Bringing together private, public and people

The Flemish Land Agency (VLM) is responsible for the organisation and management of open space and shaping policy within the rural and peri-urban areas of Flanders. VLM has no mandate to manage land so to achieve its aims the organisation must work in partnership with others including government organisations, municipalities, landowners and farmers. Involving all sectors in partnerships helps to ensure the integration of place-making with place-keeping. VLM employs a range of negotiated formal agreements to ensure ongoing management to improve biodiversity and raise awareness of environmental issues. The 'land development' agreement focuses on cross-sector consultation to build an agreed long-term vision rather than focus immediately on built investment. The co-operation with many partners, although complex and requiring careful management, brings many opportunities, provides flexibility and adds richness to what VLM is able to achieve. The fact that this organisation is able to act independently of local interests can be advantageous in negotiations with landowners other local stakeholders.

HafenCity



Further information:
BIDs and NIDs
www.urban-improvement-districts.de

Lövgärdet



Further information:
Gothenburg
www.goteborg.se

Oostkampus



Further information:
VLM
www.vlm.be

4. KEY FINDINGS AND POLICY RECOMMENDATIONS



Allotments, Craigmillar

After analysing the practice of place-making and place-keeping around Northern Europe and implementing innovative pilots, the transnational MP4 partnership has come to the following key findings and policy recommendations on partnership in place-keeping based on practical experience;

- Delivering place-keeping through partnerships can bring many benefits, but it may not be the easiest option. Establishing and maintaining a strong, effective partnership with high capacity that is flexible and able to evolve to take advantage of opportunities is a complex process that requires long-term commitment
- Co-operation is an evolutionary process, especially if it's a new experience for the stakeholders. Not all countries or sectors have experience of working in this way and it takes time and effort to develop a shared vision, aims and goals. Stakeholders need to be involved as early as possible and treated as equals, and responsibilities need to be delegated to help create a sense of ownership and to build consensus. There is an important role for a trusted mediator or apolitical organisation which can form the link between government organisations and other stakeholders
- The roles and responsibilities of partners need to be clear and agreed and formal, written agreements can help to clarify these. Many informal partnerships do work well if time is given to develop trust and understanding between partners. However, if partners do not deliver on their commitments there may be no way to remedy the situation
- Partnerships need to be flexible, able to change over time as new opportunities arise, partner commitments or priorities change and the needs for the open space evolve. Continuity however is very important and this is a role that local governments can provide
- Community partners in particular can lack capacity to deliver effective place-keeping on their own and need ongoing support from local authorities or third sector partners to build this and to develop wider support networks
- The transfer of place-keeping responsibilities from local authorities to other partners raises concerns over liabilities and that the type and level of management of a space may change or deteriorate. In general there is a reluctance from community partners to take on this responsibility. For such transfers to be effective it is important to ensure that the size and type of space matches the partnership's capacity and is one for which they have a sense of ownership. Ongoing support should be made available
- Good communication between partners, within a partner's own organisation, and with the users of the open space is essential. Getting the right information in the right way to the right people requires careful thought and the use of a variety of media, including an up-to-date website to ensure that partnership activities are accessible and to promote engagement with a wide range of stakeholders
- When involving private sector partners, there is a need not only to build trust but to make clear what the perceived benefits for them may be.

POLICY DOCUMENT 3

FINANCE

1.1 PLACE-KEEPING - AN ISSUE THAT MATTERS

Open spaces are highly relevant locally and citywide. They can range from the small pocket-park in a neighbourhood to a large park of citywide or even regional importance. They can be either grey (squares and streetspace) or green (parks), and can fulfil multiple functions for social life: cultural activities; biodiversity and ecosystems; and business environments.

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Why must it be sustainable? Because in economically difficult times, place-keeping budgets are the first to suffer, despite their significant contributions to health, wellbeing and local economy. And while funding is available for construction and retrofitting, it is not available for maintenance or staffing; and while political credit exists for exciting new open spaces, it does not do so for their day-to-day management. Poor or non-existent place-keeping can lead to a waste of resources due to the cost of future regeneration when it is cheaper to systematically maintain.

1.2 WHY IS IT AN ISSUE FOR POLITICIANS?

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And place-making needs to be accorded the same gravity as other dimensions of well planned urban infrastructure. Economy and prestige, and health and happiness have their roots in, and benefit from, well designed open spaces sustainably cared for long term.

There is a political choice to be made: safeguard open space investments and their positive effects or condemn them, their surrounding communities and local businesses through underfinancing.

1.3 THE FIVE THEMES

MP4 analysed some of the many good place-making and sustainable place-keeping examples throughout Europe which bring together public and private stakeholders and create strong, longlasting partnerships.

This process identified five themes particularly pertinent to quality, sustainable place-making and place-keeping, namely: governance, partnerships, finance, policy, and evaluation. These are the catalysts for enduring open spaces and enriched neighbourhoods.

This document deals with Finance. Its four sister documents each discuss one of the following themes: governance, partnerships, policy and evaluation.



Sheaf Valley Park, Sheffield



2 FINANCE - KEY ISSUES

In the MP4 context finance refers to **capital and revenue funding of both place-making and place-keeping, budgeting issues and procedures, core financing for capital one-time investments and additional long-term funding from operational budgets for management costs.**

In practice **place-making investments are available from different sources** – commonly from public budgets but increasingly also from the third sector (e.g. charities) and the private sector (e.g. businesses). Examples of public-private investments in the open space are described below. In practice multiple funding is fairly common for the creation or redevelopment of open spaces – with all its impacts on project management and decision-making procedures becoming more complex and demanding. Regular public budgets are usually the basis for the place-keeping of open spaces, although these budgets are no longer sufficient. The result is that place-keeping is commonly reduced to basic cleaning and minimum maintenance only to fulfil mandatory safety regulations on public ground. The diverse qualities and potential impacts of open spaces are often neglected, and the deterioration of those spaces is obvious in many places around Europe.

