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Metropolitan landscape

# A Development Strategy for Park21: Learning from the International Context of Metropolitan Parks

**Msc Thesis- LAR-80424**

By Andrea Hulsebosch

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## Colofon

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**By Andrea Hulsebosch**  
**Student no: 890516375060**  
**Andrea.hulsebosch@wur.nl**

**Supervision by:**  
**Marlies Brinkhuijsen**  
**Marlies.brinkhuijsen@wur.nl**  
**Tel no: 0317- 481 936**

**External supervisor:**  
**Peter Kurstjens**

**Coordinator minor thesis:**  
**Ingrid Duchhart**  
**ingrid.duchhart@wur.nl**  
**Tel. no.: 0317-488240 or 0317-484056**

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# Acknowledgements

During my childhood I grew up in the rural landscape in the north of Holland, far away from any real cities, as a daughter of a bulb grower. After my bachelor degree in Garden and Landscape Design in Velp, I decided to continue with the Landscape Architecture master program in Wageningen. In addition to my agricultural background, studying landscape architecture has helped to shape me into the person I am now.

My pursuit for further education and application to the master program stemmed from my goal to learn more about the specific topics I was interested in. I used the spare time I had to fill with option subjects in order to learn more about urban planning and participatory processes alongside the guest lectures. Fifteen years ago I moved from the project area (Haarlemmermeer) to the north of Holland where my father kept up his business. Therefore, my attention was drawn to the question whether I had been a witness of the transformation of the Haarlemmermeer from being a rural area into an urban area.

The most difficult aspect in the thesis was to critically assess the work that I had been doing. Sometimes I got carried away from the main issued of the work but my friends and my supervisors kept me on track. Also, it has not always been easy to keep my work systematic. It was difficult to find a central focus for my minor thesis as I found out during my research that many stakeholders have gotten involved in Park21 and they all have different interest. Therefore, participant had reasons to state that their program is the most important. At times the changing nuances of the research led to confusion. It was important to determine not only problems but also their consequences. Furthermore, it was hard to find comparable metropolitan parks because of the context, size and financial strategy that differs everywhere. Also, the filtering and translation of key terms turned out to be more difficult than expected, as filtering the keywords in this specific manner has not been widely researched before. Therefore, it was not easy to find comparable material for the thesis

I want to thank my supervisor Marlies Brinkhuijsen for her support, guidance and all the help she gave to improve the thesis. Also, I would like to thank her for all the trust she had in me, whether the faith in my ability to improve my English skills or in my methods to construct this research. Furthermore, I would like to thank Peter Kurstjens for the opportunity to carry out this research. I want to thank: landscape architect Rik de Visser, project manager of the municipality Haarlemmermeer Rob van Aerschot, and Mathea Mevissen of the Province Noord-Holland, for their time, enthusiasm and effort during the interviews. Their input was very valuable. Furthermore, I would like to thank my family, friends and housemates for their support and advice.

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# Summary

With Park21 the municipality Haarlemmermeer has a large and varied landscape for recreation. The area between Hoofddorp and Nieuw-Vennep is the new backyard for residents, but also the green heart of the Haarlemmermeer and a link for the regional green infrastructure.

Country:

The Netherlands

Context:

Municipality Haarlemmermeer

Size:

1000 ha



0.1  
Location Haarlemmermeer  
alongside Amsterdam  
0.2  
Location polder Haarlemmermeer  
alongside the Netherlands

Year of realization: 2012- 2027/ 2037

Duration till realization: 15 till 25 years to construct

History: The municipality of Haarlemmermeer used to be a lake. The first land reclamation plans date from the 17th century, but it took 200 years before reclamation was actually executed. More than 150 years ago steam-driven pumping stations drained the water out of the Haarlemmermeer polder. This transformed the polder from a farming community into an open and modern municipality that is home to people from all over the world (Haarlemmermeer.nl, 2013).

Coverage: Besides being a park for the residents of the municipality of Haarlemmermeer, the park will function as a park for the metropolitan area of Amsterdam as well.

Enclosure: Located between the villages Hoofddorp and Nieuw- Vennep and the roads A4 and N205.

Accessibility: Vista has proposed to set up entrances along the borders and along the cross-roads in order to make the park more easily accessible from the near-by residential areas and to encourage flows and destinations within the heart of the park.

Particularities: The park has three layers: as a park, as a polder, and as a leisure destination.

Peter Kurstjens, national supervisor of DLG first posed the question of how to develop a new metropolitan park in the complex of Dutch landscape where politicians and the process is influenced by unstable economy and politics. Peter Kurstjens is an advisor for the municipality of Haarlemmermeer, which develops a metropolitan park between Hoofddorp and Nieuw- Vennep in the Haarlemmermeer, Park21.

The minor thesis focuses upon *development strategies for metropolitan parks by comparing international examples*. The aim of the thesis is to define Park21's most critical problems and to find parks that have dealt with the same issues that Park21 is now facing. The study aims to contribute to further studies by learning from these external examples. A strategy that will help to develop metropolitan parks such as Park21 in the complex context of today will be developed in further research. The idea of Park21 found support by the town council of the municipality of Haarlemmermeer. But due to the involvement of a large amount of stakeholders who have a large impact on the decision making process, constructing Park21 has become very complicated. On the other hand, today's economic uncertainties have let the municipalities and other organizations free to decide to what extent investments are made and what are the various constraints. Today, conventional sources for funding are not available anymore, which means that state's, Province's and town council's public funds have been dispersed and it has been necessary to generate and search for other monetary resources. Most likely influencing the design and construction of the park in the nearby future as little money is available. Therefore, it is necessary to develop other financial plans as well as a development strategy.

The question raised by DLG, *what can be learnt from the examples of foreign metropolitan parks in order to develop 'a new metropolitan park' in the complex Dutch landscape where politicians and other stakeholders have different goals and economic and political times are unstable* has therefore been divided into the following research question:

*'Looking at international examples, what lessons can be learnt and put into practice for Park21's own development strategy when looking at similar developed metropolitan parks?'*

Several sub-questions have been outlined to answer the addressed concerns of the society and politics. These are:

- *What are the major problems concerning Park21?*
- *Which metropolitan parks have dealt with the same problems?*
- *How have these parks faced these problems and on what terms can other Metropolitan Parks be deemed successes?*

A sequential mixed method has been used to answer these research questions. This is based on interviews, policy documents, literature reviews, and reference studies of project areas. Triangulation has been used to cross- check quantitative and qualitative information with each other.

Several metropolitan parks in different context have been reviewed in order to answer the main question of the thesis, what lessons can be taken from the international examples that can be put to practice for Park21's own development strategy. Alongside the *Peak District (United Kingdom)* The parks that will be examined are, *Downsview Park (Canada)*, *Park*

*de la Deûle (France), Duisburg Emscherpark Nord (Germany), and Fresh Kills (United States)* are the parks that will be reviewed. They have many similarities in the way of programming and constructing and are therefore selected for the research. Besides the similarities these parks have also been selected by both document reviews about 'metropolitan parks' and examples of metropolitan parks that were named by interviewees.

There are many differences between these parks and Park21 as well, respectively: time to and time of constructing. Different land ownerships situation, context differences such as culture, accountability of stakeholders, politicians and economic circumstances that differ substantially. Notable is that despite of all of these plans, the construction took more than a decade and parts of the park still need to be improved or changed. Therefore it is necessary to emphasize the flexibility for Park21 as time is required to overcome difficulties. Also, as brought out by the municipality of Haarlemmermeer, both the rules and regulations change in time.

The way other parks have overcome these difficulties is to create awareness of the need to have these projects by involving volunteers, schools and organisations into projects. A possibility is by attracting companies to generate money for further construction and future management plans by creating a funding strategy (e.g. selling and subleasing grounds). Local farmers definitely serve as an important partner for Park21 as the park is located on agricultural fields. Another important facet is the establishment of funds, in order to secure the future of the park for both management and further development. Though much can already be learned, further research is recommended in order to generate a development strategy for Park21. As a main research question, this has not yet been answered and further study is necessary to establish a development strategy.

To answer the question '*What are the major problems concerning Park21?*' the information selected from interviews, and document research is enumerated accordingly: visibility towards community, from the start, communication with agrarians and other stakeholders, profiling towards other closely located green areas, financing and revenue models (the way the municipality handles money), accompanying public and private issues are mentioned as crucial issues. Also, the clash between different projects, different people, different interests influence the process of development. Furthermore, dependence on stakeholders in constructing the plan, economic uncertainties for project managers and therefore, the lack of financers, financial uncertainties for the municipality due to cutbacks and lack of public funds as well as miscalculations have been brought out. Further, there is no prior specific site nor context analysis which results in delay and requires extra research, household water limitations and other limitations due to being located close to Schiphol.

The broad list of problems has been enumerated in the form of facets of conflict; 'Profiling & programming', 'Public- private partnership', 'Communication & participation', 'Financing and economy planning' and 'Maintenance and management'. It was necessary to translate these facets to a scientific language as these facets of conflict are often used within policy documents and leading to the search of reference areas. These key words are problems concerning 'Branding', 'Value capture', 'Public participation', 'Feasibility' and 'Maintenance'.

Many parks have dealt with the same problems through years, as constructing a park contains cooperation between stakeholders, the various and sometimes conflicting interest they have, and large amounts of money. Parks that have a number of similarities with Park21 have been chosen as a selection for research. In addition to these similarities, these parks were selected due to both document reviews over 'metropolitan parks' and interviewees naming these as examples of metropolitan parks. Five parks have been selected for reference study: the Peak District (Great Britain) Downsview park (Canada) Park de la Deûle (France) Duisburg Emscherpark Nord (Germany) and Fresh Kills park (United States) This respectively also answers the question *which metropolitan parks have dealt with similar problems*.

The third question can be divided into two questions: *how have these parks faced these problems and on what terms can other Metropolitan Parks be deemed successes*. One of the findings of the study is that every park has dealt with problems, which have been solved through the cooperation with stakeholders. For the creation of a park, it is necessary to open up dialogues and have communications in order to understand each other (and have a continued understanding).

When answering the question '*how have these parks faced these problems*' there are also differences between these parks and Park21: it is noticeable that every park has dealt with a specific conflict differently, depending on time and context. Lessons that can be learned from the Peak District: creating a management plan that can adapt to social values and changing scientific understanding, when possible in cooperation with farmers and landowners. Creating a management plan that can adapt to the changing conditions and program for Park21 is therefore required. Together with attracting volunteers (for example by linking many educational activities with the park) and creating understanding and awareness of the landscape. For the Parc Downsvire Park in Canada it turned out that attracting and inter-connecting events and organisations with the park is important. That also included informing, educating and engaging the public. Also, it was important to attract donors who could (financially) support the park in the future. The system of selling and subleasing grounds in order to create and maintain the park, as well as building partnerships with schools to create awareness, have helped to overcome difficulties. For Park de la Deûle in France, developing design strategies to create a visual connection with the agrarian fields. The local farmers were left to organise the management. Linking regional development to the need for urban renewal. Approaching the program as a regional assignment. For Duisburg Emscherpark Nord in Germany, linking the regional development to the need for urban renewal. Approaching the program as a regional assignment, attracting organisations and companies who take over the maintenance and provide the park of budget. And a high level of participation and public involvement that changed the mentality of the inhabitants turned out to be key elements for constructing the park. For Fresh Kills the way of anchoring the park in context is important, another concern is the strategy to generate money and create public responsiveness as well as awareness of the environment. And finally, there is a need for a long term planning strategy for the park.

