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RETHINKING PARKS

EXPLORING NEW BUSINESS MODELS
FOR PARKS IN THE 21ST CENTURY

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November 2013

About the author

Peter is a landscape architect and urban designer with 25 years' experience in the planning, design and development of urban parks and public spaces. Formerly Head of Public Space at the Commission for Architecture and the Built Environment, he led the national enabling team for over seven years, providing technical advice and expertise to local councils and public agencies to help them improve the quality of their public parks and green spaces. He supported the development of the Olympic Park for London 2012 and co-authored *The Making of the Queen Elizabeth Olympic Park* with John Hopkins, published by Wiley in 2013. He currently works as a landscape consultant collaborating on a variety of strategic environmental planning, research, design and management projects.

About the Rethinking Parks Programme

This report coincides with the launch of Rethinking Parks, a new Nesta, Heritage Lottery Fund (HLF) and Big Lottery Fund (BLF) programme to find and support parks innovators to develop, implement and spread new approaches to sustaining and making the most of UK public parks.

Over the next two years we plan to back a small number of parks innovators to test and scale new business models to enable public parks to thrive in the 21st century.

For more information visit www.nesta.org.uk/rethinkingparks

About Nesta

Nesta is the UK's innovation foundation. An independent charity, we help people and organisations bring great ideas to life. We do this by providing investments and grants and mobilising research, networks and skills.

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FOREWORD

Parks play a central role to community life in the UK. They encourage health and well-being, provide safe places for children to play, promote civic pride, support biodiversity and are increasingly seen as a key resource for helping urban areas adapt to the challenges of a changing climate.

For nearly a decade the Heritage Lottery Fund and the Big Lottery Fund have successfully supported the restoration and revitalisation of many UK parks. But with public sector funding for discretionary and non-statutory services like parks projected to fall by 60 per cent or more over the next decade, this investment is at risk.¹ We need new visions of how parks can be managed and maintained, how they can generate income and use resources differently, how they can empower communities and drive social action. It's time to re-imagine parks.

Nesta has been supporting public services to innovate for nearly 15 years. That's why we've teamed up with the Heritage Lottery Fund and Big Lottery Fund to offer an exciting new programme to surface parks innovations, and back parks innovators to test new business models that will sustain parks as thriving spaces for the next 50 years.

There's much that we can learn from innovators already out there – from Lambeth's co-operative park movement to Sheffield's Green Estate traditional management techniques, to Dagenham's Mayesbrook Park that is part park and part floodwater defence. And beyond our shores there is much we can replicate and learn from – from the community empowerment High Line Park has created (a park on a disused elevated railway) to success of Freiburg, Germany, in allowing parks to revert to a more natural state to improve biodiversity and reduce running costs.

So to stimulate our thinking we commissioned renowned parks innovator Peter Neal to digest the landscape and surface some of the diverse models currently in play. This report is the fruit of that work and provides a useful framework for the spaces where we might find innovation in the future – from new ways to manage parks to new organisational forms and structures to leverage funds and empower local people. It calls for parks to innovate – particularly to diversify their revenue streams and engage with local communities further.

And that's exactly what our new programme Rethinking Parks will champion. Over the next two years we hope to generate new thinking for the future of parks. But most importantly we hope to find sustainable and impactful new models for managing, funding and using public parks that can be adopted now and in the future by others.

Helen Goulden

Executive Director of Nesta

November 2013

EXECUTIVE SUMMARY

Public Parks are an essential part of the social life and fabric of communities across the UK. They are a heavily used and much loved public asset that enhances the character, identity and vitality of local neighbourhoods, towns and cities. They are a place to take children to play, to walk the dog, meet friends, exercise, relax, be surrounded by nature and take time out from the demands and pressures of everyday life. A wealth of research quantifying the multiple economic, social and environmental benefits parks deliver exists – facts that the Victorian park movement and today’s park users and managers understand innately.

But many of our parks are facing an uncertain future with a reduction in public subsidy looming, putting their management and maintenance at risk. Whilst history has shown that it can be relatively straightforward to finance the construction of parks, resourcing their long-term care has often been a challenge. This report diagnoses the current challenges, surfaces parks innovations already making an impact and scopes out the areas we assess as having the greatest potential for innovation.

The diversity of the UK’s parks

Parks are not uniform. From playgrounds to wildlife reserves, managed green spaces in urban centres to acres of country parks, each is managed differently within its own set of constraints and with a business model that makes the most of its unique characteristics and uses. It’s important to reflect on this diversity and the impact it has on the scope for innovation in how parks are managed and maintained including:

- **Types of park and public spaces** – which affects how parks have been established.
- **Sources of funding** – whilst nearly all public parks receive public subsidy others are able to access precepts, capital funding, income from concessions and events and even from commercial development.
- **Connections to local geographies** – the opportunities to make the most of connections to local people, business and developments.
- **Organisation structures and staffing** – community management of parks is becoming increasingly common in the UK but others are also trying establishing local co-operatives, mutuals, trusts and social enterprises.

Existing innovation models

How to pay for parks to maintain their current good work and expand their role and facilities in the future is a pressing question. For the vast majority of parks across the UK, local councils have been solely responsible for their upkeep. Public subsidy will remain a big part of the picture, but with ever increasing pressures on the public purse, parks will need to find new ways of supplementing income by private funding, support from the community and voluntary sector, greater levels of site-based income generation, fundraising and sponsorship.

We have explored a diverse range of successful parks business models to surface examples of new management approaches for parks. Examples include the establishment of a successful parks trust in Shenley, Hertfordshire; a creative social enterprise that manages a large network of green spaces in one of Sheffield's most deprived neighbourhoods; an independent charity responsible for a number of country parks in Fife, Scotland; and a cemetery in Bristol that is now managed by a local friends group. We also looked abroad for inspiring new business models and methods for generating income. We found innovative funding of both traditional and modern parks in New York; a city-wide parks foundation in Los Angeles; a parks service in Freiburg, Germany, that adopts strict environmental principles and cost-effective management; and an intensively used park in Perth, Australia, that maximises its income through programmed events and facilities.

We suggest four existing income generation models that are already in operation in the UK and abroad, and worth further exploration by parks innovators. These include:

- Generating income through concessions and events;
- Generating income through taxation;
- Generating income through ecosystem development; and
- Generating income through commercial developments.

Priority areas for innovation

Whilst the past decade has seen significant improvements in the quality of many parks in the UK, it is clear that there is now an urgent need to establish new business models and promote radical innovation in how parks are supported and sustained in the future. For many, this will be a formidable challenge, but this process offers enormous potential to develop new models and offer communities and local organisations the opportunity to increasingly take control of neighbourhood assets, protect and improve their distinctive parks and generate additional income and resources from more sustainable and long-term sources.

This is an opportunity not to simply maintain the status quo and bridge a growing funding gap, but provides the impetus to rethink and redesign in an ecologically and financially sustainable way, parks and parks services that can be better equipped, more attractive and of higher quality in the future.

We think the most promising areas for innovation going forward fall under four broad themes, including the need to:

- **Support changes in park management and maintenance systems** including potential changes to maintenance regimes, restructuring contracts and maximising the productivity of particular landscapes.
 - **Encourage new organisational structures partnerships** that can adopt more locally-focused and collaborative approaches to the long-term care of parks.
 - **Identify more diverse sources of funding and resources** to supplement those from local councils and to increase the variety of uses and activities that parks may be used for.
 - **Explore new uses and activities within parks** from carbon capture to concerts and more.
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These four areas for innovation in parks are not mutually exclusive, indeed many of the best parks innovations combine clever combinations of change in a number of domains.