It's also obvious that countries in the North Sea-Region have **different cultures regarding funding.** Countries from continental Europe still have a more state-centred approach and focus more on public funding (e.g. higher taxes or budget shifts), meanwhile the Anglo-Saxon countries focus more on the third sector (e.g. trust and charities) and private investments to co-finance or even replace public funds.

A key problem regarding sufficient funding for place-keeping is the fact that **budgets for long-term management are customarily not calculated at the beginning of a design process** as an integral part of it. As a consequence open spaces are quite regularly re-

designed or newly developed with unsettled perspectives regarding their maintenance and insufficient budgets. Another problem is that Local Authorities have restricted possibilities to lever additional funding for place-keeping apart from other public sources, e.g. from national or European funding schemes that usually focus on capital investments. The situation is quite often even worse when new place-making increases the costs of place-keeping due to different materials, plants or additional spaces – although high quality design could also reduce costs for maintenance, if it's well planned in partnership with all relevant stakeholders from the beginning.

On local and regional level **competition between open spaces can be found quite often in practice.** High-profile developments in prominent locations gain more political support and attendance than standard open spaces in average neighbourhoods. If all these spaces have to compete for funding from the same limited budgets, the very prominent spaces are more likely to receive the money due to higher political interest and broader public awareness.

A multiple funding strategy for open spaces can lead to a multiple stakeholder strategy in the implementation and on-going place-keeping. This might complicate the decision-making process due to intensified needs for co-operation and communication and might affect the democratic accountability of decisions, but a mix of sources could enhance the responsibilities of the several stakeholders for place-keeping ('You take care of what you pay for' = sense of ownership). It is worth the effort to choose the integrative way of planning and this will probably be the most effective strategy for place-keeping in the long run.

3. EXPERIENCE FROM THE MP4 PARTNERSHIP

3.1 BUSINESS IMPROVEMENT DISTRICTS (BIDs), DE

Hamburg, Germany: private proprietors taking financial responsibility

The legislative model of BIDs allows joint proprietor investments in additional place-making and place-keeping activities on public ground 'on top' of public services – with a spatial focus on commercial districts and city centres. In Hamburg proprietors have already invested 26 million Euros since 2005, of which 45% for place-making and 20% for place-keeping.

The compulsory BID levy avoids free-riders ('No benefit without payment') and helps to convince proprietors to become active in the area-based initiative.

To date, a prerequisite legislation for the creation of BIDs is in effect only in the UK, parts of Germany and as a model in the Netherlands. In Hamburg the BID model was transferred to residential areas as Neighbourhood Improvement Districts for the first time in Europe. This could open new opportunities for the physical development of housing estates and similar neighbourhoods.

Dancing Towers, St Pauli, Hamburg



Further information:
BIDs and NIDs
www.urban-improvement-districts.de

The following projects from the MP4 context demonstrate new approaches in the funding of place-keeping activities across Northern Europe.

3.2 EMMEN REVISITED EMMEN, NL

Local businesses making a difference.

Emmen Revisited (ER), a joint-venture organisation between Emmen Municipality and the Housing Corporations operating within the municipality since 1998, aims to improve the social and living environment in urban districts and villages.

The ER regeneration project in the village Barger Compascuum involved local shopkeepers in the redevelopment of the village centre. Business people had influence on the new design and invested private money in the place-making, e.g. for lighting, plants and seats in the open space. Now implementation is complete, they also now actively support the ongoing place-keeping together with residents and the Municipality.

Barger Compascuum Village Centre



Further information:
Emmen Revisited
www.emmenrevisited.nl

3.3 CITY OF GOTHENBURG, SE

Calculation of cost implications

As an integral part of planning procedures, the Municipal Park and Landscape Administration from Gothenburg City Council is calculating not only investments for place-making but also cost implications for place-keeping from every proposed project and plan. The estimated budget for management is calculated at the end of each year and (usually) approved the year after. As a result the responsible administration is receiving additional money for new open spaces to cover the raised costs. This is a result of senior officials and the politicians in the Park and Landscape committee arguing their case in order to convince other politicians of the long-term cost implications from new or additional open spaces.

Lövgärdet



Further information:
Gothenburg
www.goteborg.se

3.4 GREEN ESTATE SHEFFIELD, UK

Social enterprise doing business

Green Estate Ltd from Sheffield is a social enterprise with a commercial arm. It is an unconventional land management company operating across a spectrum of neighbourhood renewal and landscape management on mixed tenure housing estates. The social arm focuses on the place-keeping of existing parks and open spaces and engages in 'place-making' when parks/green spaces are being developed. To reduce the former reliance on grant funding, Green Estate has a number of enterprises to generate income, including landscape management, grounds maintenance, green waste recycling and composting, green roof installation and the Sheffield Manor Lodge Heritage Site. Green Estate has a highly skilled team of staff which includes landscape architects, landscape managers, qualified arboriculturalists and Royal Horticultural Society-qualified staff. Funding comes from a mixture of public projects and commercial projects, allowing Green Estate to move from 100% grant funded in 2004 to 100% self-sustaining today.