An important finding came from the answer to the question '*on what terms can other Metropolitan Parks be deemed successes*'? The aim of the research is to learn from other external examples and filter tools and strategies for the development of Park21. The question cannot be completely answered as more research is required to cover the

knowledge gap. A considerable gap between science and practise is perceived in the research as little is written about metropolitan parks and related issues, and the information that is available differs per field. Little has been written in the practice level, but even smaller is the amount of information in the science level. Therefore; the translation between these two 'worlds' was not always easy. Indeed, much knowledge exists but the knowledge is often not available for the public. The knowledge remains locked inside the heads of many civil servants, process managers, project managers and landscape architects but has not been written down. Also, many processes are not always chronological and transparent as many decisions take place in internal spheres that are often not recorded or clearly accessible for outsiders. It is notable that despite of all of these plans, the construction took more than a decade and parts of the park still need to be improved or changed. Which means that the available information is not always organised as decision making processes take time (e.g. changing rules and regulations, various stakeholders and complex budget issues).

Still, it can be stated that for the development strategy, approaching the park as being a challenging regional assignment that enhanced a broad program is essential. Furthermore, the master plan and implication are seen as 'a living document', creating a management plan that can adapt to social values and changing scientific understanding that works together with that vision and adapt to the changing conditions and program of Park21. Another facet is to involve stakeholders from the start, including informing, engaging and educating the public and stakeholders to create awareness. Also to create possibilities for (future) funding and maintenance. Because the time and context differs for the development of the reference areas, the elements that make a park successful also vary. Therefore, further research is required for the development of Park21 in order to filter tools and strategies for the development of Park21.

# 1

# 1 Introduction

Due to urban growth, peri-urban areas are increasingly urbanized which results in densely populated areas where people work, live and use these areas for recreational purposes. In order to respond to this development, municipalities are required to take action to meet the demands of the inhabitants. Even though the development of parks and recreational areas is not a new phenomenon and many parks and recreational areas have already been built through years, new green developments are taking place. This is also the case in the Haarlemmermeer polder, which is now seen as part of the metropolitan area of Amsterdam. The municipality of Haarlemmermeer has planned to build a new 'metropolitan' park between Hoofddorp and Nieuw- Vennep, but has difficulties with executing the plan.

## 1.1 Problem definition

The municipality of Haarlemmermeer was required to undertake action towards the inhabitants as due to the city's expansion during the years, the spatial quality of the polder, the so-called 'openness', had suffered. The awakening of the fact that something needed to change gave birth to the idea of Park21 who have found support from the town council of the municipality of Haarlemmermeer.

Due to the involvement of a large amount of stakeholders who have a large impact on the decision making process, constructing Park21 has become even more complicated. On the other hand, the economic uncertain times of today allow municipalities and other organisations to invest less than before. Having a decreased amount of public funds will most likely have an impact on the design and construction of the park in the nearby future. The difference between the design and implementation is a direct outcome of limited available finances and a development strategy which is insufficient. Still, Park21 should be prevented to become just another regular park of many where you can walk your dog. The park should have an international stature.

But *how to develop 'a new metropolitan park' in the complex Dutch landscape where politicians and other stakeholders have different goals and economic and political times are unstable?* The research will contribute to answer this societally important question, by searching for foreign examples and learning from them.

To avoid the continuation of cities merging into one urban agglomeration, the politicians have decided to take action. In 2008, the idea of Metropolitan Parks was introduced in the draft version of the policy document 'Structuurvisie Randstad 2040' (Ministerie van VROM). Though the concept, metropolitan park was only included in the draft version, (the concept of metropolitan parks never achieved the final version), the concept of metropolitan parks was keeping politicians occupied as became clear with the assignment of the municipality of Haarlemmermeer. The master plan of Park21 is an example of a so-called Metropolitan park, and is located between Hoofddorp and Nieuw- Vennep. As van Woerkom described in the Masterplan Park21:

*"the ambitious master plan serves as an advanced link between the hectic 'Randstad' and the*

*peace and openness of 'Het Groene Hart', where the shape of the design is formed with the help of private initiatives for facilities and attractions"*

*(van Woerkom 2011, p.4, Translation by A. Hulsebosch)*

Vista has designed the master plan for Park21 and has presented the plan to the town council as 'a park of the 21st century'. The metropolitan park is situated between the cities of Hoofddorp and Nieuw Vennep and is close to Schiphol (the main airport of the Netherlands), which makes the park logically appealing due to the wide spread radius of potential future users. Today, a development strategy is inadequate or lacking as the plan made it through the town council and the plan is further detailed. However, today the municipality of Haarlemmermeer finds itself in difficulties realizing the first phase (out of a total of four phases) because of a lack of sources.

## 1.2 Aim of the research

The societally important question *how to develop a new metropolitan park in the complex Dutch landscape where politicians and other stakeholders have different goals and economic and political times are unstable* was the incentive behind this research. The question arose as there is a lack of knowledge of this topic at the moment and has been determined into a research question, as displayed in the next subparagraph.

Though there is no unilateral answer available, as every park's development and program is different, the aim of the research is to define the major problems of Park21 and to find parks that have dealt with the same problems Park21 needs to deal with. By learning from other external examples, the research will try to contribute. A strategy that will result in the development of metropolitan parks, such as Park21, in the complex context of today will be developed in further research. The societally important question has been transformed into the research question *'Looking at international examples, what lessons can be learnt and put into practice for Park21's own development strategy when looking at similar developed metropolitan parks?'*

After the conclusion of the preparatory phase in early 2009; that included the vision and master plan, Europe as well as the Netherlands has seen a change in the economic climate. Today, conventional monetary resources are not available anymore, which means that the public funds of the state, Province and town council have been dispensed. Generate- and search for other monetary sources has become necessary. Though the state financed a maximum of three hundred and fifty ha by giving effect to the "RodS" regulation (recreation close to cities), the municipality had to find other monetary sources anyway as the park consist of 1000 ha. The gap has by now definitely increased because the public funding has decreased as the 'RodS' funding has stopped. As previously stated, to come up with other financial planning possibilities and develop a maintenance strategy for the future is necessary. Funding these large projects with only public money is no longer possible and private funding must be used in order to develop a metropolitan park such as Park21. The necessity of private funding is clear for the municipality of Haarlemmermeer, explaining their search for 'pioneers':

*"we would like to develop Park21 together. With inhabitants and agrarians but especially with you, entrepreneurs and other public parties"*

*(Nobel and Bezuijen 2011, p. 3, translation by A. Hulsebosch).*

The task that the municipality of Haarlemmermeer has to tackle does not only concern the municipality itself but the problems arising from the economic instability which can be seen in various countries.

Developing a metropolitan park today is much more difficult than, for example, in the 1990s. There is no more money at the state's disposal to use it for buying, redeveloping fields and maintenance in order to develop parks and green recreational areas, as had been previously. Furthermore, the strategy in politics has changed towards 'EHS' (Ecologische hoofdstructuur) or 'NEN' National Ecological Network (in the context of the research the Dutch network of existing and newly constructed nature that preserves and strengthened the biodiversity). Also, the strategy of other green projects has changed and this determines the priorities today.

Another part of the program which the park needs to deal with during construction is the wide range of stakeholders and the related problems which make the assignment even more difficult. Agrarians form an important group of stakeholders, their fields are integrated in the image of the master plan. However, the agrarians have been asked, to participate and cooperate for the proposed agricultural business transformation. The cooperation is causing difficulties as this is a different business strategy.

In conclusion, the aim of the research is to define the major problems of Park21 and to find parks who have dealt with the same assignment Park21 needs to deal with. The study aims to contribute to further studies by learning from these external examples. In further study a strategy that results in the development of metropolitan parks, such as Park21, in the complex context of today will be developed.

### 1.3 Study's relevance and significance

The study will contribute to the dialogue about the way parks can be constructed in a complex context. Therefore, as this new knowledge will decrease the knowledge gap in this topic, it also has academic value.

Furthermore, the research will contribute to the political dialogue of what the actual assignment of the implementation of Park21 is. The wide involvement of stakeholders who all have different interests may influence the overall assignment. If all the stakeholders have a shared opinion of what the assignment is, the process of development might prosper. Therefore, it has importance for the research to frame and cross-check the assignment.

Another facet of the research is to contribute to a social and political dialogue about how the parks, in particular metropolitan parks, could be developed. The dialogue might reach beyond the professions of landscape architecture as the profession touches multiple related profession. At best, the dialogue will cross boundaries and end up in a widespread dialogue making us more aware of how we use of the landscape. As there are little public monetary funds available, it is necessary to find additional financial resources and develop other strategies in order to construct and maintain the site. As stated earlier, the problem has become visible both inside and outside of the Netherlands. Today, a solution is not available and is therefore of great relevance for the development of parks and green recreational areas worldwide.

Also a development strategy would help the landscape architects on site to deal with all the facets that are involved, as still a clear 'toolbox' is missing. In countries like Canada and America that have a more liberal system of funding plans than the Netherlands, developing parks with private money is more common. An example of a more liberal system is explained by Laven et al.

*"the U.S. National Park Service that has operated increasingly through partnerships with other federal agencies, non-governmental organizations (NGOs), community groups and private sector corporations"*

(Laven et al 2010, p.195).

As landscape architects we are aware of the way countries like Canada and America are funding their parks, but the actual strategy of funding plans with private funding has not yet been researched. As a consequence of the knowledge gap, many landscape architects are struggling in the professional field with the fact that no clear strategy of funding plans with (more) private funding is available. Furthermore, there are not many successful examples offered, neither are the processes clear for outsiders. A strategy that will help to develop metropolitan parks such as Park21 in the complex context of today will be developed in further research.

The research is written for an audience that mainly consists of landscape architecture and planning students, professionals, (landscape architects and planners) policy makers and politicians. But local inhabitants and others who are interested in the way metropolitan parks, can be constructed nowadays, are also included in the target group. Also, those who are interested in (metropolitan) parks or greenery in general would find the research interesting. Specific significance of the research is the political relevance as due to the wide variety of stakeholders learning from other parks is necessary.

#### 1.4 Definition of the term 'park' in the political vocabulary

Politicians have different vocabulary for the evolving spatial changes of the last decades. The vocabulary consists of concepts such as 'large parks', 'region parks', 'GIOS' (subsidy for the execution of projects in the rural area that contributes to green close to the city and/ or the improvement of the quality of landscape), 'recreational areas' and 'green city lungs'. The basic idea is that city dwellers value green areas near cities. That city dwellers value green areas near cities has also been concluded by many researchers, for example Koomen et al. (2005a), Savills & Evamy (2005), and Ministry LNV (2006), (sited in Improving Institutions for Green Landscapes in Metropolitan Areas).

The ANWB has done research over the need of recreation possibilities close to the city. Van Woerkom concludes from the research *"that experiences show that there is a huge deficit for recreational chances close to peoples' houses"*

(Van Woerkom 2011, p.4, Translation by A. Hulsebosch).

From the same ANWB research, a conclusion drawn by van Woerkom) is that *"people – particularly inhabitants from de 'Randstad'- experience a huge shortage of recreation possibilities close to their house"* (Van Woerkom 2011, p.4, Translation by A. Hulsebosch).