Where next for innovation in parks?

Whilst the past decade has seen significant improvements in the quality of many parks in the UK, it is clear that there is now an urgent need to establish new business models and promote radical innovation in the way parks are supported and sustained in the future.

The challenge now is to find the business models which will enable parks to thrive into the 21st century and ensure parks continue to play a key role in the fabric and social life of healthy local communities. There is plenty of good practice out there to copy, adapt or scale up – how to generate income, how to empower users, how to make the most of new technologies and how to build meaningful and beneficial partnerships with the private sector. But we call for parks managers, users and others to join forces and champion the new approaches to sustaining and making the most of UK public parks.

1. INTRODUCTION

Unsurprisingly, the UK loves its parks.² In fact many people see parks as the heart of their local community – vibrant spaces that provide space for play and exercise, meeting places for the masses and help to define the character and cultural identity of neighbourhoods, towns and cities.

More than 90 per cent of people in the UK use their local park.³ Thousands participate in 'Friends Of Parks' groups up and down the country who volunteer their time to be involved in planning, maintaining and fundraising for their local park.

And it's clear why so many give their time to be part of the management of their local park. Parks deliver multiple social, environmental and economic benefits for local communities. CABE⁴ Space identified the core benefits that public parks provide as: a community resource; a place for leisure and recreation; a space for nature; and, a means to promote health and well-being.

1.1 Looking forward

Whilst the benefits and values that parks provide have been analysed and assessed in increasing detail in recent years the funding and resourcing of parks has fluctuated considerably with shifting political and corporate priorities. The 1970s and 80s marked a particularly intense period of neglect and underfunding across the parks sector which had built up over decades. Concerted campaigning and research from individuals, think tanks, professional institutes and government agencies in the 1990s resulted in a steady improvement in the fortunes of many of the UK's public parks. This was followed by a variety of grant funding programmes including over £660 million from the Heritage Lottery Fund and Big Lottery Fund public parks programme that has focused on restoring parks with specific historic and cultural value since 1996.

Such capital funding has rescued many parks and returned them to their former glory. Yet, throughout this quiet renaissance in the condition of parks, the need to increase and diversify revenue funding to safeguard their long-term management and maintenance has too often been neglected.

This challenge has become starker in recent years. Traditionally parks are the responsibility of local councils and the public sector provides the majority of funding for their development, management and long-term care. But with the public sector funding for discretionary or non-statutory services like parks projected to fall by 60 per cent or more over the next decade, parks face an uncertain future. It is clear that public parks will increasingly have to be funded and managed in new ways to become more financially sustainable.

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In response to this challenge Nesta, the Heritage Lottery Fund (HLF) and Big Lottery Fund (BLF), have established Rethinking Parks – a new programme to promote and support innovation in the management and funding of public parks across the UK. The aim is to help parks to thrive by developing and testing a range of different business models that will support the investment in, and management of, parks in a new era that cannot solely rely on public funding for their upkeep.

This report was commissioned to support the development of this new programme. It sets out the diverse landscape of how parks are currently funded and managed. It also explores the range of existing business models and ways in which innovators are seeking to generate income, draws on best practice and new practice from around the world. And finally it frames the four key areas where the opportunity for innovation in parks seems greatest.

2. THE DIVERSITY OF THE UK'S PARKS

Parks are not uniform. From local community playgrounds to the Royal Parks surrounding Buckingham Palace, from playing fields to wildlife reserves, from tiny squares of managed green space in urban centres to acres of country parks – the diversity of the UK's parks is astounding.

As you might expect, the range of funding and management regimes are equally diverse. This chapter explores four key parameters that affect the business models around which local parks operate in the UK (going beyond the established relationship between public parks and local authorities to give a broader overview of the issues and opportunities for resourcing parks) including:

- Types of park and public spaces.
- Sources of funding.
- Connections to local geographies.
- Organisation structures and staffing.

2.1 Types of parks and public spaces

UK parks include natural and semi-natural urban green spaces, green corridors, outdoor sports facilities, allotments, play areas, civic squares and general amenity spaces.⁵ Each of these spaces has different features, different uses, different constraints (sometimes enshrined in law), different access to public funding and different opportunities to generate income.

Because of changing public funding structures, the need for innovation is most pressing in individual urban and country public parks and the wider park services that manage these spaces. It is useful also to consider existing business models for a wider variety of open spaces to help identify where current models may be transferred and where new opportunities for innovation can be created around the specific assets and functions of individual spaces.

For example, cemeteries have proved an unlikely breeding ground for innovation in recent years. Some, like the historic Arnos Vale Cemetery in Bristol have become local Trusts, allowing local management groups to broaden the use of the space and leverage funds for restoration. And across the country, sports facilities and allotments are increasingly being transferred to self-management organisations operating at arm's length from local councils in order to reduce operational overheads and generate income.

CASE STUDY: ARNOS VALE CEMETERY, BRISTOL

The Arnos Vale Cemetery Trust was established in 2007 to fund and coordinate the long-term management of an historic cemetery in Bristol. Managed by a 'Friends of' group, the trust has been able to draw down Heritage Lottery, English Heritage and Bristol City Council funding to broaden its use. Buildings have been restored to create space for meetings, yoga, parties, arts events and talks, a cafe, and gift shop selling local produce. Their work prevented the closure of the cemetery and has safeguarded its future for the local community for years to come.



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This is reflective of a wider move to expand the functionality and productivity of green spaces that can bring new commercial opportunities. This may produce a wider range of social activities and environmental services including a greater variety of community facilities, events and corporate functions, food growing and urban agriculture, renewable energy and water management and treatment. All have the potential to bring new resources to the sector.

The private sector is increasingly taking the lead on delivering and managing new parks and public spaces. This brings with it a growing concern about the privatisation of public space which is already well-documented.⁶ But there are also examples of good practice – for example Argent's development of Brindley Place in Birmingham and their long-term regeneration programme for King's Cross in London, that includes several new parks and public spaces that will be managed privately for public benefit.

The US has probably the most sophisticated approach to drawing in large-scale private sector contributions for the creation of new parks and the rejuvenation of existing spaces, through a combination of private sector investment, philanthropy, and local management. For example, New York's Battery Park City Park was created as part of a wider regeneration master plan and funded and maintained through business, community and public sector partnership (though a non-profit organisation – The Battery Park City Park Conservancy). Elsewhere in New York a community-led initiative has transformed an abandoned waterfront into a park. Residents, government, and local supporters formed Brooklyn Bridge Park Corporation and Conservancy to lead the work including property development within the park, to generate revenue to cover the annual maintenance and operations costs.

Finally, there is a new wave of parks and green spaces created to help manage the challenges of protecting urban spaces from environmental erosion and contribute to slowing down the human impact on climate change. This includes parks on seafronts, with vegetation to reduce beach erosion or protect from advancing waters, to the creation of parks to manage flood risks e.g. the creation of Beam Parklands in Dagenham and the restoration of Sutcliff Park in Greenwich as part of London's flood irrigation. It is likely that

this will increasingly demand a more strategic approach to manage park-systems and larger networks of green space to establish and enhance this functionality. This has the potential to provide benefits of economies of scale and a wider range of partners that can contribute to developing new business models.

CASE STUDY: BEAM PARKLANDS, DAGENHAM, LONDON

This park opened in 2011 with a dual function as a flood defence for surrounding homes and buildings, and as a much needed public space for the community to meet, exercise and learn about wildlife. The 53-hectare site was granted to the Land Trust through a long-term lease, managed by Rangers from the London Borough of Barking and Dagenham and supported through a volunteer programme.