Manor Lodge, Sheffield
Copyright www.ecoscape.org.uk



Further information:
Green Estate
www.greenestate.org.uk

4. KEY FINDINGS AND POLICY RECOMMENDATIONS

After analysing the practice of place-making and place-keeping around Northern Europe and implementing innovative open space pilots in five partner cities the transnational MP4 partnership comes to the following key findings and policy recommendations on place-keeping finance based on practical experience:

- The direct and indirect economic values and benefits of open spaces need political acknowledgement and public awareness – as the other values of open spaces
- To safeguard investments in open spaces a guaranteed funding of long-term management is essential – otherwise the capital investment will be in vain sooner or later
- Place-keeping levels should be defined by the responsible public authorities (from standard to advanced) with respective cost-implications to give a transparent and comprehensible overview of the reality in practice for all stakeholders involved
- A careful cost-benefit analysis should be carried out at the beginning of a place-making process to calculate the running costs of the new design and the potential economic, social and environmental benefits of the new open space if it's well-kept. Although the multiple benefits of open spaces are difficult to be measured they should be recognised and valued at least
- Ways in which place-making can reduce place-keeping efforts and costs should be identified without compromising the quality and benefits that a high quality design can bring. Quality design doesn't have to lead to increasing running costs in general
- Generated income from open spaces (e.g. from commercial uses or cultural events) should be spent on these spaces again, e.g. in form of a dedicated



Botanical Gardens, Edinburgh



Vardens Park, Copenhagen



Barger Compascuum

revolving budget for citywide open spaces in general or for a specific space

- Private investments for additional activities 'on top' of public activities and services should be supported with political decisions and prerequisite legislation where necessary, as is the

BID legislation in Germany, Netherlands and UK to support private initiatives

- Mix-funding from different public sources needs consistent and simplified regulations for spending to support its use and to allow public administrations to be creative and flexible

POLICY DOCUMENT 4



POLICY

1.1 PLACE-KEEPING - AN ISSUE THAT MATTERS

Open spaces are highly relevant locally and citywide. They can range from the small pocket-park in a neighbourhood to a large park of citywide or even regional importance. They can be either grey (squares and streetspace) or green (parks), and can fulfil multiple functions for social life: cultural activities; biodiversity and ecosystems; and business environments.

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This document deals with Policy. Its four sister documents each discuss one of the following themes: governance, partnerships, finance and evaluation.



Lövgärdet

2 POLICY - KEY ISSUES



Firth Park, Sheffield

Sound policies for place-keeping comprise a **set of decisions** concerning place-keeping **goals and the means of achieving them** within a situation, where these decisions should, in principle, be **realistic to implement**.

The demands for sound place-keeping policies are born out of the necessity to maintain the long-term value of capital investments and create vital and healthy open places. Sound place-keeping policy outputs and outcomes contribute to attractive, competitive, and sustainable communities.

Place-keeping policies can range from international to local level, or even be specific to an organisation. **The content of place-keeping policies varies according to the needs and possibilities in a specific situation.** Examples include agreements with a citizen or associations regarding maintaining public owned space in a neighbourhood; setup of permanent or ad hoc local committees that support decision-making and formulation of goals; involvement of volunteers; adoption of sustainable development as a mode of working; new principles for engagement and partnerships; on

strategies and for agreements on future developments; or law-backed arrangements that formally transfer rights to initiate improvements in public space from city authorities to the private sector. Policies are often formalised and embedded in written documents, but may also be more loosely structured as in norms and routines. A place-keeping policy can also be assembled by drawing on other EU, national, city-level or local strategies and policies in support of particular place-keeping goals.

It is not difficult to draft innovative policy goals and content. The key issues concern decision-making and how the means for implementation are facilitated in a realistic way within a particular situation. Traditional authority-led policies and/or place-making without consideration for place-keeping has proved less effective than place-keeping based on working partnerships with local residents and stakeholders. New cross-cutting policy content must be formulated and implemented through new integrative policy processes, that balances top-down and bottom-up approaches in a context sensitive manner.

Sound decision-making for place-keeping policies involves new forms of governance, including engagement, involvement and partnerships with actors and stakeholders across traditional public and private boundaries. A key challenge is to induce the necessary political, economic and cultural support and change that can integrate concerns for place-keeping as a vital part of place-making and urban planning in general.

In practice place-keeping policies are agreed upon and implemented through processes that involve various arrangements of financial and economic incentives; involvement, negotiations and agreements; partnerships, networks and collaborations; and valuation and evaluation. Good and realistic policies are based on a broad stakeholder support, legitimised by involvement in decision-making processes, and specify the tools and methods that can secure the long term perspective of good place-keeping practices.

3 EXPERIENCE FROM THE MP4 PARTNERSHIP

The following projects from the MP4 context provide examples of various place-keeping policies and demonstrate how place-keeping policies can be implemented successfully within particular contexts.

3.1 LÖVGÄRDET AND ERIKSBO, CITY OF GOTHENBURG, SE

Positive outcomes through strong policies

The city of Gothenburg, Sweden, has strong, flexible and consistent city-wide policies for managing and developing its parks and open spaces. Major parts of the policy setup for place-keeping is the strategic park and open space programme, flexible maintenance operations, and a public partnership programme for addressing cross-cutting place-keeping issues. A sound place-keeping policy is emerging at the nexus between the various parts. The setup has ensured that parks and open spaces are coherently managed and developed throughout Gothenburg and in accordance with the needs of the citizens in 20 city districts. Lövgärdet is a social housing area at the urban fringe where municipally owned open spaces have been regenerated in line with the city-wide policies and with investment money from the MP4 project. As a result, the open spaces in Lövgärdet offer a broad variety of recreational experiences of high value that are managed by both housing companies and the City of Gothenburg.

Eriksbo



Further information:
Gothenburg
www.goteborg.se

3.2 GREEN ESTATE, SHEFFIELD, UK

Delivering national aims at a local level

The Green Estate is a social enterprise and a landscape consultancy company operating in the Sheffield area, UK which concentrates its efforts on transformation and management of open spaces. The company was initially set up as a part of a larger regeneration programme and as such forms an example of how an organisation has emerged from the delivery of a national policy. However, the company has a mission of its own and employs a set of policies to drive a place-keeping agenda forward. The policies are established by embedding proven best practices in its operations. This includes adoption of city-wide plans within Sheffield City Council, biodiversity action plans, procurement and buying policies, and formal and informal community engagement amongst others. The company is an example of how national, city-wide, local, and organisational policies are implemented and translated into practice.