Van Woerkom describes metropolitan parks and their function as

*"large parks that should fulfil the need of recreation possibilities.... the parks as such offer the possibility of intensive recreation close to the city"*

*(van Woerkom 2011, p.4, Translation by A. Hulsebosch).*

Park21 is described by the municipality of Haarlemmermeer as being a metropolitan park because of *"the scale, the international aspects and the facilities and events that go together with the development"*. (Gemeente Haarlemmermeer 2012(a), p.1)

'Metropolitan park'

Metropolitan park is one of the terms used today to describe multi-purpose use of green recreational areas close to cities. As the word is often used in policy documents, academics do not use the word on a regular basic. Alan- Mozes is one of the few academics who has defined the word metropolitan park. According to him,

*"a metropolitan park is a large open area, characterized by a variety of natural and landscape features and/or by continuous open areas such as large expanses of agricultural land, which responds to social needs for recreation and leisure. Metropolitan parks are rooted in regional plans and are situated in close proximity to urban centres but not within city bounds, thus serving as buffers between built-up urban entities".*

*(Alan- Mozes 2012, p.14).*

Corner explains the challenging statement used by a broad range of people

*"for most of us, large parks conjure up marvellously visceral images of large scale green open space, replete with forest, allées, bosques, meadows, lawns, lakes, streams, bridges, paths, trails, promenades, and innumerable types of social space, some small and intimate, other grand and monumental. Large parks are extensive landscapes that are integral to the fabric of cities and metropolitan areas, providing diverse, complex, and delightfully engaging outdoor spaces for a broad range of people and constituencies"*

*(Corner 2005, p.11).*

The statement that the engagement of a broad range of people and their expectations is challenging is explained by Corner

*"what makes it much more difficult and substantially different today, however, is the process by which large parks get made. Large parks are no longer under the purview of kings or single powerful agencies. Instead, large parks today must deal with huge and multifarious constituencies, comprised of many contradictionary and opposing parties, often steered by complicated and conservative bureaucracies. Issues of design, form, expression and process are quickly subjugated by issues of stewardship, maintenance, cost, security, programming and ad hoc populist politics"*

*(Corner 2007, Sited in Large parks, p.14).*

But as already explained by Doughill et al

*"in the past, managers of designated landscapes and protected areas, such as National Parks, generally had very narrow mandates, such as promoting a specific species for hunting*

*or conserving particularly valuable habitats. Today, however, society expects a range of recreational, agricultural and environmental outputs and services from the land"*

*(Doughill et al 2006, p.260)*

The existing community of Park21 expects a range of recreational, agricultural and environmental outputs and services from the land which will create a very broad program. Fuchs described regional parks in the following way

*"regional parks are instruments in spatial planning for urban areas with respect to the landscape. The development of regional parks should strategically strengthen the importance of outdoor recreation in the sense of a multifunctional landscape development against other interests such as residential or industrial expansion"*

*(Fuchs 2010, p.1).*

The argument that regional parks are instruments in spatial planning that are above other interests, such as residential and industrial expansion, was one of the reasons why politicians decided to take action. The polder was to be given back some of the greenness of a natural polder in order to develop Park21 after years of residential and industrial development. As described by the municipality of Haarlemmermeer

*"the development of a large park is a logical answer for the spatial and economical dynamics which are nowhere that big as in the municipality of Haarlemmermeer. The last decennia changed the predominantly agrarian character of the polder as a consequence of the explosive enlargement of Hoofddorp and Nieuw- Vennen, the development of Mainport Schiphol, new office buildings, industrial sites and infrastructure. These developments will continue"*

*(Gemeente Haarlemmermeer 2011, p. 19, Translation by A.Hulsebosch)*

Besides including a broad program of sport, attractions, events, recreational lake, rural life, overnight accommodation and transport, many stakeholders (e.g. agrarians) are also involved in the participation process. An image of the master plan has been displayed below in figure 1.4.1.



1.4.1  
Bird's-eye view of Park21  
Source: Vista.nl

## 1.5 Reading guide

The thesis consists of nine chapters. Chapter one contains the motivation for the thesis that not only includes the introduction of Park21 but also gives an insight of the involved stakeholders. Furthermore, the aim of the thesis will be explained with a problem description and related topics that are important for constructing the park. The relevance of the research, including the knowledge gap and literature review, will be further elaborated. Chapter two defines the research questions. Furthermore, the research phases will be further elaborated, which will give a clear insight of the working process. Followed by the theoretical framework that will be further explained, including a review of the theoretical context, and the complexity, significance and validity of the research. In chapter three, the themes which are the result of interviews and an elaboration of the 'grey' literature will be further explained together with the role that these played during the search for suitable reference areas.

In the fourth chapter, a translation of keywords will be given which will be followed with the fifth chapter; five reference areas. In chapter six, the research will be concluded. Finally, there will be a discussion and evaluation of the research in chapter seven and further recommendations can be found at the end of the report in chapter eight. The report ends with a personal reflection in chapter nine.

# 2

# 2 Research

## 2.1 Topic of the research

The aim is to examine what can be learned from international metropolitan parks in order to develop 'a new metropolitan park' in the complex Dutch landscape of today where politicians and other stakeholders have different goals and economic and political times are unstable. The research will contribute for further study in order to develop a strategy that will result in the development of metropolitan parks, such as Park21 in the Netherlands.

## 2.2 Research questions

A central question to the research has been postulated to achieve the objective. The central question will be answered with the help of several sub-questions.

The main question of the research is:

*'Looking at international examples, what lessons can be learnt and put into practice for Park21's own development strategy when looking at similar developed metropolitan parks?'*

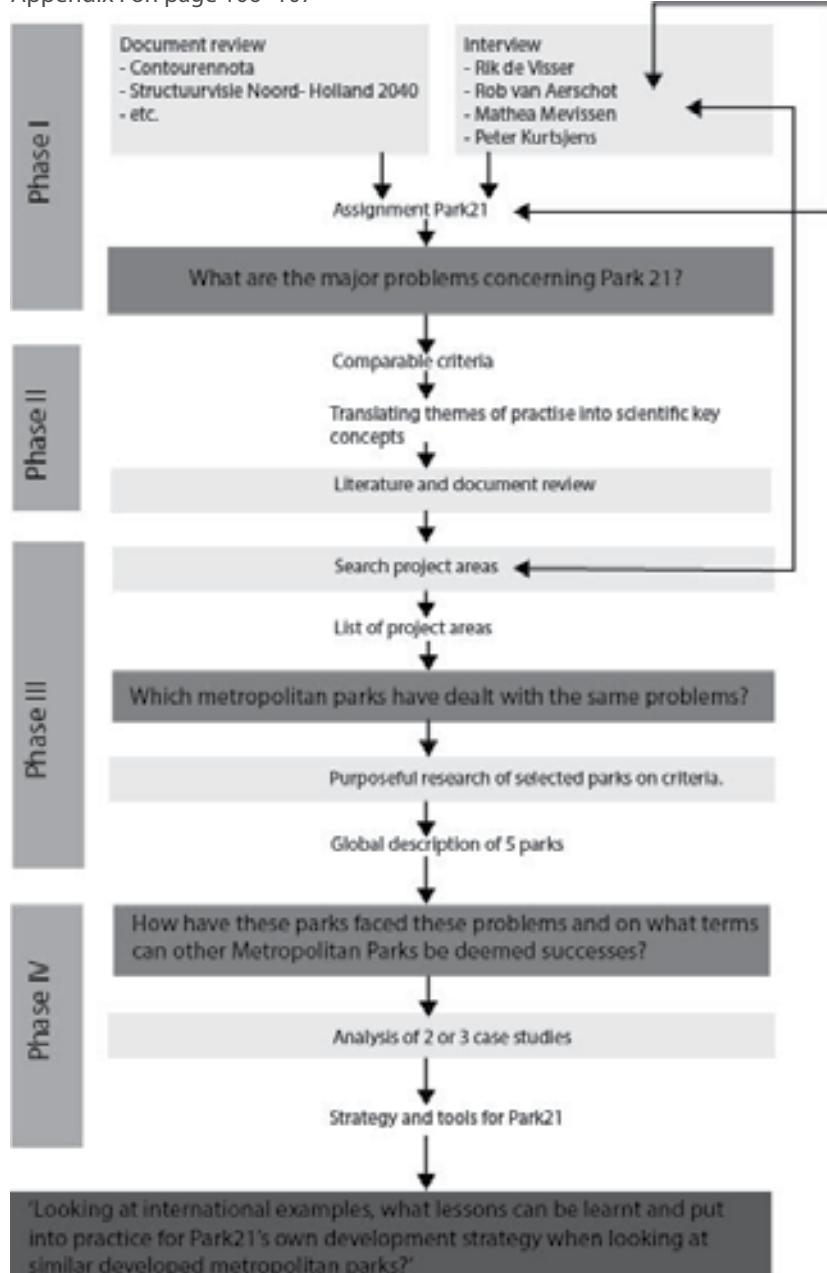
Questions related to the program and development strategies of metropolitan parks:

- *What are the major problems concerning Park21?*
- *Which metropolitan parks have dealt with the same problems?*
- *How have these parks faced these problems and on what terms can other Metropolitan Parks be deemed successes?*

## 2.3 Research design

A sequential mixed method that is based on interviews, policy document and literature reviews, and reference studies of project areas will be used during the research. The qualitative results have been used as tools to help explain and interpret the findings of the primarily quantitative study of the research and to create a relationship between theory and practice.

The research is explained step by step in figure 2.2.1. Research phases. Further clarification will follow in the next paragraph after the diagram. A larger image can be found in Appendix I on page 106- 107



2.2.1  
Research phases.

## 2.4 Methodology

Before answering the research questions, more information about the topic and the context of metropolitan parks was required in order to gain a solid knowledge base about what a metropolitan park is. Also to learn more about the involved facets, appearance and to have background information about Park21 and the park's context. Exploratory research has been used to *"forge an empathic basis of knowledge, as the topic was an unfamiliar territory"* (Martin and Hanington 2012, p.84). What is meant by an empathic knowledge base is to gain a solid knowledge base, for example, the rules and regulations, and the use of policy terms in a wider context.

To answer the question *'what are the major problems concerning Park21?'* interviews, wordclouds and literature reviews have been used to identify the problems. First word clouds have been used to form a general impression what has been written within the policy documents. Martin and Hanington describes these word clouds as,

*"a method of information visualization that originates text- based content into interesting spatial arrangements" wordclouds are "colourful word collages" that show the most frequently used words or word pairs in just about any text- based source document. In a word cloud, words are assigned different font sized based on word frequency- usually, the bigger the word, the more frequently it occurs in the source document"*

(Martin and Hanington 2012, p.206).

Looking at concerning policy documents like the 'contourennota' and the 'structuurvisie Noord- Holland 2040' it is important to gain more knowledge about the process and rules and regulations that go along with the development of a park like Park21. The document review has helped to get a sense of understanding of the policy language and gave a starting position from where specific questions could be asked during the interviews. Besides, during the proposal phase of the thesis, regional policies and documents of green/park development in the region have been discussed, to give an indication of rules and regulations within the area. The documents provide guidelines to see how the development of greenery and parks is used within visions and plans of actors. The document-study also contributed to the identification which perspectives of actors have been translated to policies. The study also gave insight in important actors within the process of Park21 and the prioritizing of the project.

A policy analysis has been performed by studying various (policy) documents in a generic form of analysing. The documents have been reviewed by systematically reading through the documents. By searching for terms in titles, summaries, first- and last sentences that indicate progress, disturbance, shortfalls and rules and regulation. Furthermore, carefully has been looked at goals, diagrams and bullet points for these terms. The document-study gave insight on established policies, visions and plans of the analysed actors in the clusters spatial planning, nature-and landscape conservation and development and leisure cluster. The involvement of two actors- levels have been researched; Province Noord- Holland (regional) and municipality of Haarlemmermeer (local). The analysed sources have been selected according to the relevance of the study (according to the initiator of the research P. Kurstjens).

The following policy documents, visions and plans have been analysed for the document-study:

- ‘Notitie participatie startdocument Masterplan Park21’. (2012)
- ‘Raadsvoorstel 2009.0013729 contouren structuurvisie Haarlemmermeer 2030’. (2009)
- ‘Structuurvisie Randstad 2040’. (2008)
- ‘Ontwerp structuurvisie Haarlemmermeer 2030’. (2012)
- ‘Notitie participatie startdocument master plan Park21’. (2010)
- ‘Metropoolregio Amsterdam Ontwikkelingsbeeld Noordvleugel 2040’. (2007)
- ‘Contourennota structuurvisie 2030’. (2009)
- ‘Structuurvisie Noord- Holland 2040’. (2011)
- ‘Masterplan21 versie 3.0’. (2011)
- ‘Park21 opportunities for development’. (2012)

After the first session of reading through the documents, a general indication of the program (or facets of conflict) and involvement of actors became clear. Then the text was reviewed for an additional time and read thoroughly; memos were written in margins throughout the entire study. Extra attention has been given to what extent Park21, leisure, metropolitan parks and green development is mentioned in the various plans. Also attention has been given to words that frequently popped up in the word clouds: ‘gemeente Haarlemmermeer’ (municipality Haarlemmermeer), ‘Schiphol’ (Schiphol Airport), ‘bedrijven’ (companies), ‘ondernemers’ (entrepreneurs).