Barking and Dagenham Post

2.2 Sources of funding

The vast majority of UK parks receive public funding from local and central government towards their maintenance and improvement. This reflects the role parks play in community life and for the public good. Parks deliver a complex range of social, environmental and economic benefits including improved public health, enhanced biodiversity and increased land values, but the cost of funding such benefits is difficult to apportion fairly to those who directly benefit. Local council taxes and/or central government funding have therefore been used to try to provide the most equitable means to collectively and fairly fund the construction and maintenance of local parks.

Annual fluctuations

The type and timing of funding that is available to each park or park service will have a direct influence on the nature and approach of the business model. Whilst most local authorities have well-established budgets for parks maintenance and improvement, like any other discretionary service these are subject to change because of cost-saving exercises, competing demands across other local council services and political priorities. There is growing interest in improving the stability of annual funding including the use of endowments, property assets and investment portfolios that can be held by park management organisations. It is useful to note that most parks trusts have been able to weather the recent financial crisis in a far better condition compared to their local authority counterparts. Endowments are a model that has been used for decades by the National Trust and are central to the running of various successful trusts across the UK. But establishing endowments to fund long-term management tends to be harder and therefore

less popular than securing short-term capital for initial construction. The Land Trust has promoted the value of endowments as their preferred model of funding for long-term management and set out the thinking for this in a Smith Institute report in 2005.⁷

Precepts

In circumstances where parks have wider geographic stature, such as the Lee Valley Regional Park, funding may be secured through a precept which, for the Lee Valley is levied across all London councils. For parks of national value, that includes London's Royal Parks, funding for their upkeep mainly comes from central government. But such funding is increasingly coming under pressure and scrutiny. For example, there are calls for the Lee Valley⁸ to become a self-financing operation within the next five years and the Royal Parks will receive 25 per cent less funding from central government in 2014–2015.

Concessions and events

Generating income from one-off events and activities, and regular concession stands, is a familiar source of revenue for public parks and can represent a substantial proportion of the annual funding profile for maintenance. Potters Fields Park in London generates most of its annual income from events and concessions and receives no public subsidy for maintenance. Both the business model and the skills and expertise required to generate this level of income annually is central to its success. Many public parks organisations in the US have dedicated teams for maximising the return from concessions, fundraising and securing donations through gifting, sponsorships and annual membership programmes. The Friends of the Highline in New York, for example, has ten members of staff (from a total staff count of around 80) dedicated to development and fundraising.

CASE STUDY: POTTERS FIELDS PARK SOUTHWARK, LONDON

Potters Fields Park is managed by the Potters Fields Park Management Trust, a not-for-profit organisation managed by a board of directors, made up of representatives from local organisations. Its objective is to manage and maintain the park as an open space and garden for the public to enjoy.

The Trust leases the park for events, functions and other activities in order to provide funds for maintenance, and to develop programmes which educate and engage with the community. As a result it does not need any public subsidy for maintenance.



Capital funding

Whilst revenue funding can fluctuate year by year, capital investment can be drawn in from the public sector, private sector and grant funding. A key funding challenge is establishing better ways to recoup and recycle initial capital funding for the benefit of public parks. By improving the capture of value created by the public sector, through increased land and property values or greater visitor numbers for example, income could be secured from the private sector that has directly benefited from the initial public investment. This added value could be then ploughed back into the management of parks and other public spaces.

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Commercial developments

The historic model of creating public parks in the UK through wider property development, as seen with Birkenhead in the Wirral and Regent's Park in London, is well documented. Today levies on property developers for the creation of green spaces (such as Planning Gain, Section 106 contributions and now the Community Infrastructure Levy) are important sources of capital and revenue funding for parks.

But there are few business models that have been established specifically to deliver parks through commercial development. Northala Fields in Ealing was built at no cost to the local council through the import of inert demolition and excavation material created by large-scale development in west London. In the US, this relationship is more established and sophisticated with real estate development cross funding parks through direct contributions, tax increment financing and offsetting future taxation charges and revenues.

CASE STUDY: NORTHALA FIELDS EALING, LONDON

Northala Fields was created in an economically viable and environmentally sustainable way in 2008 through turning waste from the original Wembley Stadium and the White City shopping centre into a new park. In the 27.5 hectare park the materials became new habitats for wildlife and a range of recreational facilities. Water is a big feature in the park and Get Hooked on Fishing, a national fishing charity works in partnership with the council to manage fishing activities in the park. In lieu of rent they deliver youth activities and provide day-to-day management of the visitor centre.



2.3 Connections to local geographies

One of the key challenges in developing new business models for public parks will be establishing a closer relationship between individual parks, their context and those they benefit, so that rather than being considered in isolation they are seen as an integral asset within their wider physical, social and economic setting. This provides opportunities to establish new partnerships for management and improve the flow of resources, both financial and in kind, between different assets and organisations to establish, protect and increase value.

The potential for this will be directly influenced by the socio-economic and physical nature of the surrounding context of each park. In more wealthy and commercially centred areas the relationship of parks with Business Improvement Districts (BIDs) for example, provides a mechanism to integrate local economic priorities with the upkeep and management of surrounding parks and public spaces. For this, perhaps the most celebrated example has been the establishment of New York's Bryant Park BID and the formation of the Bryant Park Management Corporation in 1980. This led the restoration of the park and established a business model that continues to generously fund the annual maintenance of the park year-on-year.

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CASE STUDY: BRYANT PARK NEW YORK, USA

Bryant Park is owned and managed by Bryant Park Corporation (BPC), a not-for-profit, private management company and a cooperating business improvement district of neighboring property owners. It was established by Daniel A. Biederman and Andrew Heiskell, with support from the Rockefeller Brothers Fund to restore historic Bryant Park, which had suffered a severe decline in conditions in the 1970s. The park reopened in 1991 after four years of renovation with a budget six times the level under prior city management.



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Less wealthy areas face different challenges for resourcing and managing their local parks. Research undertaken by Heriot-Watt University for CABA Space in 2010⁹ looked at the inter-relationship between urban green space, deprivation, ethnicity, health and well-being. This showed that there are clear inequalities in provision in parts of the UK, with more deprived areas more likely to have poorer quality parks. Whilst this brings additional challenges for resourcing, innovative examples have sought to empower local communities to address this issue. Both the Heeley Millennium Park Trust and Green Estates in Sheffield

for example, have worked closely with deprived residential communities to build social enterprises that collaboratively manage local green spaces in more diverse ways. These organisations operate at arm's length from the local council and have significantly improved the quality of open spaces in the area.

CASE STUDY: HEELEY MILLENNIUM PARK, SHEFFIELD

Local people formed Heeley Development Trust in 1996 to revive an area of derelict land and eventually secured funding to redevelop the site as a community park. In 1997, the Trust took ownership of the 3.5 hectares of land through a 125-year lease from Sheffield City Council. Since fundraising began in 1997, over £1 million has been secured to transform the green space from an unloved wasteland into a flagship community park.



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2.4 Organisation structures and staffing

The structure, type and size of the organisation involved in park management will have a direct impact on its business model. There are good examples of a wide variety of different organisational forms leading the delivery of local parks services and management of their future – from cooperatives and mutuals to trusts and social enterprises.

Community-led management organisations

Many local authorities are already exploring more formal partnerships with community and voluntary sector groups to take responsibility for the management of local resources. There are a variety of business structures that may be used, or adapted, for the management of individual parks. Community-led, grass-roots cooperatives, for example, can generally operate in a more flexible and charitable manner than formal private limited companies that have to first represent the interests of their management boards and shareholders.