Manor Lodge, Sheffield
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Further information:
Green Estate
www.greenestate.org.uk

3.3 EMMEN REVISITED, EMMEN, NL

Resident-friendly policy

The city of Emmen, in the Netherlands, has together with a range of housing corporations set up a joint venture – Emmen Revisited – that aims to improve the social and living environment in urban districts within the municipality of Emmen. Emmen Revisited seeks to establish collaboration among the municipality's many departments, housing corporations, and local resident groups and acts as a facilitator in regeneration programmes. The collaboration with residents is organised at various levels of engagement where platforms for dialogue and decision-making are established. The policy approach of Emmen Revisited is characterised as facilitating, democratic and non-hierarchical. In addition, the Municipality of Emmen has adopted a supportive policy whereby the public land is to become the joint responsibility of the local authority and the citizens.

Barger Compasuum



Further information:
Emmen Revisited
www.emmenrevisited.nl

4. KEY FINDINGS AND POLICY RECOMMENDATIONS

After analysing the practice of place-making and place-keeping around Northern Europe and implementing innovative pilots in five partner cities the transnational MP4 partnership comes to the following key finding and policy recommendations on place-keeping policies based on practical experience:

- The effects of poor place-keeping should be considered; place-making should not take place without the setup of a sound place-keeping policy
- No coherent formal agenda or policy framework backed by laws or regulations for place-keeping is in place today in the NSR. However, at the formal level, partial approaches exist, such as the Business Improvement District (BID) Laws in Germany that have been implemented at lower administrative levels (federal level)
- Today, place-keeping policies are often an assembly of other EU, national, city and local policies that are transformed into practice for specific parks and open spaces. Current policies are not supporting place-keeping enough. This needs to be changed to make place-keeping an integral part of place-making
- Place-keeping involves cross-cutting issues that need to be addressed by inclusive decision-making and the setup of decentralised governance structures
- Traditional authority-led place-keeping policies are likely to be ineffective due to lack of appropriate arrangements for engagement, partnerships, finance, or evaluation. These are critical factors for setting up successful policies that go beyond traditional public and private boundaries
- New cross-cutting policy content must be formulated and implemented through ongoing policy processes that require intra- and inter-agency collaboration. Place-keeping policies should enable bottom up processes in place-making and place-keeping. This would secure crucial local engagement and the inclusion of valuable information in the place-keeping process. It is highly recommended that policymakers in the EU at all levels develop and implement coherent place-keeping policies in support of sound long term management of public and private open spaces

Emmen



POLICY DOCUMENT 5

EVALUATION

1.1 PLACE-KEEPING - AN ISSUE THAT MATTERS

Open spaces are highly relevant locally and citywide. They can range from the small pocket-park in a neighbourhood to a large park of citywide or even regional importance. They can be either grey (squares and streetspace) or green (parks), and can fulfil multiple functions for social life: cultural activities; biodiversity and ecosystems; and business environments.

They also have an economic value for both public and private sectors through individual and commercial spending power and the proven impact on surrounding property values. So the role of place-keeping (maintenance, care, joint responsibility and ownership in the broadest sense) within the long-term safeguarding of open spaces is not only important for cohesion within local communities but can create economic benefits as well.

Why must it be sustainable? Because in economically difficult times, place-keeping budgets are the first to suffer, despite their significant contributions to health, wellbeing and local economy. And while funding is available for construction and retrofitting, it is not available for maintenance or staffing; and while political credit exists for exciting new open spaces, it does not do so for their day-to-day management. Poor or non-existent place-keeping can lead to a waste of resources due to the cost of future regeneration when it is cheaper to systematically maintain.

1.2 WHY IS IT AN ISSUE FOR POLITICIANS?

For place-keeping to become an integral part of planning, design and economic improvement at the most fundamental level, the baton must be carried by the politician who has it in his/her power to ensure it is given the same level of importance within masterplanning and regeneration as place-making.

And place-making needs to be accorded the same gravity as other dimensions of well planned urban infrastructure. Economy and prestige, and health and happiness have their roots in, and benefit from, well designed open spaces sustainably cared for long term.

There is a political choice to be made: safeguard open space investments and their positive effects or condemn them, their surrounding communities and local businesses through underfinancing.



Oostkampus Park

1.3 THE FIVE THEMES

MP4 analysed some of the many good place-making and sustainable place-keeping examples throughout Europe which bring together public and private stakeholders and create strong, longlasting partnerships.

This process identified five themes particularly pertinent to quality, sustainable place-making and place-keeping, namely: governance, partnerships, finance, policy, and evaluation. These are the catalysts for enduring open spaces and enriched neighbourhoods.

This document deals with Evaluation. Its four sister documents each discuss one of the following themes: governance, partnerships, finance and policy.



2 EVALUATION - KEY ISSUES

Evaluation is an assessment based on the systematic collection and analysis of data, whether quantitative or qualitative, in order to aid decision-making. **Evaluation is not undertaken as an academic exercise for its own purpose but is a tool to improve processes and results, and in effect to improve public spending or save public money.** The prerequisites for evaluation and monitoring include an evaluation strategy, methodology, instruments, and resources.

In the context of MP4, evaluation of place-keeping refers to both the monitoring of the process and retrospective evaluation of the results on the ground. Monitoring the process of place-keeping involves investigating issues such as: how are place-keeping activities developed? Who makes important decisions? Is it clear who has what role and responsibility for? Are decision-makers accountable? Are all potential participants involved? The evaluation of the results of place-keeping, in turn, involves investigating whether the place is well-maintained and well-used.

In practice, people often evaluate open spaces and their maintenance intuitively, with this evaluation potentially influencing business location decisions, property prices and the overall image of a place, for



Vardens Park, Copenhagen

example in the media. **This can have social and economic consequences for an area, and may have political significance.**

Appropriate measurement of place-keeping, however, is difficult. Many indicators measure the quality of open space, but not the place-keeping itself. They also often only measure the results of place-keeping rather than the process. And there is the question of how one measures the less tangible aspects of place-keeping such as local sense of identity and wellbeing. Bearing this in mind, it needs to be said that a number of indicators are widely used in measuring the quality of

open and green spaces, and can be used in the measurement of place-keeping (as process and as product). These include: awards (e.g. the Green Flag Award in the UK); competitions; user satisfaction surveys; surveys of public space use; community involvement; evaluation of procurement and contracting; value for money; cost-benefit analysis; staff retention and skills development; and sustainability indicators.