Also, websites of actors such as Province, Municipality of Haarlemmermeer, the office of Vista and newspaper articles have contributed to the policy analysis.

Then the documents have been coded as described by Rossman and Rallis is *“the process of organizing the material chunks or segments of text before bringing meaning to information”* (Rossman and Rallis 1998, p.171). Which resulted in themes or categories for analysis by using the method thematic network. Martin and Hanington have described the method as

*“building a thematic network is a step- by-step process that helps to identify, organize, and connect the most common themes in rich qualitative data”*

(Martin and Hanington 2012, p.178)

Within the method thematic networks, three classes of themes have been defined, namely ‘Basic Themes’, ‘Organizing Themes’ and ‘Global Themes’. For the research only the middle order theme ‘Organizing Themes’ has been used. According to Martin and Hanington, *“they serve to organize basic themes into clusters of similar issues”* (Martin and Hanington 2012, p.178).

The second step to answer the first research question was to conduct interviews with important and involved stakeholders. The interviews have been used to give a clear overview of the facets of conflict that are important for constructing the park. Furthermore, they gave a sense of understanding about the scale of the problems.

The following topics were touched upon during the interviews in order to provide an answer to the research’s first sub-question: What are the major problems concerning Park21; for example the cooperation with other stakeholders, experiences encountered and the role

of the interviewee within the projects. The following persons of these specific organisations were interviewed: Rik de Visser (manager director of Vista), Rob van Aerschot (Municipality of Haarlemmermeer) Mathea Mevissen (Provence Noord- Holland) and Peter Kurstjens (DLG). A further description of the interviewees is given in chapter 3.2. Interview has been used as a method of data collection because the method could provide deeper information regarding opinion, attitude, and perspective of the actors. As described by Martin and Hanington,

*"interviews are a fundamental research method for direct contact with participants, to collect first-hand personal accounts of experience, opinions and perceptions"*

(Martin and Hanington 2012, p.102).

A semi-structured interview has been used, as the purpose was to explore the interviewees role within the process in a conversational format (Martin and Hanington 2012, p.102). Though the purpose of the interview was clear and the questions were sent beforehand, the conversation was also meant to measure the level of ambition and involvement of the interviewees. Interviews were taped to record information given by the interviewee, which has helped to elaborate the topic. Duration of the interviews fluctuate between 45 minutes and two hours. Elaborated interviews have been sent back to the interviewees to check if the interpretation of the interviewer was accurate. The questions and elaborated interviews can be found in the appendices IV to VII.

A list of the facets of conflict (program of Park21) has been filtered from the information collected both from the interviews and literature. The collection of information has been done in the same manner as the documents have been reviewed as described by Creswell as a generic form of analysing; organising and preparing the analysed data. Reading through the data, obtaining a general sense of the overall information and reflecting on its meaning by writing notes. Then coding the material into chunks or segments and generating a description of the themes for analysis. To indicate the facets of conflict the method 'thematic networks' has been used. The method description has been described earlier. The results of these methods will be displayed in a table and compared. Conclusions have been drawn from this and compared with the interviews for accuracy (Creswell 2009, Pp.183-190).

Again word cloud has been used to form a general impression what was stated in the interviews. The word cloud show the most frequently used words in the elaborated interviews. And has helped to make the prioritizing of mentioned topics visible.

The second phase of the research consisted of dividing the ranked list of program into 'umbrella concepts' or 'categories' (i.e. words will be broadly divided according to their different meaning).

The ranked list of problems have been grouped into topics, often used in policy documents or by politicians. With the use of Brainstorm Graphic Organizer, the Brainstorm Web in particular, a central concept has been identified by

*"its characteristics, supporting facts, and related ideas. Brainstorming webs can be built by identifying all of the components first, then abstracting them to determine overarching central themes"*

(Martin and Hanington 2012, p.22).

The next step in the research was to translate these topics into scientific keywords which are filtered from scientific literature and information provided by the involved stakeholders.

Keywords have been identified during the preliminary readings by skimming through these documents. These keywords were used in the abstract, the article as such or were indicated as being keywords for the concerning article and describe the same phenomenon as the central topics filtered during the previous step.

Because of limited time, the coverage of the literature review was purposive. Meaning that only literature central to the topic has been reviewed (Randolph 2009, p.4). As there was limited time to research the reference areas, five parks were selected for further research (as indicated in the start of phase III of the research design). The selection was based upon issues that influence the process of the development the most and Park21's future perspectives were ranked according to importance. Reference areas with enough (scientific) literature available about the complexity and with great similarities with Park21 have been chosen for further research. The list of selected parks has answered the question 'which metropolitan parks have dealt with the same problems?'

Phase IV started with the selected five parks and a general description. The information has been gathered through a literature search. Literature was searched from the scientific database 'Scopus' by using the name of the park in combination with keywords and synonyms. As this method of research makes the topic quite specific, it also limits the amount of results. Therefore the search for information was extended to books related to parks, published interviews with involved stakeholders, policy documents, websites, and other published sources like open letters (e.g. newspapers). As these sources are external and therefore not scientific or reviewed the subjectivity of the information has been critically evaluated for bias. The general description, together with a small analysis for further background information, defines the typology of the park. These five parks have been further researched.

The study gives the Municipality an indication which parks have (successfully) overcome similar problems and where further in-depth research of case- studies is recommended. According to Martin and Hanington, using case studies is "*useful in exploratory research for understanding existing phenomena for comparison, information, or inspiration*" (Martin and Hanington 2012, p.28). By doing an in-depth research upon two or more case studies outside the Minor thesis, the answer can be given to research questions 'how where these parks facing the problems' and 'on what terms can other Metropolitan Parks be deemed successes'. Providing the municipality of a strategy for the assignment of Park21, and landscape architects in situ of a 'toolbox'.

## 2.5 Triangulation and validation

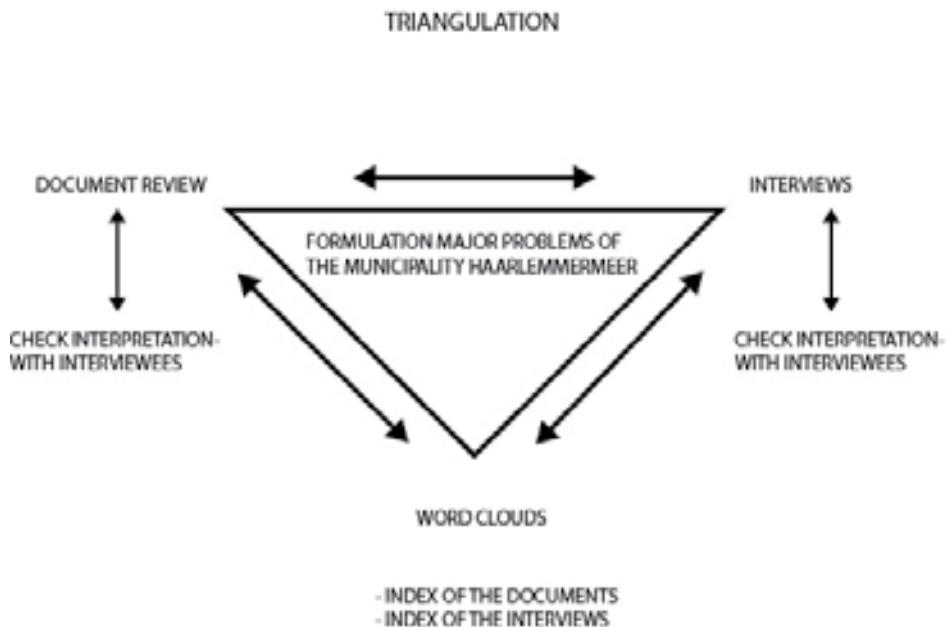
The accuracy of collecting and analysing the data will contribute to the validity and reliability of the research as described by Creswell. In qualitative research it is important to validate findings as validation is "*based on determining whether the findings are accurate from the standpoint of the researcher, the participant, or the reader*" (Creswell, 2009, p. 191). By triangulating the methods (i.e. using several methods to obtain data) and triangulating data – person triangulation (i.e. interviewing several interviewees for a same topic). Indicating the triangular link between the different methods of research. Information from one source

can be crosschecked and compared with the information provided by using the other foundation as described by Deming and Swaffield,

*"multiple sources may also provide greater certainty and precision about particular phenomena through triangulation... in the context of research, triangulation in a research design means that we look for evidence from different data sources that are mutually reinforcing"*

(Deming and Swaffield 2011, p.79)

Two types of data is gathered in the study, primary data (interviews) and secondary data (literature review and documents study). The outcome of the data has been crosschecked with the interviewees as explained in figure 2.4.1 Triangulation displayed below. A larger image can be found in Appendix II on page 108- 109



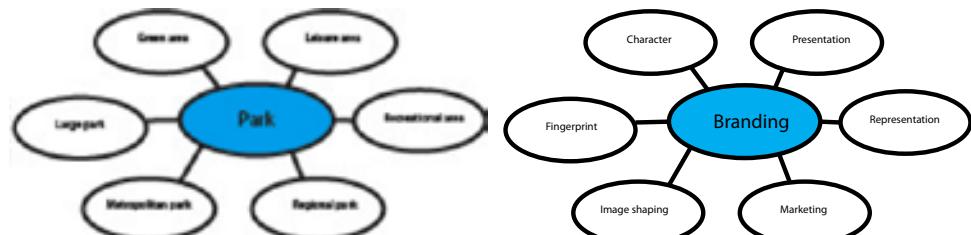
2.5.1  
Triangulation scheme

The result will be a ranked list of problems and results in the assignment of Park21. Therefore the first research question will be answered. Another result will be a ranked list of reference areas that indicates the level of ambition of the interviewees. As a preparation for the review of each document, the definition and synonyms of 'types of area' and 'topic' as used in the study, which will be deduced and compared with the definitions and synonyms used in the research as described below. Search terms have been identified by using synonyms from the webpage 'thesaurus'. The list is occasionally complemented by topic related terms used in the policy documents or literature. Also by parks recommended by the interviewees for further research that have been used together with data set topic to find specific articles related to type of area in the 'Google' search.

The literature research is validated by a systematic search of criteria. The keywords (and synonyms) together with the type of area; 'park' (and synonyms) are elaborated and will be used to find literature in the scientific database 'Scopus' to find parks that have the same program. An example of the search for literature of 'parks' (plus synonyms), and the keyword 'branding' (plus synonyms) is given in a form of a tree diagram on the next page, Additional examples of the tree diagrams can be found in appendix XII.

2.5.2  
Literature search 'Scopus'  
'parks' (plus synonyms), and the  
keyword 'branding' (plus synonyms)

## 2.6 Sysyematic search



The bibliographic database that will be used to search for scientific literature is Scopus, as Scopus is largest database for peer-reviewed literature (Sciverse 2012). al For searching grey literature Google will be used, as this the best performing and most efficient engine for Internet searches (Deka and Lahkar, 2010).