CASE STUDY: LAMBETH COOPERATIVE PARKS, LONDON

Lambeth became the UK's first cooperative council in 2010 and is working to adopt a new relationship with citizens across all local services. Its latest initiative is the Cooperative Parks Programme, which will offer local communities three levels of involvement in the management of parks and open spaces. While some will remain under council management with limited community involvement, others could be managed by community-led groups. The third option is 'cooperative management' where a representative partnership involving the council, residents and other local organisations will make joint decisions. Local groups could also take responsibility for particular facilities such as a football pitch or playground.

The programme aims to promote a stronger focus on value for money and transparency, and residents will be provided with detailed information about running costs and the savings requirements before making decisions.



Mutuals

Some groups of public sector parks staff are considering forming mutuals and spinning out as independent organisations with contracts to deliver parks maintenance. Despite resources from central government to support this, few have completed the process to date. However, it remains a clear area for potential business model innovation.

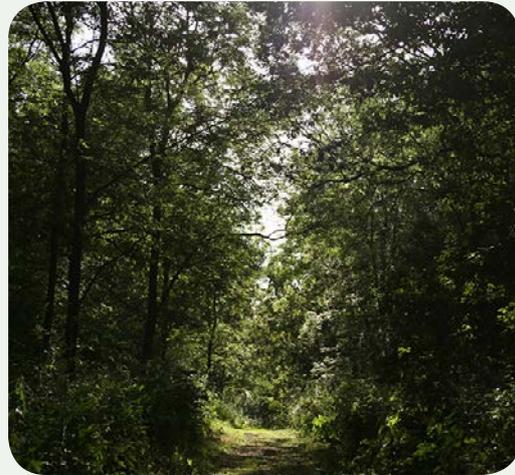
Charities, trusts and social enterprises

Trusts can use greater freedoms to manage the long-term success of parks as charitable non-profit distributing organisations (NPDOs). In Hertfordshire, for example, both the Shenley Park Trust and the Highfield Park Trust have built strong and successful reputations for managing public parks. In the current economic climate there is increasing interest¹⁰ in creating NPDOs that can take a number of different legal forms including:

- Unincorporated charitable trusts.
- Companies limited by guarantee that can be charitable or non-charitable.
- Industrial and provident societies that can be charitable or non-charitable.
- Recently established charitable incorporated organisations (CIOs).
- Community interest companies (CICs) and social enterprises.

CASE STUDY: SHENLEY PARK TRUST, HERTFORDSHIRE

Shenley Park Trust was established in 1992 as an independent charitable trust to develop, manage and maintain this 45-acre rural park for the local community. The land was granted to the Trust on a 150-year lease from the landowners Hertsmere Borough Council. When the Trust was set up it was given several buildings and a lump sum of money, along with the land. Some of this money was used for development of the Park with the rest invested to generate an annual income. In order to remain self-financing the Trust has regularly reviewed how it uses its assets, including through renting the buildings out.



The Parks Trust

Charitable trusts and environmental organisations are establishing a growing reputation for parks management, either by taking exclusive responsibility or undertaking maintenance in partnership with other organisations. The National Trust was bequeathed Morden Hall Park in south west London in 1941 and has been directly managing the park since 1980. Thrive, a national charity that works with people living with disability and mental illness is contracted to maintain designated areas in Battersea Park and The Trust for Urban Ecology (TRUE) has been managing the Greenwich Ecology Park, alongside the Land Trust, since 2002. TRUE, along with The Conservation Volunteers, is also responsible for managing three additional parks and green spaces in Southwark – Stave Hill Ecological Park, Lavender Pond and Dulwich Upper Wood – that are all designated local nature reserves.

CASE STUDY: THRIVE, BATTERSEA PARK, WANDSWORTH, LONDON

From its operational base in Battersea Park, Thrive offers gardening courses to change the lives of people living with disability or mental illness. For some, the therapeutic aspect of gardening is to support good health. For others gardening with Thrive could lead to volunteering with other organisations, qualifications and ultimately a job.



Thrive, Battersea Park

The Wildlife Trust for Bedfordshire, Cambridgeshire and Northamptonshire has taken on the responsibility to manage most of the green spaces associated with the new settlements at Camborne, west of Cambridge. The London Wildlife Trust has set out its interest in contributing to the ecological management of the Olympic Park in Stratford, East London;¹¹ it has a track-record of running Camley Street Natural Park, located in the heart of King's Cross, for almost 30 years.

Leadership and organisational capacity

Regardless of organisation forms though, leadership and organisational capacity are critical in sustaining any significant innovation in the parks sector. Increasingly as parks seek to diversify their services and resources, they will require a greater variety of skills including fundraising, business development and financial management. These will be needed to deliver park services and facilitate greater participation from local communities and organisations who are increasingly becoming important partners in management. It is also likely that innovation will help to establish more hybrid organisations that combine public and private elements. This is the case in the United States where not-for-profit conservancies are established for individual parks or wider parks services in parallel with profit-led corporations, as illustrated by the Los Angeles Parks Foundation. It is also likely that the remit of non-park organisations may expand to include parks services and activities. This is already an established approach for the development sector where residential-lead schemes, such as O&H Hampton's in Peterborough, or Countryside Properties 100 acre Country Park in Great Notley, have both delivered and now manage public parks created as part of the development process.

CASE STUDY: LOS ANGELES FOUNDATION, LOS ANGELES, USA

The Los Angeles Parks Foundation was established specifically to provide support to the City of Los Angeles for fundraising to improve park facilities and environments for all the city parks, and helps purchase property for future parkland.



3. EXISTING INCOME GENERATION MODELS

How to pay for parks to maintain their current good work and expand their role and facilities in the future is a pressing question. For the vast majority of parks across the UK, local councils have been solely responsible for their upkeep. But with ever increasing pressures on the public purse, parks will need to find new ways of raising income.

This is not new. Throughout their history public parks have drawn on a wide variety of funding and business models for both development and long-term management. Many parks were initially funded through the generosity of benefactors, the enlightened self-interest of industrialists and philanthropists, property developers and by public subscription – models that still remain applicable today. Others began life as private pleasure gardens which charged for entry, a practice still maintained by most botanical gardens and parks with specific leisure facilities.

In this chapter we explore a how parks around the UK are currently generating income for their maintenance and development. We draw on CABI's eight ways to 'Pay for Parks' outline,¹² as well as detailed examples of parks generating income through concessions and events, taxation, ecosystem development and commercial developments.

3.1 Eight models to pay for parks

The most comprehensive research on parks funding remains CABI Space's 2006 report *Paying for Parks*¹³ which set out the eight most common income streams for UK parks, including:

- Traditional local authority funding.
- Multi-agency public sector funding.
- Taxation initiatives.
- Planning and development opportunities.
- Bonds and commercial finance.
- Income-generating opportunities.
- Endowments.
- Voluntary sector involvement.

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Funding for parks in the future may be a third publically funded, a third from concessions and income generation and a third from private sources and gifting.

Tim Marshall,
US Park management specialist

Most remain relevant today. It is anticipated that future funding for parks will still rely to a significant extent on local authorities, but there is scope for this to be supplemented by private funding, support from the community and voluntary sector, greater levels of site based income generation, fundraising and sponsorship.

The US have had notable successes in developing this mixed funding model, including more 'public-private partnerships', as the norm for all parks. Tim Marshall,¹⁴ the parks management specialist in the US who worked on the restoration of New York's Central Park, cites an ideal mix of funding for parks in the future may be a third publically funded, a third from concessions and income generation and a third from private sources and gifting.