Evaluation can be based on objective or subjective measurements. Objective measurements tend to be easier to determine, but may be limited in the information they provide, particularly in relation to the less tangible aspects of place-keeping. The use of subjective measurements raises the issue of whose views should be considered. A key decision is whether to rely on expert views or user views, or a combination of both.

Last but not least, evaluation can be ongoing or a one-off measurement. In addition, the latter can be done during the process or after it has been completed (ex-post). Ex-post evaluation is possible, and has its value, for place-making activities. But place-keeping, by its very nature, is an ongoing activity, so while evaluation of place-keeping will usually be done during the process, there is greater scope for it to be an ongoing activity too.



HafenCity Hamburg

3 EXPERIENCE FROM THE MP4 PARTNERSHIP

The following projects from the MP4 context demonstrate new approaches in the evaluation of place-keeping activities across Northern Europe.

3.1 LÖVGÄRDET AND ERIKSBO, CITY OF GOTHENBURG, SE

Sociotop mapping; innovations in social mapping

Lövgärdet and Eriksbo are two housing estates from the 1960s and 1970s with under-used adjacent nature areas (lake and green spaces). They are mostly occupied by a deprived community and the physical environment needs to be renewed. The MP4 pilot project aimed to do so in a sustainable manner, encouraging socio-economic growth and long-term improvements to increase the attractiveness of open space. New evaluation tools were used in the planning of the areas, including the Gothenburg Sociotope map as background information which was used in the overall analysis of the park's situation within the city. The methods used show user preferences in the areas as well as qualities and weaknesses in the green structure. The information is used to choose the most profitable places for investments. It also presents ideas about how to direct the development of these places.

3.2 FRIENDS OF FIRTH PARK SHEFFIELD, UK

Mapping community capacity

The Friends of Firth Park is a voluntary residents' organisation with an interest in the local park. The group has worked in collaboration with Sheffield City Council for many years, and has been fully involved in the decision-making around the redevelopment of a derelict pond in the park to provide a multipurpose area. In order to evaluate the degree to which community organisations such as the Friends of Firth Park can continue to be involved in times of economic and political flux, and to aid evolution of roles and responsibilities, MP4 developed a suite of community capacity mapping methodologies. Six factors of capacity were identified which affect the community partner's ability to contribute to place-keeping. These are:

- capital
- commitment
- skills base
- motivation
- communication and
- political influence.

Through a focussed investigation carried out in partnership with the Friends, Sheffield City Council and other stakeholders, the associated importance of network connections was also revealed. Recommendations generated by this work are now being utilised by Friends groups to guide and sustain their future development, and by council partners to understand how best to target resources to support this.

3.3 EMMEN REVISITED EMMEN, NL

Village-wide evaluation

Emmen Revisited (ER), a joint-venture organisation between Emmen Municipality and the Housing Corporations operating within the municipality since 1998, aims to improve the social and living environment in urban districts and villages. In the small village of Barger Compascuum, ER worked with local community in a structured approach to establishing community representative bodies which were involved in decisions around the design of the redeveloped village centre pedestrian-friendly shared space. The success in the place-making stage has led on to continuing collaboration between the community representative body and ER in establishing joint place-keeping. Evaluation of place-making was carried out jointly by specialists and residents at several points during the process. Evaluation will take place again with the same group, after the project site has been used for several months. In the meetings between the community representative body and ER the process to establish appropriate place-keeping arrangements is continuously monitored and evaluated through discussion.

Emmen Revisited



Lövgärdet

Further information:
Gothenburg
www.goteborg.se

Further information:
Friends of Firth Park
www.sheffield.gov.uk



Further information:
Emmen Revisited
www.emmenrevisited.nl

4. KEY FINDINGS AND POLICY RECOMMENDATIONS

After analysing the practice of place-making and place-keeping around Northern Europe and implementing innovative pilots in five partner cities, the transnational MP4 partnership has come to the following key findings and policy recommendations on the evaluation of place-keeping based on practical experience:

- Monitoring and evaluation can be an expensive activity, often taking lower priority in relation to actual capital investments and other budget items. However, its importance in decision-making and the scope for reducing future costs as a result from lessons arising from evaluation needs to be acknowledged, and evaluation needs to be budgeted for at the beginning
- In place-keeping of open spaces evaluation can be used to: promote the space to users; assist internal determination of priorities for action; and ensure value for money. In addition to generating useful information for decision-making, evaluation of place-keeping can also engender community commitment if it is carried out jointly with local residents on a regular basis
- The approaches used should depend on what the evaluation is for. It is usually fundamental to have a baseline, and a monitoring and evaluation plan, both of which should be considered from the beginning. They should identify what is going to be monitored and evaluated. Only relevant indicators should be employed in order to optimize efforts and investments. Indicators need to be integrated if a meaningful picture is to be achieved
- Robust indicators are needed to convince people that long-term investment is worthwhile
- Evaluating economic, health and wellbeing benefits of place-keeping is important but difficult. A distinction needs to be made between direct and indirect benefits and impacts



Veenpark, Barger Compascuum

- Involving users such as voluntary residents' associations can provide on-the-ground monitoring of open spaces for a limited cost and can help tap into relevant personal and cultural beliefs. Extra attention and support is needed to ensure the qualitative level and consistency between the various monitoring programmes
- Qualitative evaluation can often be less highly regarded by public authorities, but using people's stories (e.g. video interviews) to demonstrate social capital generated by the space can be a powerful tool in proving to authorities that the project has produced real benefits
- While baselines are important to measure against, they are not always directly applicable, e.g. in cases where the transformation of the space and of its users is substantial, or where the population may be transient
- If frequent or ongoing evaluation involving residents is set up, appropriate mechanisms or intervals need to be found to ensure that too much detailed input does not conflict with project development and delivery
- The process should be evaluated as well as the end results, in order to identify how to improve the process in future
- Stakeholders may see evaluation as potentially threatening, and this needs to be considered when designing the monitoring and evaluation process in order to avoid it interfering with the building of trust