### Criteria for first selection

- Scopus: published in English, between 2003 and the present, articles from peer-reviewed journals only. And limited to the subject areas 'Environmental Science', 'Economics, Econometrics and Finance', 'Business, Management and Accounting', 'Engineering, Social Sciences', 'Agricultural and Biological Sciences'.
- Google: non-scientific articles or monographs, PDF Files

After the first selection, only the first forty results for each combination of search terms from Scopus will be screened in in the second selection process and it will be done according the criteria described below. If less than forty reviewed items are available, the number will be added with not reviewed articles till the number of forty results has been reached. The articles had to correspond with two or more criteria, always including criterion D, for them to be selected or review. Topical relevance has been assessed by reading both abstract, and title and keywords. The criteria for the second selection of scientific literature are as follows:

### Criteria for second selection

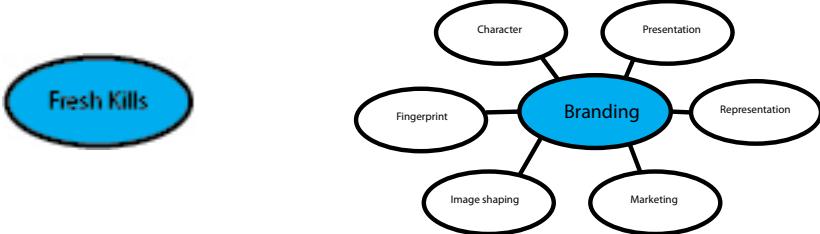
- One or more search terms of the data set 'type of area' are included in the key words, abstract, or title.
- One or more search terms of the data set 'topic' are included in the key words, abstract, or title.
- One or more key words (or synonyms) are included in the key words of the article, abstract, or title.
- Topical relevance of literature to the research questions.

The literature that has been selected for reviewing was browsed for reference areas and descriptions. Resulted in a list of project areas, that was compared with the parks listed by the involved stakeholders during the interviews. Five reference areas were selected for further research. The selection is based on the amount of available information and comparability with Park21. Furthermore, the five reference areas have been discussed with the initiator of this reserach. These parks were used to do an additional literature search in 'Scopus' to find literature that is more specific to the topics. The document search has been displayed in figure 2.5.3.

As the search is so specific, all the abstracts were screened, when the abstract of the article

is of relevance the article was selected for review.

2.5.3  
Literature search 'Scopus'  
'Fresh Kills' and the keyword  
'branding' (plus synonyms)



Search terms both from Scopus and Google will be screened during the second selection process according to the criteria described below. The articles had to correspond with two or more of the criteria, always including criterion C, for them to be selected for review. The criteria for the third selection of scientific literature are as follows:

- A. One or more search terms of the data set topic are included in the key words, abstract, or title of the literature.
- B. One or more themes are included in the key words, abstract, or title.
- C. Topical relevance of literature to the selected park.

Besides the scientific literature, an additional search for grey- literature will be carried out to get more information about the key terms in combination with the type of area. Google search engine will be used to search for grey literature.

For the screening at 'Google' the first four pages with results will be reviewed and both keywords, synonyms and topics have been used in combination with the name of the park. As these sources are external and therefore not scientific or reviewed, the subjectivity of the information need to be critically evaluated. This to avoid the interweaving of interest. Also scientific articles, and sources have been reviewed, as the possibility exist to get other results than with the use of Scopus.

The articles and other sources of information have to correspond to two or more of the criteria, always including criteria B and E, positively to be selected for review.

#### Criteria for selection Google

- A. Non-scientific and scientific articles or monographs, PDF Files, websites, letters
- B. Topical relevance of literature to the research questions.
- C. One or more search terms of the data set type of area were included in the key words, or title.
- D. One or more search terms of the data set topic were included in the key words, or title of the source of information.
- E. Name or parts of the name of the park was included in the key words, abstract or title.

# 3.

# 3 Program

## 3.1 Study of policy documents

The following chapter will be the first step to answer the question '*what are the major problems concerning Park21?*' The two methods of analysis and the outcome of the policy documents will be elaborated. The next steps include the elaboration and interpretation of the interviews by using these two methods that was displayed by the interviewees. It is followed by a conclusion of both the interviews and policy documents.

The following documents have been reviewed for this study:

- 'Notitie participatie startdocument Masterplan Park21'. (2012)
- 'Raadsvoorstel 2009.0013729 contouren structuurvisie Haarlemmermeer 2030'. (2009)
- 'Structuurvisie Randstad 2040'. (2008)
- 'Ontwerp structuurvisie Haarlemmermeer 2030'. (2012)
- 'Notitie participatie startdocument master plan Park21'. (2010)
- 'Metropoolregio Amsterdam Ontwikkelingsbeeld Noordvleugel 2040'. (2007)
- 'Contourennota structuurvisie 2030'. (2009)
- 'Structuurvisie Noord- Holland 2040'. (2011)
- 'Masterplan21 versie 3.0'. (2011)
- 'Park21 opportunities for development'. (2012)

\*NOTE The selection of the policy document, that have been reviewed was done in the beginning of December in 2012. Documents published after this date, have not been included in this research.

### 3.1.1 Problem facets

The problems that have been indicated after reviewing the policy documents can be divided into several facets of problems. These facets are communication, economical/ financial, context, and external. The facet communication enhanced all the issues concerning involved stakeholders, economical/ financial facets enhance the issues concerning the financial strategy to construct and maintain in the future. The context facets concerns issues that are specific because of the park's location and the external facets are issues that are out of the reach but do affect the management and the start of site's construction.

The involved facets can be structured into things that are uncertain and need some more time and research to understand and predict the possible effects. Start constructing the site in order to create a 'snowball effect', described by the Oxford dictionary as "a thing that grows rapidly in size, intensity, or importance" (Oxforddictionaries, 2013) would help as well. Within the context of this research, is meant as the development of an element, site or area within the master plan that makes other movements and developments takes place. Furthermore, the external problems (factors that are out of the reach for the municipality or were the municipality has little to no impact on) are analysed. Mostly because facets went wrong due to communication, the difference in people's intension, or factors where the municipality has little or nothing to do with, like national infrastructural projects. The context facets mostly deal with problems that only occur because of the specific location. For example, the sound and foraging area of geese next to Schiphol. Finally, the increased uncertainties that the municipality needs to deal with.

The topic is rather broad because of the economy and financing of Park21, the master plan itself, the intension of the stakeholders and the politicians who were involved got enhanced.

#### Communication facets

During meetings which were organized by the municipality of Haarlemmermeer and were held with the stakeholders involved, a conclusion could be drawn that there is a point of discussion for inhabitants about the future light, noise and horizon pollution that will emerge with the new location of the 'Pioniers' (the local baseball club) and their baseball station. Inhabitants have requested the municipality to find a different location, because of the sale agreements of the houses at the Southside of the villages. In the sale agreement unblocked view was promised and an unblocked view is less the case in the current plans if light poles and safety nets will be placed. Changing the location was unfortunately not possible because of the limited grounds that are available for the municipality.

The magnitude of the project area and the diversity of the program may impact the time planning because of its uncertainties. There have been long talks with the local living there: farmers, the Province Noord- Holland, potential future users, and with other involved stakeholders. After an intense period of cooperation talks between the stakeholders, these parties would like to see progress and the development of at least phase one of the park within a small time frame.

As stated in the vision of the master plan, the park will not be created at once because of

the size of the plan and the diversity of the program. Therefore, the plan has been divided in phases. The division to phases brings about more uncertainties for the future, because the plan is not a blue print and questions over the extent and time of execution arise. As the timeframe for realization is set within fifteen till twenty-five years, the financial aspect of the plan must contain a closing balance. Meaning that the source of money to construct the area must be available before any construction about the sub- areas takes place. The municipality has now started with the first subarea, as pressure for construction has increased. Today, there is a time pressure as the 'Pioniers' need to move to their new stadium, the inhabitants want to see progress and the elections for the city council will start soon as well.

### Economical/ financial facets

As stated earlier, it was never the municipality's purpose to finance the entire park, yet a large amount of the money from the municipality is in use today. Due to the disappearance of state subsidiaries like the 'GIOS' and 'RODS' (subsidies for the development of green areas in and outside the urban environment), many uncertainties over the financing of the project have arisen. Therefore, the need to find other funding sources has increased. Finding monetary sources takes time and impacts the trust of the employers, inhabitants and other involved parties. Resulting in a disincentive process and may influence the eventual program of the park.

Another thing is the expectation of subsidiary; there are many plans to generate additional funds but little practical implementation has been achieved yet due to the latency and changing regulations. In addition to state's disappearing subsidy, there is also less private monetary funds than predicted. Framing one of the consequences of the economic crisis, that discourages companies, organisations and brokers from building new houses and investing into projects. Covering the cost of the park and therefore start constructing is not an easy task, because of a rule set out by the municipality that the construction of the park can start only when the economic circle of the subarea is complete. For phase one, the financing circle is arranged and closed and therefore starting the area's construction is possible. For the rest of the park the financial 'balance' is not yet closed.

Phase two, three and four of Park21 will be developed on mostly private, agricultural grounds that belong to local farmers, LTO and the HSR (organisations that defend the interest of agrarians). Clear communication and participation with these stakeholders is therefore recommended. Furthermore, the agrarian sector in the region North- Holland is called 'viable' which means that the sector is profitable (gemeente Haarlemmermeer 2011, p.114, Translation by A. Hulsebosch), and because of this viability, agrarians may not feel the need to transform. The development process of Park21 can therefore be influenced because farmers may not be willing to sell their fields or change their management. And if they might be willing to do so, they might only sell for high remuneration or have other demands. On the other hand, measures like courtyard transformation may be seen as a profitable way of living by farmers in the future but enthusiasm about such types of processes needs to increase to create support. The price that the municipality is able to pay for the agricultural land was mentioned in several conversations already. According to farmers, the price is less than profitable for the agrarian business. Farmers and organisations that defend the interest of agrarians state that in cases of forced sales procedures, companies are not able to buy new fields. In most cases, farmers are willing to sell their land when the municipality is offering the value of the fields with a building destination.

However, today the agrarian value of the fields is offered as the municipality has limited sources of money. As there is a financial gap between agrarian- and building value, the park has limited national priority and the agrarian sector is viable, little movement and progress is discernible.

Another side of the problems that have appeared is finance. It was never planned that the municipality of Haarlemmermeer would buy and consequently finance the whole park. Now, with buying or mostly using the exchange crops (or BBL; property outside the borders of EHS) of DLG and Province Noord-Holland, approximately one third of the grounds are available for developing the first part of the master plan. Enhancing many public facilities, such as baseball fields. The municipality finds itself in difficulties to finance the rest of the master plan and its sub-areas. There is a lack of public and private funding for the rest of the park.

### Context facets

One of the key elements of the park includes the ponds that will be created by elevating the ground and holding the water in between. The approach differs from the first ideas as the ponds were supposed to be dug out for the benefits of a sand winning company and water storage. These ponds raise two difficulties: namely, the amount of sand (beneath the clay) that will be less than expected because of a clay pit. Therefore, digging sand will not be profitable for the company. As the sand winning company has lost interest, the municipality needs to provide an alternative way of creating ponds which will cost additional money.

The other problem is that the pond may have direct consequences for the near-by surroundings as the change in the pressure and structure in the soil will trigger seepage. The seepage will affect the quality of the soil and the crops that grow there. Furthermore, the pond is near the boundaries of the 'vogel aantrekkende bestemmingen' (areas that attract birds) and could impact Schiphol Airport because of safety constraints. To remove the geese in an area of six km around Schiphol, a geese policy was developed. The policy may influence the program of the park as water attracts such type fauna.

A different issue is how successful the park will be considering the amount of other comparable parks and recreational areas in the region. A question arises: how to brand, separate and stand out from the other parks and recreational areas. The answer to the question may lie with the diverse program and the promise of the creation of a high quality park.

### External facets

The development of the first phase has to face high pressure in time because of the American Major League Baseball games that will be organized in the beginning of 2014 and its location in the first sub-area. Due to extreme rainfall during the collection of the necessary soil samples, the time to do research and analyse the site is limited. Even less was time for further research because of the lack of availability of good samples as the soil office went bankrupt. And furthermore there is friction between the agrarians, the policy of the municipality and the so-called planologische kaders as they all have different interests.