3.2 Income generation through concessions and events

Many UK parks already generate income through concession stands, and holding events in the park e.g., fairs, festivals and concerts. Raising funds in this way has helped to diversify and increase sources of income for many UK parks, but it is acknowledged that income generating activities have become an increasingly contentious issue in some areas. Charging for the use of play areas for example, has featured on the front pages of the national press, and the opposition that the Royal Parks face in raising funding through events and concerts to plug its 25 per cent reduction in public subsidy, in the pages of London's *Evening Standard*.¹⁵

There are plenty of examples of where it has been done well and sensitively though, from pay-as-you-play tennis courts to one-off festivals and concerts that raise the profile of little know green spaces. Prosperous Parks,¹⁶ a new web-based resource created by the Land Trust and funded by the HLF and BLF provides a number of useful examples of parks that have successfully diversified and increased their income.

Publications like *Supporting our Parks: A Guide to Alternative Revenue Strategies*¹⁷ provide a more detailed description for diversifying the resources for parks. These include straightforward strategies to increase concessions such as cafes, refreshment kiosks and shops to more complex techniques for sponsorship, naming-rights, establishing foundations and charitable bodies, leasing routes and rights-of-way for infrastructure and direct revenues from associated development.

3.3 Income generation through development

There is a long history of private developers supporting the creation of new parks and the rejuvenation of existing green spaces. Birkenhead Park, considered as being the first truly publicly funded park, was a combined project of suburb and open space development. Of the original site, 48 hectares were made into the park and the remaining 24 hectares sold as private building lots, to be a separate vehicle to raise the funds for creating the park. The project was a huge success at the time, but failed to generate income for future maintenance. A spiral of decline followed, halted only by an £11.4 million renovation funded by HLF, European Union, Wirral Council and Wirral Waterfront SRB in 2004.

Today, large-scale schemes, including the creation of Brooklyn Bridge Park in New York and Nine Elms Linear Park in Battersea, are using similar models to leverage private sector resources from development projects to support the creation of new parks. The contemporary economics of this relationship have been analysed in detail by many, including the GLA¹⁸ and CABE.¹⁹

CASE STUDY: BROOKLYN BRIDGE PARK NEW YORK, US

Brooklyn Bridge Park is an 85-acre sustainable waterfront park stretching 1.3 miles along Brooklyn's East River shoreline. The Brooklyn Bridge Park Corporation is a not-for-profit entity responsible for the planning, construction, maintenance and operation of Brooklyn Bridge Park. The Corporation operates under a mandate to be financially self-sustaining, which has been possible through property development within the park, which generates revenue to cover the annual maintenance and operations costs.



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Recent news that some councils were investigating selling off areas of parkland to raise funds (in part income for the council and in part revenue for development of existing parks) has not been without considerable controversy and vociferous campaigning from local residents. But the more usual relationship between developers and parks has been through levys and contributions after new development – including Section 106 funds. It is anticipated that as the construction industry picks up again after the recession, there will be increasing competition for funding from this source through the new Community Infrastructure Levy. Monies will be allocated by councils according to their community infrastructure plans and priorities.

There is also scope for input from the newly formed Local Enterprise Partnerships (LEPs), who have replaced the Regional Development Agencies (RDAs). LEPs are charged with delivering economic growth in regions and The Department for Business, Innovation and Skills, for example, has recently published guidance²⁰ for LEPs on applying for European Funding that includes opportunities for investing in green infrastructure.

3.4 Income generation through taxation

In addition to improving and expanding many of the existing mechanisms to supplement funding for parks there is the potential to explore opportunities for innovation in developing and refining taxation and levy models to raise more locally-focused public funding where local economies are able to support this. Whilst the UK Government's current political position is to limit any increase in taxation, models used in the US include bond raising measures and methods to offset or supplement tax revenues for park investment and locally-based taxation measures.

The most familiar technique adopted in the UK for local taxation is through the use of Business Improvement Districts to raise additional funding for specific areas and in particular commercial and retail districts. This generally focusses on promoting local businesses and improving the management of streets and squares to improve the business environment. It is rarely used to improve the wider environment and in particular parks, although the model is more established and used more widely in the US.

Although increasing taxation is both complex and unpopular in most countries there is growing interest in the US in the potential for establishing Neighbourhood Improvement Districts and even Park Improvement Districts to raise funds locally. Such measures could be seen to align reasonably closely with the current drive for localism in the UK and a move to define and agree detailed funding priorities and budget allocations increasingly at the local level. Whilst additional local taxation may be a difficult area to promote innovation in the UK it should not be overlooked, and models that could be developed include:

- Greater use of municipal bonds and commercial financing.
- Tax Increment Financing (TIF) that captures the additional tax uplift from parks for a set period.
- Real Estate transfer tax (RETT), a US model that is similar to Stamp Duty in the UK.
- Payments in Lieu of Tax (PILOT), a US model that is used to fund park maintenance.
- Business Improvement Districts (BID).
- Neighbourhood Improvement Districts (NID).
- Park Improvement Districts (PID).

CASE STUDY: WIMBLEDON CONSERVATORS, WANDSWORTH, LONDON

Wimbledon and Putney Commons have been largely financed by means of a levy on the Boroughs of Wandsworth, Merton and Kingston in a proportion relevant to the number of 'D' Band properties in each Borough, within three-quarters of a mile of the Commons or in the old Parish of Putney. The Boroughs pass on this levy by way of an addition to the Council Tax on properties in the area. The Commons are administered by a Board of eight Conservators. Three of the Conservators are government appointed, five are elected every three years by the levy payers. Everyone on the Local Government Electoral Roll living within the three-quarters of a mile of the Commons boundary may stand as a candidate.



Creative Commons

3.5 Income generation through ecosystem services

Ecosystem services, which capture the value of the environmental services and benefits that nature performs, are a current growth area for income generation for parks. They include direct and easily priced services such as food and timber production, clean water, renewable energy and biomass and indirect services that are harder to value but have quantifiable benefit, such as water treatment and flood risk management, improving air quality, carbon sequestration and enhancing biodiversity.

An early example of this is Mayesbrook Park which has been restored through a publicly-funded programme to address flood management. This 'dual use', value-based approach has been analysed by the Environment Agency and Queen Mary University London²¹ who estimated a long-term return to society of at least £7 for every £1 spent on the project, thereby justifying investment in the park by public agencies.

CASE STUDY: MAYESBROOK PARK, DAGENHAM, LONDON

The park has been restored using green infrastructure to address flood-water management whilst also creating an attractive public amenity and enabling the communities that surround the park and the wildlife within it to cope better with the effects of climate change. The financial, environmental and social benefits include protecting local homes and businesses, enhancing biodiversity and creating opportunities for people to engage with the natural environment.



Creative Commons

Others have explored carbon credits, ecological offsetting, renewable energy tariffs and increasing flood storage capacity as direct ways ecosystem services can be harnessed to generate income. The growth of this sector has been championed by central government – see Defra's recently published *Payment for Ecosystem Services*²² – and analysed by a variety of others – see *The Benefits of Green Infrastructure*²³ and *The National Ecosystem Assessment*²⁴ – though it remains a relatively new area for exploration for the vast majority of UK parks.

4. PRIORITY AREAS FOR INNOVATION

Whilst the past decade has seen significant improvements in the quality of many parks in the UK, it is clear that there is now an urgent need to establish new business models and promote radical innovation in the way parks are supported and sustained in the future. This will ensure parks continue to play a key role in the fabric and social life of healthy local communities.