CONCLUSIONS

Funded by the Interreg IVb North Sea Region Programme, MP4 stands for Making Places Profitable, Private and Public Spaces. MP4 followed on from the project Creating a Setting for Investment (CSI), also funded by the Interreg IVb North Sea Region Programme and led by South Yorkshire Forest Partnership. Whereas CSI concentrated on the link between landscape quality and economic investment decisions, and the relationships between environmental quality and land values, MP4 focussed on the next logical step of ensuring the continuation of those long-term economic benefits through promoting the importance of place-keeping. Derived from the term 'place-making' - a term widely used by architects, town planners and urban designers to describe the process of creating attractive squares, parks, streets, and waterfronts - MP4 remoulded the phrase into 'place-keeping', meaning sustainable long-term stewardship of local open spaces. This is an aspect of regeneration often overlooked or ignored by decision makers and funding streams, frequently resulting in wasted investment.

MP4 addressed the key challenge facing communities throughout the North Sea Region (NSR) to offer a high quality of life, in order to attract skilled employees in the global knowledge economy. This is a concern shared by areas in economic decline and in post-industrial communities, where the threat of market-failure is most acutely felt - even more so now than ever. Key EU policies supporting the Lisbon/Gothenburg process confirm the importance of providing attractive investment locations. Transnational challenges presented in demographic change, patterns of migration caused by urban expansion and meeting the needs of migrant population are all factors that influence the way in which public space is planned and managed. These are core themes for Europe - and the evidence is that the challenge to build more sustainable communities needs to remain central in future programmes in order to help secure territorial cohesion.

As well as providing the right mix of physical development (place-making), delivering sustainable communities demands a long-term commitment to maintain high-quality places and to manage the right balance of legitimate activities. The EU Structural and Cohesion Funds programmes have made great progress with the 'building' regeneration agenda, and many Interreg projects have achieved considerable success in this respect by embedding innovations into improved policies and strategies. Less satisfactory progress, however, is being made to sustain those long-term benefits of regeneration.

Good practice in open space maintenance by public and private partnerships remains rare. MP4 has worked towards highlighting the importance of place-keeping, and its delivery in partnership. Future cohesion programmes could help to address this by building in long-term management requirements into the funding application forms for such schemes as ERDF and ESF. A clear plan for place-keeping should then become a pre-requisite for support by the EU, as well as national, regional and local funding bodies.

Thus MP4 combined efforts to solve the problem that too much emphasis is being placed on 'creation' rather than long-term upkeep. This is a concern felt transnationally, at every level and across all sectors. In practice, open space managers increasingly recognise the danger of cities constantly revisiting and 'improving' previous projects, which is neither environmentally or economically sustainable.

This problem is compounded by the fact that many local authorities and public agencies face a constant struggle to obtain sufficient resources for maintenance, with budgets being directed towards high profile and new designs instead. A key challenge is to make the most efficient use of the available resources, through co-operation between different sectors towards shared goals.

MP4 has worked towards providing solutions at a transnational level to deliver the impacts of investment across national borders, allowing lessons learnt in one member state to be applied throughout the NSR. The challenge is of such a magnitude that it required the critical mass of action that only transnational co-operation such as that within MP4 can deliver. The partners in Making Places Profitable worked hard together to find strategies to upgrade public and private open spaces AND to provide for their long-term maintenance.

Thus, MP4 aimed to demonstrate how delivering and caring for open space improvements in partnership with local people and businesses offers positive socio-economic benefits, and how those benefits can be sustainably maintained in the long run. Now more than ever, this issue is increasingly pertinent as maintenance of open space falls prey to swingeing budget cuts and austerity measures.

MP4 has successfully promoted innovative partnership approaches involving private enterprises, communities and government, illustrating and disseminating best practice in place-keeping transnationally through its demonstration sites across the NSR. Through co-operation across borders, the project has demonstrated how socio-economic growth can be both stimulated and maintained. MP4 has shown that the most sustainable and successful projects are those where place-keeping was considered at the masterplanning stage, in advance of design and implementation of projects.

Be one of the innovative, forward thinking towns and cities that sees and understands the importance of place-keeping, prepared to make it a part of its strategic approach. Read MP4's final report, and please sign up to the Charter!

PLACE-KEEPING CHARTER

We are committed through the Charter to promoting and developing place-keeping, where we understand place-keeping to be defined as:

“The long-term management of places, which ensures that social, environmental and economic quality and benefits that a place brings, can be enjoyed now and by future generations.”

By adopting the Charter we seek to work with our place-keeping partners to retain and enhance high-quality, sustainable places, which are valued by users who want to visit them again and again.

This means we will:

Promote partnership working to facilitate place-keeping by:

- Involving all sectors (public, private, community and third sector) to make best use of our individual capacities and skills
- Welcoming private partners as valued contributors to the development of place-keeping
- Developing local and area-based approaches ensuring both local knowledge and commitment are visible and valued
- Involving partners from the start of place-keeping decision making processes
- Agreeing realistic goals and time scales with partners to avoid raising unrealistic expectations
- Ensuring place-keeping has a voice and advocate at a strategic political level

Encourage the long-term use of spaces as a part of place-keeping by:

- Supporting and encouraging community ownership of spaces through place-based events and activities
- Promoting local spaces to our schools, health centres, community groups and other organisations whose activities and programmes could benefit from greater use of open spaces