These difficulties together with many rules and regulations make the start of the construction difficult. As also described by the municipality of Haarlemmermeer in the

policy document 'Notitie participatie startdocument Masterplan Park21', the sources- and the amount of noise that will increase in the future as both air-, rail and road traffic will extend as the region is part of the metropolitan Amsterdam. The noises of airplanes, traffic, railways are present today and the municipality has no power over plans of extending the airport, high- and railways that will extend the amount of noise because of the national value (gemeente Haarlemmermeer 2012b, p.6, Translation by A. Hulsebosch).

### 3.1.2 Enumeration policy documents

Outcomes of the policy documents that include the following difficulties that have to be overcome

- High amount of stakeholders with different interest.
- Dependence upon stakeholders in constructing the plan.
- Economic uncertainties for project managers and therefore lack of financers.
- Financial uncertainties for municipality because of cutbacks and a lack of public funds.
- Miscalculations.
- No clear prior site and context analysis which would mean delay and necessary extra research.
- Water storage limitations.
- The zone around Schiphol airport and therefore limitations.
- Large park with a large program.
- Miscommunication.
- External effects like weather and soil quality.

As the enumeration is composed by interpretation, the policy documents have also been imported into wordle.net/ in order to create a word cloud. The method gives an indication of the hierarchy within the policy documents. An overview of the words that were most used in the policy documents has been given in the figure below in figure 3.1.2.1.

3.1.2.1  
Word cloud of policy documents  
Stakeholders and spatial elements  
are often mentioned



A larger size of the image can be found in Appendix III on page 110-111. The word clouds explains that there is a lot that has been written about stakeholders, for example like 'gemeente Haarlemmermeer' (municipality Haarlemmermeer), 'Schiphol' (Schiphol Airport), 'bedrijven' (companies), and 'ondernemers' (entrepreneurs). Furthermore, much has been written about the spatial elements such as: 'water', 'polder', and 'ontwikkeling' (development).

## 3.2 The interviews

The interviews were carried out with stakeholders that were important for the process of the development of Park21. They occupy strategic positions and carry out important decisions on different organisational levels (municipality, Province, supervising and landscape architecture office). During the conversations, the research was further explained as well as the reasons behind the research, including on whose behalf, how long the interviews will take and what topics the questions will cover. The interviews can be found in appendices V to VII on page 112- 125. The written interviews have been checked with the person in situ afterwards. It is mention worthy that these interviews were in Dutch and have been translated into English.

### 3.2.1 Introduction interviewees

The selection of the interviewees is based on the (direct) involvement they have with the development of Park21. The following persons have been interviewed:

Rob van Aerschot (Project manager from the municipality of Haarlemmermeer) is the project manager of Park21, he is guiding the whole development process of Park21 including presenting the plan to the inhabitants, state council and other parties. Furthermore, he is the contact person for everyone who has questions related to Park21. The interview with him took place on 26-11-2012 in Hoofddorp.

Rik de Visser (managing director of Vista) is currently the supervisor of Park21. His tasks include supervising and taking responsibility for the elaboration of the spatial quality in the sub-areas. Furthermore, part of his daily demands also includes directing the engineering company that is intensively detailing the sub-areas. He is the head of the quality team, that advise the municipality of Haarlemmermeer when something goes wrong. The interview took place on 28-11-2012 in Amsterdam.

Mathea Mevissen (Provincial policies of Noord- Holland) is the senior adviser of the rural area and the managing director of the Metropolitan Landscape for the MRA, nature, recreation and landscape sector. The interview took place on 16-01-2013 in Haarlem.

Peter Kurstjens (national supervisor of DLG, a public agency of the Ministry of Economic Affairs that contributes to cohesion and development in rural areas) and initiator of the research.

An overview of the questionnaire can be found in appendix IV on page 112- 113.

Eventually, nine topics were selected and are further elaborated in the following paragraph.

The selection is based upon the answers to the interviews, these answers have been formulated into topics. The municipality of Haarlemmermeer is working with some of these topics already but by interviewing, the different visions and ambition levels become clearer. Helping to define the learning moments for all involved stakeholders, analysing information and constructing new knowledge upon missing elements.

### 3.2.2 Nine shared topics

#### Visibility towards the community

There have been talked for a while by the municipality about the park but no concrete construction has been accomplished yet. People want to see the progress of "their" park. Besides being well informed which the municipality's accomplishments via public meetings, people want to see the progress of the plan. Van Aerschot confirmed: "a risk to the perception of the park is that before something is visible in the fields time will pass by. Therefore the municipality has decided to start with the construction of phase one and which will be delivered development mid-2014". A question arises about "how to construct visible things that can function independent and fits the long term vision, because as an alderman you know that the project will take long" thus Van Aerschot.

Van Aerschot answers his own question with the remark that a park must function well and should be recognizable as a park; therefor Vista has developed a spatial 'house style' and a quality plan to make the park uniform.

#### Involving the community from the start

If people believe that they need and require a park like Park21, they will believe in the park as such according to Van Aerschot. The master plan needs to stay in people's mind, not only within the heads of the municipality but also in the minds of its inhabitants. To let the people experience the park as 'their' park was required.

According to Visser, the involvement of the inhabitants was already part of the process from the start. "During the competition an image about the wishes of inhabitants and municipality arose immediately during the public meetings. The inhabitants had a very important vote in the plan that has been chosen and so where involved from the very early start". Besides publications in newspapers about the plans about the development of a 'metropolitan park' and presenting the 'Startdocument Park21' which forms the area's vision. The municipality of Haarlemmermeer has organised meetings, where people were given the opportunity to ask questions, give advice and inform of their wishes.

Furthermore, the possibility has been given to respond to decisions or raise questions. Then the assignment was formulated which resulted in three plans of three different landscape architecture offices, H+N+S, Vista and BVR respectively. These have been presented for the public and the public has voted for the masterplan of Vista, Park21.

Van Aerschot "The first step in the process was raising awareness that something had to be done, and to make a set of requirements that confirms the need. People need to actually desire the park, if they see the need, there is always some money available. Because the project is actually developing, more and more parties are willing to be involved and see what is achievable".

## Communication with agrarians

Since the plan has been approved by the municipality of Haarlemmermeer, farmers are facing a dilemma: to sell or to cooperate. There is a tangible dichotomy between the stakeholders involved and the willingness to understand the agrarian. Visser is able to understand the difficulties and dilemmas for farmers, whereas Van Aerschot sees the benefits for the agrarians. Haarlemmermeer has been designed as a food production machine, thus the farmers feel somewhat threatened because of the constantly changing environment. Van Aerschot has explained further: "The agrarians in the project area are impatient and divided. On one hand they feel threatened because the ever expanding office and residential areas. On the other hand they are very pragmatic as they have seen the grounds they live on change during the years and they know that the change is inevitable."

Rob Van Aerschot is focused on the new opportunities that will bring different businesses to the Haarlemmermeer. According to him, the change in thinking and attitude is the biggest challenge that has to be overcome with Park21 as well. It is certain that things will change or agrarians. "The future of the agrarians is not so much focused upon producing but serving the community on different levels. According to Visser, farmers are rather sceptical because they doubt whether the park will be developed or not. "Farmers are not happy with the plan because the park will impact them, and eventually they need to take action to change their way of living". According to Visser, farmers have even received money from the municipality to organize an excursion towards sustainable farmers, but at the moment no solutions have been offered.

The vision and interpretation of the role of the agrarians differs considerably between the interviewees, therefore a critical point within the development strategy has been formed. It is recommended to form one strategy and vision of how to approach the stakeholders in advance. In order to reach cooperation it is important to develop one vision and one strategy.

## How to profile the park alongside other closely located green areas

Many green areas have been developed over time in the direct surrounding area, but they are all the same and offer limited programs for the visitors and users through multiple functions on multiple levels. Park21 needs to profile itself, but now the question has arisen is profiling enough? Other recently developed green areas are located close to the park. These recent developed areas like 'het Haarlemmermeers Bos' and 'de Groene Weelde' do not offer high quality greenery, and are not often used. Complaints over the quality of the greenery have according to van Groenigen, also reach the town council. An example of a complaints is cited in 'Schade in groengebieden door Mud Masters' (2013).

Vista has given a clear answer to the question how Park21 will profile itself from other closely located green areas. "Vista chooses in their vision to give the park a direct role in the everyday life of the inhabitants and where history is experiential. According to Vista the park should have a regional status, where also people from a wider radius come to visit, a park with status and international expression. And where all kind of activities take place besides the regular activities like walking your dog".

A problem which has been further elaborated in chapter 3.1 is also listed by Van Aerschot: financial facets. Van Aerschot called the financing a surface of friction that exists between

the focus of the government and the policy of green areas. According to Van Aerschot, more flexibility is required so more "money could be shifted from one destination to another. In this way, money could be put to use where its use would be the most beneficial". As an example, when Schiphol has to compensate by planting trees, the trees could be used in Park21.

### Financing and revenue models

Public funds of the municipality of Haarlemmermeer will not be enough to finance the whole plan (approximately one third of the cost). Therefore, other ways for the municipality to generate money and therefore finance the park should be found; these are the so-called revenue models. One way to finance would be to involve companies, but these companies are usually not willing to financially contribute until they are forced to invest. The municipality sees attracting companies as a process to develop elements, an example of attracting companies in order to construct elements in the park is the execution of the first part. The municipality is trying to convince companies to join on board by constructing the site only partially and shaping the circumstances for the companies to settle.

Van Aerschot is aware of the uncertainties that may influence the project in the long term, still he is rather optimistic as he states that "there are many uncertainties involved upon exploitation, if all the approached parties agreed upon purposed conventions the municipality has a wide variety of program within the park. Then the municipality needs to ask itself the question: how to combine all the functions, and still let the park be one well-functioning element". Whether the park will be developed is not the right question, the question needs to be modified to when will the park be fully constructed. It is worth mentioning that the municipal council and especially Van Aerschot is fully supporting the plan. Since they have convinced other stakeholders of the need to develop Park21, they are also certain that the money will be generated.

### Accompanying public and private issues

The criteria is linked with the financing and revenue models and with the amount of functions that the park has. The entire park cannot be developed only from the public funds but private funding is also necessary for the development of the park. As proposed by Van Aerschot, the involvement of theme parks could add extra possibilities to the park. These private initiatives require a strategy: they must be easily accessible and part of the park instead of just a small part of the 'puzzle'. According to Van Aerschot: "The municipality uses the term 'destination' that not only enhances theme parks, but is a combination of functions. Combining functions and public and private destinations will not be easy and forms a challenge".

Furthermore, it is quite difficult to find these private initiatives and see that they stay connected with the park. The high amount of functions require management, especially the way public and private go together. According to Van Aerschot "the way public and private go together causes friction because these two parties need each other for the development of the park, but it is difficult to combine without separating."

Visser sees the issue of public and private funds as a task to "find financiers who are willing to undertake and invest money that would add the money that was lacking from the budget which would also be in harmony with the vision of the park. High plot prices serve as a real stumbling block, as well as private initiatives' need to earn money."

Mevissen says about the cooperation between public and private parties: "examining how the private parties can also contribute to the cost of management is necessary."

Furthermore, not only the municipality of Haarlemmermeer contributes to the management, but also the surrounding communities contribute, since these people also use the park". What remains is that for the development of Park21 the cooperation between public and private parties is a big issue. Calculating exactly how many inhabitants of other municipalities will use the park is therefore difficult as well. Other municipalities state that in proportion to the actual use by residents, their community contributes too much and others too little.

### Clash between different projects

The area is developing, therefore many projects are currently evolving, being decided and planned by the government, others by the province of Noord- Holland or the municipality of Haarlemmermeer. But according to Visser, they could strengthen each other and benefit from one another when the cooperation would be better organised. He sees some difficulties at of how other projects in the direct surrounding are cooperating with each other: "there is no collaboration what so ever at the moment. There are many projects that play an important role in the everyday life of people, most of them are projects that are very 'top down' decided by state. These projects could integrate and collaborate more which will benefit the projects and the budgets".