Many parks already generate income from concessions and activities that go towards subsidising their running costs, but they will increasingly also have to become less reliant on public funding to meet their full running costs. For many, this will be a formidable challenge, but this process offers enormous potential to develop new models and partnerships between public, private and voluntary sectors.

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There is now an urgent need to establish new business models and promote radical innovation in the way parks are supported and sustained in the future.
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This will offer communities and local organisations the opportunity to increasingly take control of neighbourhood assets, protect and improve their distinctive parks and generate additional income and resources from more sustainable and long-term sources.
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In part, this will offer communities and local organisations the opportunity to increasingly take control of neighbourhood assets, protect and improve their distinctive parks and generate additional income and resources from more sustainable and long-term sources. This is an opportunity not to simply maintain the status quo and bridge a growing funding gap, but provides the impetus to rethink and redesign in an ecologically and financially sustainable way, parks and parks services that can be better equipped, more attractive and of higher quality in the future.

We think there is significant scope for new business models that build on the best of the UK's parks experience to date and draw in learning and models from other countries too. This chapter explores the four most promising areas for innovation in parks going forward and surfaces examples of the innovators who are trying these out at the moment. These are:

- The need to support changes in park management and maintenance systems.
- The need to encourage the redesign of organisational structures and establish new partnerships.

- The need to identify more diverse sources of funding and resources.
- The need to explore new uses and activities within parks.

These four areas are not mutually exclusive, indeed many of the best parks innovations integrate clever combinations of change in a number of domains. Our hope by surfacing them is to inspire more communities, park managers, entrepreneurs and public service officers to see the potential for innovation in the way their local parks are funded, run and developed.

Priority areas for innovation in parks



4.1 Management and maintenance

The management and maintenance of public parks draws on a variety of traditional horticultural and administrative activities. With more pressure on operational budgets there is a need to develop new approaches to the management and maintenance of both individual public parks and wider parks services. This may include adopting new techniques for grounds maintenance, reviewing existing contractual arrangements and developing new agreements with different partners for maintaining individual parks and park systems within, and potentially beyond, existing local authority boundaries.

Where appropriate the structure, form and content of parkland landscapes could develop to take on more commercially or, in the case of Freiburg in Germany, more ecologically based principles of land management. These could adopt, for example, techniques from

environmental conservation, agricultural or forestry management practice. In the city of Lund in Sweden for example, the parks service gains income through the production of timber for renewable energy and Sheffield's parks department manages some areas of Ecclesall Woods for timber production. Also in Sheffield, Green Estate has used traditional shire horses and sheep grazing to manage new grasslands.

CASE STUDY: FREIBURG PARK SERVICE, GERMANY

Freiburg Parks are maintained in line with strict environmental principles, as part of a wider commitment to maintain Freiburg as a green city. As a result, many of the playgrounds have also been returned to a more natural state with the cooperation of children and their parents, and the parks include around 3,800 allotment plots used by local families. This shared agreement of how to get the most out of green space in Freiburg has meant less professional maintenance is needed which has reduced costs, whilst improving biodiversity across the parks system.



Tim Gill, rethinkingchildhood.com

CASE STUDY: GREEN ESTATE, SHEFFIELD

Green Estate is a social enterprise that formed out of a project to regenerate green spaces in the Manor and Castle areas of South Sheffield. It is well respected for its approach to more sustainable urban land management, using new approaches such as high-impact meadows alongside traditional methods such as heavy horses in urban woodlands. Its stewardship model for local parks increases engagement of local people in their neighbourhood, and has created a more entrepreneurial model by mixing commercial sales and services with social and environmental activities.



Green Estate, Sheffield

As the examples above highlight, there is wide scope for innovation in this space, including:

- Restructuring local authority maintenance contracts through outsourcing or in-house service delivery.

- Developing alternative and new cost-effective maintenance regimes for park landscapes.
- Leasing sites for management for different, yet compatible uses, such as sheep grazing.
- Diversifying the commercial productivity of parks for food production and renewable energy.

Innovation in this area could also be supported by encouraging the participation of a greater network of stakeholders who have a shared interest in managing parks, such as local residents and social enterprises, and through the development of skills and facilities to assist greater involvement by external groups.

There is also much that can be done with technical colleges, academic institutes, research foundations and commercial manufacturers to help develop different management and maintenance techniques and systems, to enhance biodiversity and reduce energy consumption for example.

4.2 Organisational structures and partnerships

Parks are primarily the responsibility of local councils, as an important and heavily used public service. Increasingly though, in response to the government's localism agenda, many councils are looking for new opportunities to create partnerships with community based organisations and enterprises to support or directly deliver public services in the future. There is a growing potential for communities taking on greater responsibility for a variety of public services including the control of parks, establishing arm's length trusts to be responsible for management and, in some areas, developing a greater role for private sector management that will need new structures and partnerships to deliver existing services.

CASE STUDY: TUCKINGMILL VALLEY, WEST CORNWALL

Tuckingmill Valley has been transformed from the most visibly derelict land site in West Cornwall into an award winning park and a symbol of regeneration for the area. From a sustainable building on site, conservation tasks are coordinated between The Conservation Volunteers, the Council and the community. This partnership between the public, voluntary sector and local residents has secured the long-term maintenance of the valley.



TCV - The Conservation Volunteers

CABE has published two guides^{25, 26} to support community groups undertaking an increasing role in the management of local parks and green spaces and there are a number of organisations dedicated to support community groups in various ways. Additionally, the parks sector has a large and diverse network of friends groups and the National Federation of Parks and Green Spaces represents their interests across the UK.

There are already a large number of organisational structures suitable for managing parks and there is a growing potential for developing new management vehicles. A number of Parks Trusts already have an established and envied track record in managing individual parks and wider networks of open space. Whilst transferring parks services to trusts is not a simple process, there may be clear advantages for management organisations to have increasing flexibility and independence in the future. Guidance from GreenSpace²⁷ has set out the process and pitfalls alongside a number of advantages.

CASE STUDY: LOMOND HILLS PARK, FIFE, SCOTLAND

Fife Coast & Countryside Trust is an independent charity responsible for key environmental sites in Fife, including the Lomond Hills Regional Park. It is supported by a partnership, a group made up of land managers, users, community councils and other interested organisations. The land managers provide a welcome to visitors and to share their experience of working and living in the hills.



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As the examples above highlight, there is real scope for innovation in the underlying business models for how parks are maintained and improved, when establishing new partnerships between local authorities and the voluntary and community sectors. Potential new models may include:

- Establishing alternative structures that have greater flexibility to meet the needs of local communities.
- Delivering shared services with more integrated management systems across council departments.
- Developing community-based trusts and cooperative business structures.
- Creating new management partnerships between public and private organisations.
- Encouraging the development of community enterprises and interested companies.
- Forming public park foundations and conservancies.
- Exploring the creation of Park Improvement Districts as an adjunct to BID's.

Innovation in this area could also be supported by providing tools and expertise to enable the development of new legal structures, and by supporting community groups in managing risk, liability and insurance cover.

4.3 Income and resources

Improving the stability and diversity of income for managing parks is probably the most pressing issue facing the sector at present. Parks will need to look more widely to identify additional sources of income to supplement annual budgets. We have discussed in detail in the previous chapter a number of ways of doing this – from concessions and events to taxation, from private development to providing new ecosystem management services and benefits.