- Developing patterns of annual and long-term open space community use, through activities such as workshops, festivals, gatherings, celebrations, meetings, presentations, exercise programmes and play groups etc
- Sharing place-keeping best practice and outcomes with other groups, cities, regions, nationally and internationally
- Understanding that each space and community is different and valuing the diversity in use of space - thereby giving our communities a greater sense of belonging and spaces a lasting local identity

Increase awareness of place-keeping by:

- Linking together with those working in different sectors (health, education, environment, social care, policing etc.) to identify and achieve our compatible aims, share skills and agree areas of mutually beneficial support
- Actively promoting our place-keeping activities and sharing skills with one another in an open and transparent manner
- Raising community awareness of place-keeping at a local scale and how we as individuals and community groups may become involved

- Simplifying communication channels, agreeing contact points and persons for place-keeping within our own organisations
- Putting pressure on funding bodies to provide grants for revenue funding (place-keeping) not just capital (place-making)

Encourage development of innovative place-keeping practice by:

- Recognising the added value that different groups bring to management and maintenance of our open spaces and being flexible in our approach
- Taking a long-term, responsive and locally appropriate approach to design, management and maintenance as community ownership and use of spaces develops
- Providing expert, professional facilitation to ensure all stakeholder groups (regardless of sector) are properly supported to develop and sustain place-keeping skills
- Ensuring the design and materials used enable facilitate sustainable management and maintenance through focus on using local materials, knowledge and skills
- Considering place-keeping before place-making when producing master-plans (master-keeping) to enhance the likelihood of sustainable long term care

MP4 - NEXT STEPS

The work of MP4 will not stop at the Final Conference and the culmination of the project. As with all good research, MP4 raised as many questions as it did answers. Across the North Sea Region (NSR) vacant and derelict sites pose an increasingly urgent threat to territorial cohesion and economic competitiveness. This deters investment in declining areas, threatening parity and undermining economic equity between NSR regions. Reasons may include: market failure; inflexible planning policies; shrinking populations; or the vested interests of speculative investors who sit on land-banks of empty sites until land values rise. With recent economic developments, this issue is unlikely to disappear or resolve itself any time soon. Policy responses to vacant sites remain piecemeal and unco-ordinated, and no structure exists to enable innovative solutions to be shared transnationally. The result is unattractive, high-profile and wasted sites that deter investment and undermine NSR regions.

Thus the main aim of our new NSR project, Stimulating Enterprising Environments for Development and

Sustainability (SEEDS) is to promote the reuse of vacant sites, by working transnationally to implement innovative spatial planning policy instruments, and by stimulating regeneration and sustainability across NSR to create thriving locations in which to live, work and invest.

SEEDS is looking to exert a far-reaching and durable legacy by delivering improved and co-ordinated planning policy. It will deliver shared strategies covering key substantive issues in land-use, as well as addressing cross-cutting concerns, ensuring and proving transferability of its solutions. SEEDS will also deliver an exciting, advanced and transnational form of cooperative innovation. Abandoned land's serious negative impacts on growth and cohesion across NSR will be tackled by cultivating innovative frameworks and instruments, and dispersing them like seeds across the North Sea to stimulate more rapid progress.

The project will help fulfil ambitions for sustainable jobs and growth by restructuring services and amenities that will be delivered in partnership

with SMEs and social enterprise. The long-term legacy will be a pan-NSR Spatial Planning Forum which will lobby for new co-ordinated spatial planning policies that have been adapted and proven through a broad range of demonstration pilot sites across the NSR. This will underpin an important SEEDS result; a new Charter for Reuse & Regeneration, with a strong mandate from stakeholders to effect coordination across Member States. Beyond the project's life, the forum will continue to lobby for policy development, new frameworks and fiscal instruments. Another important result involves skills development opportunities for citizens, provided through transnationally designed workshops and training. This will provide citizens with the tools to use vacant land, reducing their own worklessness and dependency, and delivering the economic impulse needed in deprived areas.

If you would like to be updated on SEEDS' progress, or become involved, please contact Sara Parratt-Halbert at sara.parratt-halbert@syforest.co.uk or team@syforest.co.uk.

Manor Park

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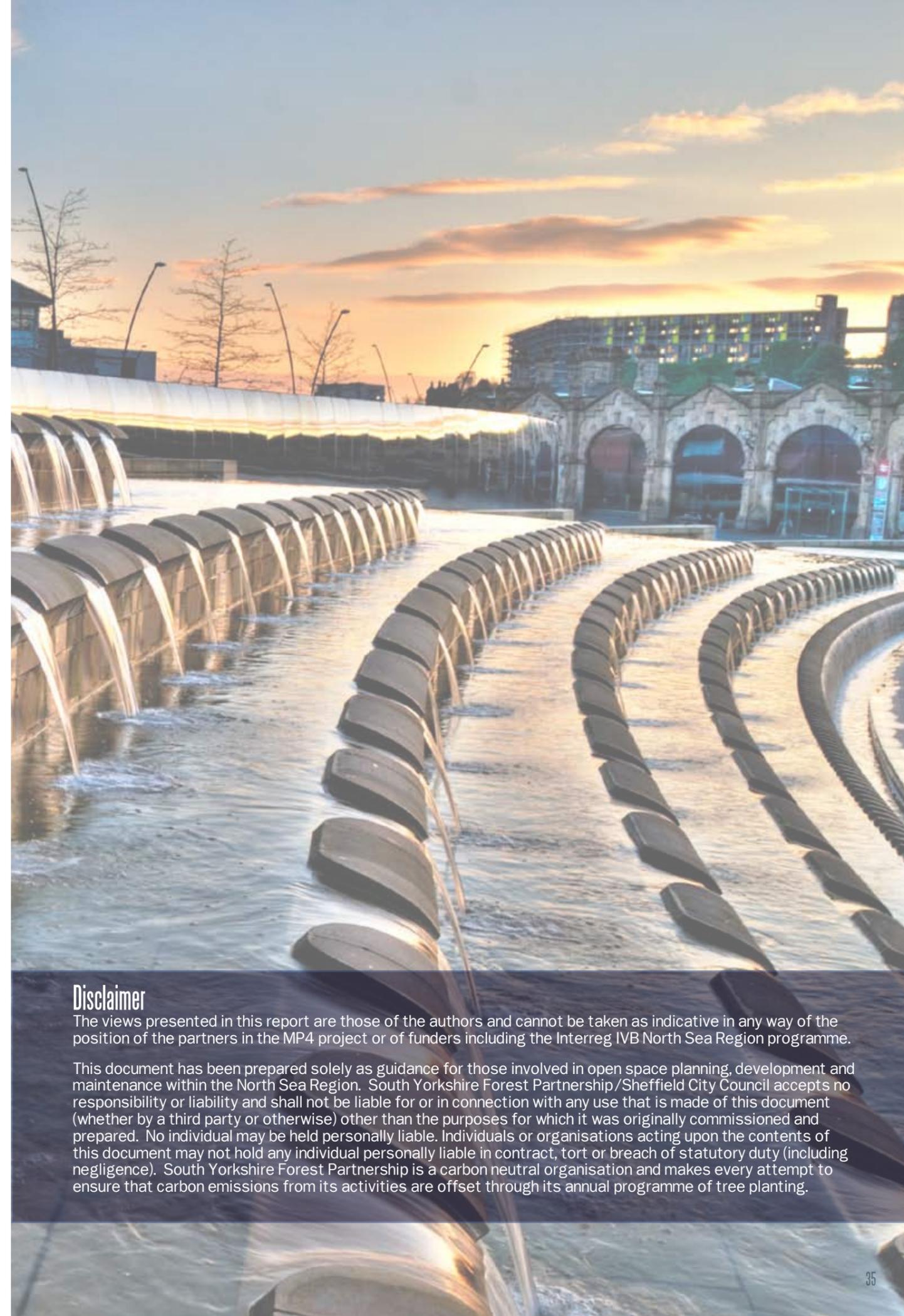