According to Mevissen, the biggest challenge for the development of the park is the financial side and "developing the park in a relative short timeframe and in reasonable harmony with other parties". Mevissen also states that because of the shortage of money in all projects, "projects are all fishing in the same pond, which makes it hard not to catch the same 'fishes'. As catching the same fishes makes the 'pond' or market only smaller".

### Different people, different interest

Because there are several projects that are being developed in the direct surrounding at the moment, many stakeholders have been involved who all have different interests. They all want the prestige, have legal responsibilities and power of decision-making, which sometimes collides with each other. Mevissen explains that the cooperation between different stakeholders is improving, but time is required. Because of the lack of public monetary funds, private initiatives are of great importance. The questions raises over how to deal with these private initiatives. De Visser understands that as a developer private parties are welcome to invest money, but they still need to fit with the purpose of the park. Further, part of the assignment is to deal with the increasing complexity of these small pieces of the puzzle: private initiatives. "Another part of the assignment is to let these 'pieces' operate when not everything has been developed yet, and to let them be part of the whole when the plan is further established" says Visser.

### Private initiatives in public context

Furthermore, private initiatives like theme parks are very complex because these projects need to become public and connect with each other. Without interaction developing all these parts of the puzzle is a difficult task. Because of the limited money that is available, each part of the puzzle will be developed separately from each other. Sometimes these 'parts of the puzzle' have to function substantive in a complex park that is growing. The parts of the puzzle cause challenges as they are not a part of the whole yet. Still, the involvement of theme parks is according to Van Aerschot a way of "offering the park opportunities".

Also, in the case of Park21 it is important to change the way of thinking. Mental consciousness of something that needs to happen is of great importance. Public development can also benefit from private initiatives. Of course an eye need to kept on how these parks are integrated with the rest of the park as to the context. And if they are in harmony with the park's vision. Though the assignment is difficult to fulfil because of the private stakeholders that also influence the program, it is still worth noticing that there is a high level of ambition, considering the scale and the divers program.

A challenge that needs to be faced is how to construct Park21 in such a way that the park is well functioning on different scale levels. Meaning, that it functions both for the inhabitants of Haarlemmermeer and for the metropolitan area of Amsterdam

### 3.2.3 Enumeration of the interviews

The problems stated by the interviewees in short:

- Visibility towards the community
- Involving the community from the start
- Communication with agrarians
- How to profile the park alongside other closely located green areas
- Financing and revenue models
- Accompanying public and private issues
- Clash between different projects
- Different people, different interests
- Private initiatives in public context

Interviews and further correspondence show that the involved parties have different levels of ambition and visions about what Park21 should mean on the regional (and national) level.

On the national level, Park21 is seen as a public attraction. Starting from the position 'public destination on national level, considering what is necessary to come to the destination, and how to create a real attraction in the area is needed.

In the vision, the destination of Park21 would serve as a big commercial function, linked to public green space and a diversity of smaller functions. The assignment for the municipality Haarlemmermeer is to find the appropriate topics for animation parks in the context.

In the vision the destination will be big commercial functions, linked to public green space and a diversity of smaller functions. The assignment is, what is an appropriate theme in the context. And how to construct the theme in order to link public space and big commercial functions in such a way that these two shares are both financial and substantive balanced. Another approach towards Park21 is the vision of using the park to cover the shortage of (public) green in the region. To achieve the goal and finance the whole aim involving small and big commercial functions is necessary. Another aspect is the amount of agricultural land that remains inside the park, and so farmers and communication with agrarians and other stakeholders play a big role in the vision. From that perspective involving these big commercial functions has a different meaning to achieve the aim.

3.2.3.1  
Parks recommended by interviewees.  
Different level of ambition

As became clear from these two different visions, there are different level of ambition. These have been presented in the examples of the reference areas given by the interviewees as displayed in figure 3.2.3.1. A larger image can be found in Appendix VIII on page 126- 127. It included parks that were recommended by the interviewees as being comparable reference areas for development strategies:

Reference area	Visser	Mevissen	Van Aerschot
Casa di Campo, Madrid, Spain			X
Parco Nord, Milaan, Italy			X
Bois Vincennes, Paris, France			X
Emscherpark, Noordrijn-Westfalen, Germany	X		X
Landschafspark, Duisburg Nord, Germany	X		X
Golden Gate Park, San Francisco, United States			X
Orange County Great Park, California, United States			X
Balboa Park, San Diego, United States			X
Parc du Sausset, Ile de France, France			X
Downsview Park, Toronto, Canada	X		X
Sentosa Island, Singapore, Malaysia			X
Park Leidsche Rijn, Utrecht, The Netherlands		X	
Park Lingezegen, Elst, The Netherlands	X		
Amsterdamse Bos, Amsterdam, The Netherlands	X		
Floriade Almere, Almere, The Netherlands (future realization)		X	
Shelby Farms park, Memphis, United States	X		
Fresh Skills, New York, United States	X		

In addition to parks that were recommended, interviewees also gave advise on books that would be significant for the research.

Large parks by Czerniak, J. et al. (2007), and

Designing for a region by Vanemten, E. and Meijmans, N. (2010).

The enumeration of the interviews has sent to the interviewees to cross-check the interpretation with the written interviews. As the enumeration is composed by interpretation, the written interviews have also been used to compose a word cloud. The word cloud is displayed in figure 3.2.3.2 on the next page. A larger image of the word cloud can be found in Appendix IX on page 128- 129.

It can be concluded from the word cloud that within the interviews there is not a firm emphasis, besides park, municipality (gemeente) and ontwikkeling (development). In the word cloud a broad diversity of stakeholders is visible, which indicated a broad range of stakeholders and the different interests that goes along with their involvement. Furthermore aspects such as money (geld), leisure, activities (activiteiten), future (toekomst), diversity of functions (verschillende functions), developments (ontwikkelingen), interest (belang) and proces (process) becomes visible. Therefore also the interests and different program has become clear.

### 3.2.3.2 Word cloud of the interviews

Showing different stakeholders, and interest.



### 3.3 Conclusion

The problems filtered from policy documents and from interviews are on different organisational levels and phases of process. The problems filtered from the policy documents are (generally) in a preparatory phase. Also, documents present judicial and physical limitations as well as actual realisation of procedures together with the actual realisation procedures. The problems occupying the minds of the interviewees are more on the levels of execution and programming. The interviewees are operating on a strategic level of programming and financing and the stages of process that they are involved. The interviewees are (because of their profession) aware of what has been written in the policy documents, therefore it is even more interesting to conclude that there are still differences in the problem statement of Park21. The differences become clearer possibly because of the differences in organisational levels of the involved stakeholders that all have their own rules and regulations within the field they work in. The rules and regulation concerning their own organisation are familiar, but the limits of others are not always clear, as to 'their' rules and regulations. Another facet that could influence the statement of problems is that many rules and regulations have changed within a small time frame. Though a large amount of communication has been carried out between the stakeholders, no clear vision or level of ambition has been constructed yet.

A striking conclusion is the specification of the enumerated problems by interviewees; as the interviewees are able to describe the problems in a more practical level which makes it more understandable for people outside the political circle. Most likely it was because of the opportunity to ask the interviewee what he or she means with a statement, the means with the statement itemized, the problems could be specified. Most of the interviewees have clarified their interpretation of the rules and regulations as well.

Another thing that varies is the complexity of the problems. Sometimes the solution is easy to find and sometimes not, because many stakeholders are involved or the solution is not available within a small time frame. To find parks with comparable problems and to find out

how these park have dealt with the problems, the results of the interviews and documents were grouped into "facets of conflicts". As is displayed in figure 4.1.1. in the next chapter.

### **Problems filtered from policy documents:**

- High amount of stakeholders with different interest.
- Dependence upon stakeholders in constructing the plan.
- Economic uncertainties for project managers and therefore lack of financiers.
- Financial uncertainties for municipality because of cutbacks and a lack of public funds.
- Miscalculations.
- No clear prior site and context analysis which would mean delay and necessary extra research.
- Water storage limitations.
- The zone around Schiphol airport and therefore limitations.
- Large park with a large program.
- Miscommunication.
- External effects like weather and soil quality.

### **Problems stated by the interviewees:**

- Visibility towards the community
- Involving the community from the start
- Communication with agrarians
- How to profile the park alongside other closely located green areas
- Financing and revenue models
- Accompanying public and private issues
- Clash between different projects
- Different people, different interests
- Private initiatives in public context

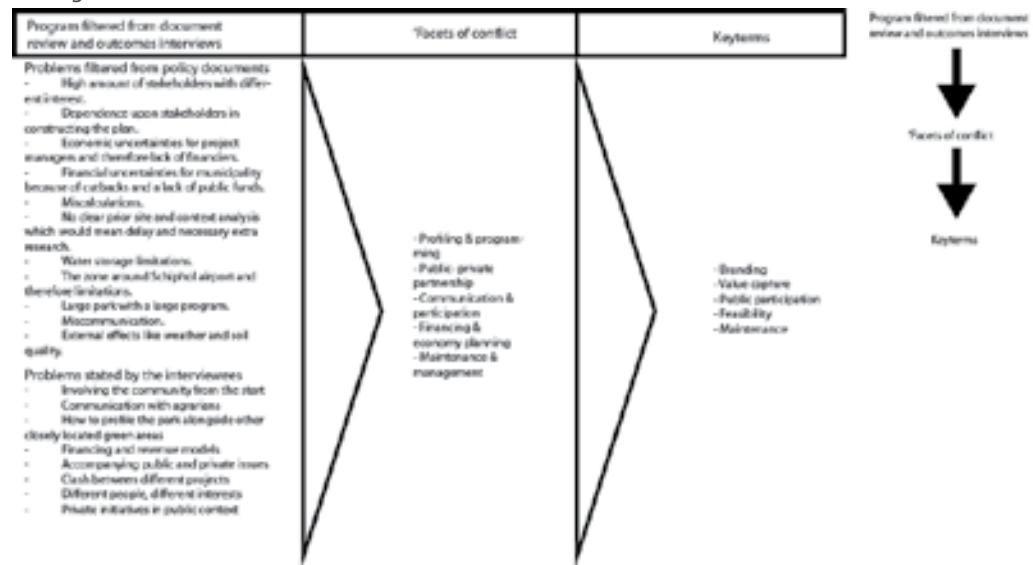
The results of both interviews and document reviews form the next step between theory and practice. A list of program has been verified by the project manager Rob van Aerschot and Peter Kurstjens to check if the way of interpreting both the interviewees and documents is right and if they experience the same assignment for Park21. Some of these topics could also be derived from the interviews and have been mentioned during earlier personal conversations with stakeholders as being the motivation for the research.



# 4

# 4 Assignment

The assignment of Park21 is based on the results of interviews and document review. Interviews were carried out and documents reviewed in order to answer the question '*what are the major problems concerning Park21?*' The broad list of program list of programs need to be divided into topics that represent the program in a uniform way: the facets of conflict. These 'facets of conflict' are: '*Profiling & programming*', '*Public- private partnership*', '*Communication & participation*', '*Financing and economy planning*' and '*Maintenance and management*'.



4.0.1.  
Translation Program filtered from document review and outcomes interviews, into facets of conflict, into keyterms.

The terms filtered from the program and problem statement of Park21 are the so-called 'umbrella concepts' which is defined in the Oxford dictionary as "*a thing that includes or contains many different elements or parts*" (Oxforddictionaries, 2013). Because these concepts are rather broad and can have various meanings, these terms (profiling & programming, public- private partnership, communication & participation, financing & economy planning and maintenance an& management) will be further elaborated and put into context. The topics include all the problems filtered from documents reviews and the outcomes of the interviews. The policy terms have been described to explain the meaning of the word in the context of the research. These facets will be converted to keywords in chapter 4.2 in order to find literature. The translation process can be seen from figure 4.0.1. A larger image is displayed in appendix XI on page 132-133.