It is a general rule that raising capital funding is often easier than maintaining a regular revenue stream for maintenance. Even extremely successful parks projects have found this – New York’s High Line Park has already raised over \$153 million in capital funding, but each year the Friends of the High Line have to raise a further 90 per cent of the \$5 million revenue budget required for annual maintenance.

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There is now an urgent need to establish new business models and promote radical innovation in how parks are supported and sustained in the future.

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CASE STUDY: FRIENDS OF THE HIGH LINE, NEW YORK, US

This high profile public park is built on a 1.45-mile-long elevated rail structure. It lay disused from the 80s until campaigning and fundraising from the local community raised more than \$150 million funding from city, state, corporations and private donors. Friends of the High Line is now the non-profit partner to the New York City Department of Parks & Recreation, working with the city to make sure the High Line is maintained as a great public place for all New Yorkers and visitors to enjoy.



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CASE STUDY: PLUG N PLAY PARK, COPENHAGEN, DENMARK

Plug N Play is a 25,000 m² activity park dedicated to a wide range of urban activities. The facility is temporary, currently planned to exist for five years, with the purpose of breathing life into the area of Ørestad. The ambition is that the most popular activities may then be moved to other locations and adapted to the wider future development of the area. The park is funded through the development of a new residential district by the City & Port Development Authority and managed by local property owners.



Kragh & Berglund

Establishing new sources of revenue for ongoing maintenance is a critical issue, and potential areas for innovation include:

- More localised and collaborative budgeting including a potential move to whole place community budget setting that is being promoted by the Government to reflect local priorities.
- Considering options to develop more locally-focused service-charging taxation and levy models to support parks, including the potential in the UK for Tax Increment Financing (TIFs), Real Estate Transfer Tax (RETTs) and Payments in lieu of Tax (PILOT).
- Exploring the potential for developing Park Improvement Districts.
- Developing online fundraising vehicles dedicated to parks that could contribute to maintaining and growing the Green Spaces Fund, for example through crowd-funding.
- Establishing models and tools to maximise funding from planning and development and in particular the Community Infrastructure Levy.
- Exploring the potential for public parks to secure income through Payment for Ecosystem Services and emerging opportunities for ecological offsetting.
- Securing capital funding to improve the income-generating asset base for managing parks, to ensure they can maximise their revenue generation.

Innovation in this area might also need to be accompanied by the development of efficient and effective fundraising expertise as well as improving the diversity of skills and expertise for more cost-effective contract and project management.

4.4 Uses and activities

Finally, we see opportunities to diversify the uses of and activities within parks, as an area with innovation potential. This is an approach that has been adopted for many public facilities in recent years including libraries, galleries, hospitals, sports centres and stations. Improving the range of public services helps to create a virtuous circle of benefits that include a broader base of users, longer periods of activity and an improved brand and identity that can all contribute to generating new and larger sources of income.

Many parks already offer regular and seasonal schedules of events and activities that enhance the relevance and popularity of parks, and there is growing interest in the potential for the programming of parks throughout the year. This may conflict with some attributes that parks provide such as a peaceful retreat from everyday life and a refuge for wildlife, but careful programming across a network of parks can mitigate any perceived or real conflicts. There is also the potential for more creative uses: parks as sites of therapeutic education; parks as one-stop-shops for public services; parks as sites to capture clean energy; parks as training grounds for apprentices or offering intermediary labour markets for example.

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Public parks have considerable potential to increase the diversity and intensity of uses and facilities which have been underutilised in many places for decades.”

Exploring new uses and activities may include:

- Specific temporary or permanent facilities for children and young people including adventure and natural play, skate parks, multi-use games areas and performance spaces.
- Provision of meeting places, attractive office space, hubs for social enterprises etc.
- Increasing the provision of cafes, concessions and kiosks, and particularly to meet seasonal demand.
- Parks resources being used to generate energy (e.g. water, solar or wind power).
- Establishing educational and training facilities for formal and informal skills programmes.
- Private functions and corporate events that may be leased on an occasional basis.

In reflecting this trend, public parks have considerable potential to increase the diversity and intensity of uses and facilities which have been underutilised in many places for decades. For example, there is clear scope to make more of the environmental setting of parks for providing preschool, youth, health and therapeutic services. This may require initial investment capital for the renovation or adaption of existing premises or the construction of new facilities to improve commercial return from rental income and concessions.

5: CONCLUSION

Public parks need not be perceived simply as a static and unchanging resource. While many of their attributes are timeless, they have the flexibility to adapt and change to meet the challenges and opportunities that this decade brings. Rather than seeking to simply maintain the status quo by finding supplementary funding from other sources, we need to encourage new approaches to rethinking the role and resourcing of parks. Through this process, the UK's wealth of public parks has the opportunity to evolve to meet the demands and aspirations of both current and future generations.

Park managers and those responsible for their funding and upkeep should be encouraged and supported to look more widely at both the challenges and opportunities the sector faces and to increasingly reposition parks services to meet contemporary and emerging priorities. Parks have an inherent value in providing space for rest, relaxation and to connect with nature. But they also have a role to play in tackling climate change, in helping patients manage long-term conditions, in fighting the obesity epidemic, in teaching our children about nature and food growth and so much more.

The single biggest issue facing parks across the UK this decade is the need to diversify and expand sources of income and resources needed for their management and maintenance. Without this, there is the real risk that diminishing year-on-year operational budgets will have a lasting impact on the fabric of many parks. This puts at significant risk substantial investment that has been given to many parks in recent years and may well put into question the viability of many neighbourhood parks in the future.

Many parks and park services have already risen to meet these challenges – generating income through fundraising; concessions and events, creating ambitious public private partnerships; exploring cooperatives that put local communities at the helm and bringing new technologies in to reduce running costs. The good practice from around the UK and abroad, captured in this report, can be replicated, adapted, scaled up and adopted. But it also provides inspiration for the next generation of parks innovators.

As parks and park managers look for the business models and revenue streams which will enable parks to thrive in the 21st century, we think there is real potential for change in four key areas: supporting changes in park management and maintenance systems; encouraging the redesign of organisational structures and establishing new partnerships; identifying more diverse sources of funding and resources; and exploring new uses and activities within parks.

History has shown that parks have an extensive legacy of advocates and benefactors that include influential individuals and motivated communities, national governments and local councils, private developers and social enterprises, philanthropists and fundraisers. Each generation has had to address and overcome their own challenges, be it rapid industrialisation; poor sanitation; overpopulation; new town planning or urban decline and deprivation. Whilst many of today's challenges may be considerably different, the attributes and resources that parks provide have immense flexibility to radically and creatively respond to the specific and pressing needs of communities across the UK. We must innovate to ensure a rich legacy for public parks into the 21st century.