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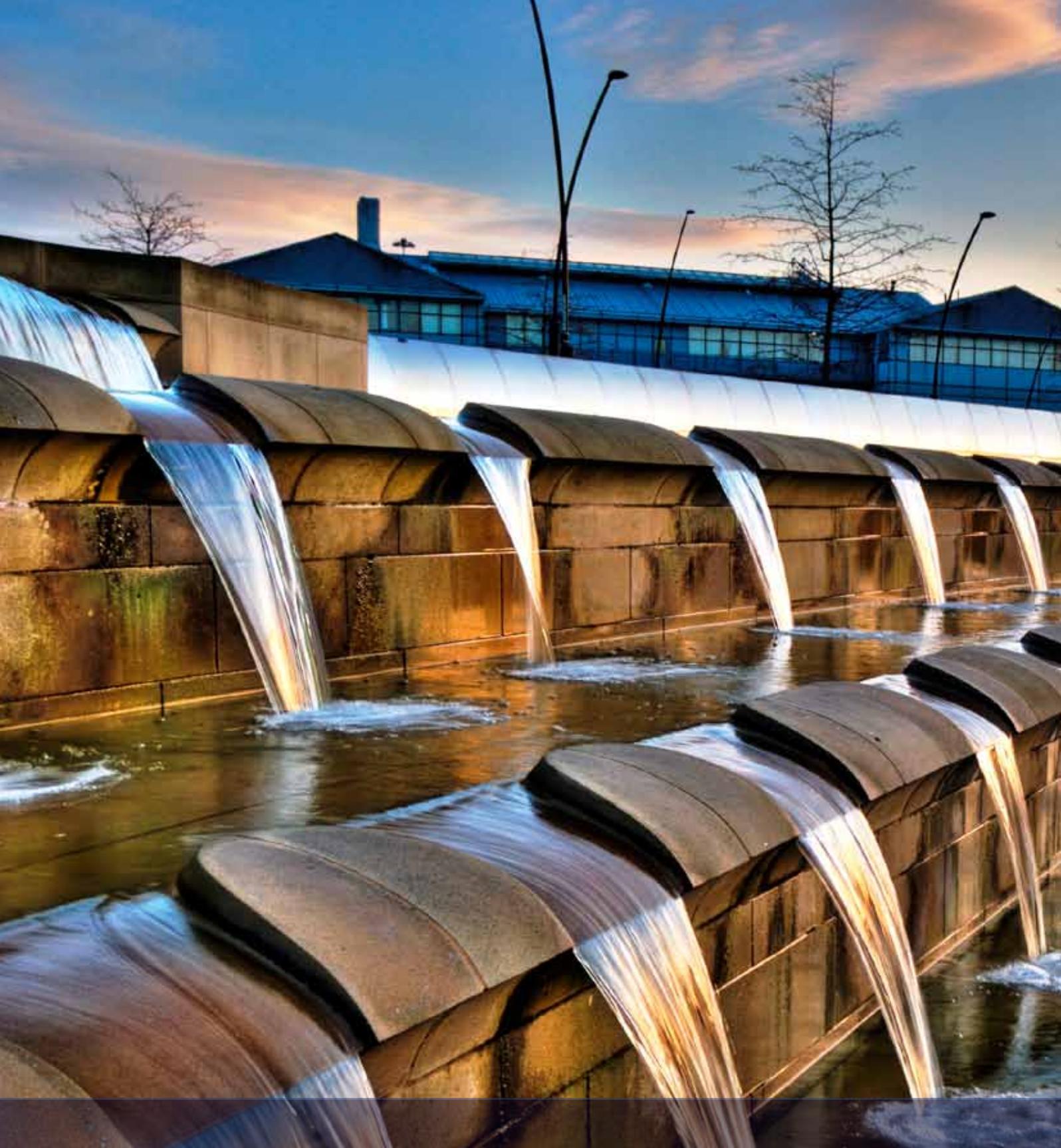
For more information on what we do, please visit: www.mp4-interreg.eu



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