5: ANNEX: FURTHER CASE STUDIES

Name/Location	Summary/Contact	Area of innovation			
		Organisational	Management	Funding	Use and activity
Arnos Vale Cemetery Bristol	Restoration of cemetery led by local friends group that has restored buildings to create reception and gift shop with range of events. LINK	✓			✓
Beam Parklands London Borough of Barking and Dagenham, London	The park has a dual function as a flood defence for surrounding homes and buildings, and as a much needed public space for the community to meet, exercise and learn about wildlife. LINK		✓		✓
Bournemouth Borough Council Bournemouth, Dorset	The Council has livestock grazing on several of its open spaces. The livestock graze on land owned by the other local authorities in South Dorset. LINK			✓	✓
Brooklyn Bridge Park New York, US	The Brooklyn Bridge Park Corporation, a not-for-profit organisation responsible for the planning, construction, maintenance and operation, the Conservancy coordinates work of friends group and local community events. LINK			✓	✓
Bryant Park New York, US	Bryant Park is owned and managed by Bryant Park Corporation (BPC), a not-for-profit, private management company and a cooperating business improvement district of neighbouring property owners. LINK		✓	✓	
Bute Park Cardiff, Wales	HLF funded restoration to improve facilities with two new cafés and education centre to increase income with an annual programme of events. LINK			✓	✓
Canal Park Capitol Riverfront, Washington DC, US	The park is owned by the District of Columbia although the Canal Park Development Association and the Capitol Riverfront Business Improvement District are responsible for programming and management. LINK	✓		✓	

<p>Cornwall Park Auckland New Zealand</p>	<p>Traditional historic park in the centre of the city that is funded through the leasing of properties located adjacent to the park and managed by the Cornwall Park Trust that has been operating for over a century.</p> <p>LINK</p>	✓		✓	
<p>Downsview Park Toronto, Canada</p>	<p>Converted from a former military base, this contemporary park hosts a diverse series of small modestly priced events and activities along with large concerts that generate income for management.</p> <p>LINK</p>			✓	✓
<p>Freiburg Park Service Freiburg, Germany</p>	<p>Ecologically-driven management principles that have significantly reduced maintenance activities and annual costs whilst improving biodiversity across the parks system.</p> <p>LINK</p>		✓	✓	
<p>Green Estates Sheffield</p>	<p>Green Estate is a social enterprise that uses a sustainable model for running the park, combining commercial sales and services and social and environmental activities.</p> <p>LINK</p>	✓		✓	
<p>Heeley Millennium Park Sheffield</p>	<p>Heeley Millennium Park is Sheffield's first and largest, community-owned and managed public green space, built and looked after by Heeley Development Trust.</p> <p>LINK</p>	✓			
<p>Hudson River Parks Trust New York, US</p>	<p>Hudson River Park Trust is a partnership between New York State and City responsible for the design, construction and operation of the five-mile Hudson River Park that is funded through assets within the park.</p> <p>LINK</p>	✓	✓	✓	✓
<p>Kings Park Perth, Australia</p>	<p>Extensive facilities and range of activities for income generation with clear strategic plan to maximise the use of this popular and diverse park.</p> <p>LINK</p>		✓		✓
<p>Knowsley MBC Trust Knowsley</p>	<p>The council has invested heavily in establishing a comprehensive audit and asset plan for their stock of parks that improves management efficiency.</p> <p>LINK</p>		✓		✓
<p>Lambeth Cooperative Parks, Lambeth Council, London</p>	<p>Lambeth is a cooperative council and is using a new working relationship with citizens to assist with the management of local services, including parks. Three options for parks management exist: remaining under council management, community-led management and ' cooperative management' where joint community and council decisions are made.</p> <p>LINK</p>		✓		
<p>Lomond Hills Regional Park Fife, Scotland</p>	<p>Arm's length management trust responsible for key environmental sites in Fife including regional park managed in partnership with landowners and community groups.</p> <p>LINK</p>		✓		

<p>Los Angeles Parks Foundation Los Angeles, US</p>	<p>The Foundation provides support to the City of Los Angeles for fundraising to improve park facilities and environments and helps purchase property for future parkland.</p> <p>LINK</p>			✓	
<p>Mauerpark (Wall Park) Berlin, Germany</p>	<p>Contemporary urban park built on land previously occupied by the Berlin Wall which organises a wide variety of community-focussed markets, activities and cultural events.</p> <p>LINK</p>				✓
<p>Mayesbrook Park London Borough of Barking and Dagenham, London</p>	<p>The park underwent a major restoration programme to improve its environmental performance and in particular its ability to manage the local risk of flooding.</p> <p>LINK</p>			✓	✓
<p>Morden Hall Park London Borough of Merton, London</p>	<p>The park has been managed by the National Trust since 1941 with a cafe and shop run on renewable energy from solar, hydroelectric turbine and wood burning stove.</p> <p>LINK</p>	✓	✓		
<p>Northala Fields London Borough of Ealing, London</p>	<p>Northala Fields was created through turning waste from the original Wembley Stadium and the White City shopping centre into a new park.</p> <p>LINK</p>		✓		✓
<p>Nottingham City Council Nottingham</p>	<p>Through a revised parks strategy the council has secured external funding totalling £15 million in the past three years.</p>		✓	✓	
<p>Parc de Bercy Paris, France</p>	<p>Contemporary park in the south east of the city that includes a diverse series of gardens, including a vineyard and community garden that provides training for local children and adults.</p> <p>LINK</p>		✓		✓
<p>Plug N Play Park Ørestad, Copenhagen, Denmark</p>	<p>Innovative temporary park funded through the development of new residential district by the City & Port Development Authority and managed by local property owners.</p> <p>LINK</p>			✓	✓
<p>Potters Fields Park Trust London Borough of Southwark, London</p>	<p>Manages park on lease from Southwark Council, funds maintenance through concessions and renting sections of the park for corporate events, filming and public activities.</p> <p>LINK</p>	✓		✓	✓
<p>Queen Elizabeth Olympic Park Stratford, London</p>	<p>High profile new public park that has rich ecologically structured parkland to enhance biodiversity, deliver a range of ecosystem services and reduce management activities.</p> <p>LINK</p>		✓		✓
<p>Shenley Park Trust Shenley, Hertfordshire</p>	<p>Established in 1992, as part of a new housing development, and operates as an independent charitable trust to develop, manage and maintain a 45-acre rural park for the local community of Shenley and neighbouring parishes.</p> <p>LINK</p>	✓			

<p>Sydney Parks Service Sydney, Australia</p>	<p>The city has an established system of leasing parks for public, private and corporate events that generates a significant proportion of annual revenue costs for managing the city's parks and open spaces.</p> <p>LINK</p>			✓	✓
<p>Tarvin Community Woodland Tarvin, Chester, Cheshire</p>	<p>Creation of a new community woodland in small village with trust set up in 2008 with a 125-year lease on the land. All management work undertaken voluntarily with site winning a green flag award for the past three years.</p> <p>LINK</p>	✓			
<p>The High Line West Chelsea New York, US</p>	<p>High profile public park established through planning, rezoning and extensive campaign by local friends groups to raise funding from city, state, corporations and private donors.</p> <p>LINK</p>	✓		✓	
<p>Thrive, Battersea Park London Borough of Wandsworth, London</p>	<p>Thrive is a national charity to support people living with disability or mental illness. With an operational base in Battersea Park it has a contract to manage areas of the park.</p> <p>LINK</p>		✓		
<p>Torbay Coast & Countryside Trust Torquay & Paignton, Devon</p>	<p>Trust set up by the local council to manage 1,750 acres of land which includes 76 per cent of Torbay's Public Open Space and 50 per cent of Torbay's coastline.</p> <p>LINK</p>	✓	✓		
<p>Tuckingmill West Cornwall</p>	<p>A partnership between the public, voluntary sector and local residents has regenerated the land and secured the long-term maintenance of the valley.</p> <p>LINK</p>	✓			✓
<p>Wimbledon and Putney Commons Conservators London Borough of Wandsworth, London</p>	<p>Works in partnership with local landowners, volunteers and public agencies to restore and sustainably manage local landscapes with the use of livestock and traditional management techniques.</p> <p>LINK</p>			✓	
<p>Wyre Community Land Trust Wyre, Worcestershire</p>	<p>Works in partnership with local landowners, volunteers and public agencies to restore and sustainably manage local landscapes with the use of livestock and traditional management techniques.</p> <p>LINK</p>	✓			

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