## 4.1 Facets of conflict

The program of the park consists of a long list, the list can be grouped into five topics, the 'facets of conflict'. These facets of conflict enhance the program and these terms are often used by both interviewees and in policy documents. In figure 4.1.1, the findings drawn from the policy documents and interviews are outlined in a schematic overview together with the criteria that these results represent. A larger image of this figure can be found in Appendix X on page 130- 131. The criteria selected from the program of the park makes it possible to compare these facets with other parks. The way that these parks have handled the problems were analysed and success factors defined in order to reach to a development strategy.

These 'facets of conflict' are;

- *Profiling & programming*
- *Public- private partnership*
- *Communication & participation*
- *Financing & economy planning*
- *Maintenance & management*

Problems filtered from policy documents	Facets of conflict				
	Profiling & programming	Public- private partnership	Communication & participation	Financing & economy planning	Maintenance & management
High amount of stakeholders with different interest.	X		X	X	
Dependence upon stakeholders in constructing the plan.		X	X	X	X
Economic uncertainties for project managers and therefore lack of financiers.	X	X	X	X	X
Financial uncertainties for municipality because of cutbacks and a lack of public funds.	X	X		X	X
Miscalculations.				X	
No clear prior site and context analysis which would mean delay and necessary extra research.	X			X	
Water storage limitations.	X		X	X	
The zone around Schiphol airport and therefore limitations.	X				X
Large park with a large program.	X		X	X	X
Miscommunication.		X	X		
External effects like weather and soil quality.				X	
Problems stated by the interviewees					
Visibility towards community.	X	X	X		
Involving the community from the start		X	X		
Communication with agrarians.					
How to profile the park alongside other closely located green areas	X	X	X	X	
Financing and revenue models.	X	X		X	X
Accompanying public and private issues	X	X	X		
Clash between different projects.			X	X	
Different people, different interests.	X	X	X	X	
Private initiatives in public context.	X	X	X	X	X

4.1.1  
Schematic display facets of conflict.  
Filtered from both interviews and policy documents

#### 4.1.1 “Profiling & programming”

In the context of this research, park profiling refers to the manner how the parks stands out from other closely located parks. Questions arise: what makes the park so essential for the park users, what is the park offering that others do not have.

As to Park21, the programming is the opportunity to have different activities inside the park. These included planned activities where circumstances are shaped by facilities, such as a baseball field, a skating track, a youth centre or restaurant. Or activities that take place spontaneously because people make the area their own when building huts or creating unpaved walking paths, the so-called ‘elephant tracks’ can also be included. When branding and programming issues, the way the park needs to profile itself towards other closely located green areas is included, together with the miscalculations of parties and the combination of circumstances like weather, soil, water household and the lack of a clear site and context analysis that has delayed the whole process and gives restrictions for the program of the park.

#### 4.1.2 “Public- private partnership”

In the context of the research, public- private partnership is described as any collaboration between public bodies, such as local authorities or central government, and private companies. Public- private partnership is a way of finding money in order to construct or maintain the area. This cooperation will provide private initiatives certain privileges, such as the right to run a restaurant, brand awareness, a nice working atmosphere or charging at entrance. A more liberal way of developing green recreational areas is necessary when there is a lack of public funds or government is not willing (or able) to invest as is also the case in Haarlemmermeer.

Alexander described the lack of public money as *“a widespread problem in implementing public plans and projects: a way of finding money when traditional central or local government funding is inadequate or unavailable”* (Alexander 2012, Pp.163). Public- private partnership includes accompany of public and private areas and between projects. Including private initiatives in a public context as well as different interests of various stakeholders that are involved. Municipality of Haarlemmermeer’s financial uncertainties form another problematic issue because of cutbacks and a lack of public money, therefore the municipality of Haarlemmermeer needs to be creative and attract private initiatives.

#### 4.1.3 “Communication & participation”

With the inclusion of more stakeholders, more interests get involved and this makes it difficult to maintain and construct the park uniform. Also informing and negotiate with all the stakeholders makes the process prolonged

#### 4.1.4 “Financing & economy planning”

*“Financial planning is a systematic approach whereby the financial planner helps the customer to maximize his existing financial resources by utilizing financial tools to achieve his financial goals”* (pppnetwork, 2013). Maximize the existing financial resources by using various financial tools to achieve financial goals. Financing & economy planning is crucial in constructing the whole park, especially as to the uncertainties with resources due to cutbacks and a lack of public funds. These economic uncertainties also affect project managers who as a result are in lack of financiers. Municipality of Haarlemmermeer and other stakeholders need to find financing and revenue models in order to construct (parts of) the park in a short timeframe and to let the public and private areas work together. The municipality depends on stakeholders to construct the plan but all of these stakeholders have different interests. Another facet is the miscalculations due to a unclear site and context analysis that was carried out on forehand (e.g. soil), which resulted in delay and required extra research that costs money and has unexpected outcomes. These outcomes are, for example, limitations to water in households which influences not only the program but also the amount of available money as well as the perspectives of the future restaurant owners. Park21’s financial and economic planning consists of a strategy that means the strategy that has been developed according to the financial and economic situation in order to generate money in the present and in the future.

#### 4.1.5 “Maintenance & management”

Noteworthy is that the facet ‘management or maintenance’ was never mentioned in policy, neither was there a formulated strategy. During the interview, Aerschot confirmed that no maintenance strategy has yet been developed. Therefore, maintenance needs some attention during the next phase because no clear strategy has been developed yet. Also, both Kurstjens and Mevissen admitted that no maintenance strategy has been established but they do see the need to develop a strategy for the future of the park. The conclusion can be drawn that interviewees identified maintenance as a problem but none of the interviewees had a concrete strategy for the future. In the literature research about metropolitan parks and their exploitation and future strategy this often cropped up as being an crucial issue that could ‘make or break’ a park. The facet is of such relevance for further construction and future strategies of park’s exploitation that it was decided to include ‘management and maintenance’ in the facets of programming.

### 4.2 Translation themes into keywords

These facets of conflicts are terms often used in policy documents and by politicians, they are translated from Dutch into English. However some words do not have a similar equivalent in English the interpretation of these words may differ. As the language of politicians is different from the language of scientists as well and eventually the scientific database will be used to find scientific literature these facets of conflict have been translated into keywords. These keywords will be composed for a search at ‘thesaurus.com’; a webpage that provides synonyms of terms. Besides ‘thesaurus.com’ general document

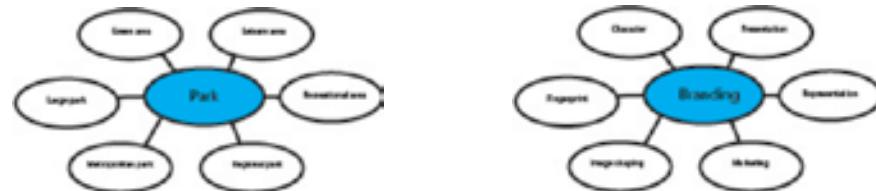
search of metropolitan parks was carried out. A search for words that describe the facets of documents was carried out within these documents.

These topics can be summed up with the following keywords: 'Branding', 'Value capture', 'Public participation', 'Feasibility', and 'Maintenance'. These keywords together with their synonyms will help to carry out a systematic literature review together with their synonyms and the type of area 'park' (displayed in 4.2.1, 4.2.2, 4.2.3, 4.2.4, 4.2.5 and 4.3.1).

## Branding

In the context of this research, branding refers to the manner the park is presented and 'presents' itself to the politicians, inhabitants and companies in order to generate both monetary resources as well as support.

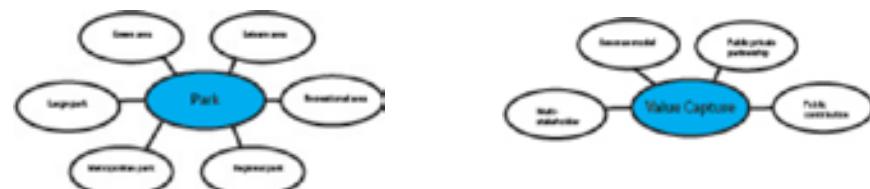
4.2.1  
Data sets and search terms  
Synonyms of park and branding



## Value capture

Alexander describes 'value capture' as *"a public investment that generates indirect benefits, which can be reclaimed from the beneficiaries for the implementation of project financing. In other words, what needs to be done to identify the relevant indirect benefits potentially accruing from a particular public project and ensure their timely availability towards meeting the projects expected cost"* (Alexander 2012, p.163). In the context, the term refers to smart monetary investments, that is creating an attractive settling environments for financiers to decision to invest as well. This is the 'chain reaction' that the municipality of Haarlemmermeer is looking for.

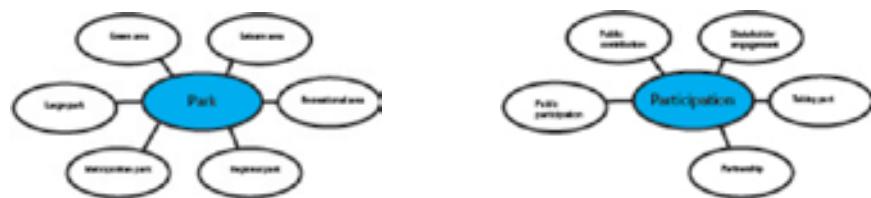
4.2.2  
Data sets and search terms  
Synonyms of park and value capture



4.2.3  
Data sets and search terms  
Synonyms of park and participation

## Public participation

In the research, public participation includes the public and stakeholders that take part in the (process of) the park. In context of the research is meant the involvement of the public with the construction of the park. In addition to program's decision the elements of funding, maintaining, teaching and volunteering have also been integrated.



## Feasibility

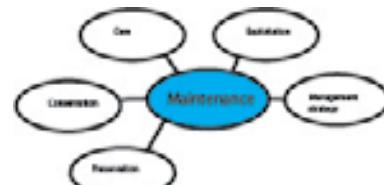
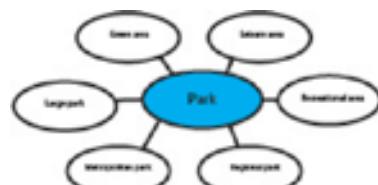
In the context of this research, feasibility means the manner and timeframe to construct Park21. This includes both financial and process difficulties, such as expectations of politicians and inhabitants.

4.2.4  
Data sets and search terms  
Synonyms of park and feasibility

## Maintenance

In the context of this research, maintenance includes a strategy for finding funding possibilities so that this would not fall only to the municipality's shoulders. Strategy for the future means to keep the site in proper condition, funding possibilities for maintenance is organized in such a way that both the municipality as well as other stakeholders take the responsibility to care for it. Within the strategy it is important to not only look at the short time frame, but also within a wider perspective and on the long term. Also, it would be helpful to build and strengthen relationships with different stakeholders.

4.2.5  
Data sets and search terms  
Synonyms of park and maintenance



For the description of these areas, a second literature review was carried out which focused on all these research fields. The documents for the review were taken from scientific newspaper or journals while keeping in mind the importance of the research theories and methods on the topic.

### 4.3 Systematic literature review

The search terms that were selected for retrieving the scientific literature for review are divided into the data sets Type of area and Topic, as shown in the table below. The search terms of the data set "Type of area" will be part of every combination of search terms, because they are central in the research and including them will make sure the literature is relevant for the review. Also, the search terms from the data set Type of area (park) will be combined with the search terms of the data set topic (branding, value capture, public participation and feasibility). The Boolean Operator 'AND' will be used to combine the data sets, where the Boolean Operator 'OR' combines the synonyms within the data sets. The synonyms will be chosen with the help of the webpage 'Thesaurus' and terms that are seen and described to have similar definitions in documents and literature. An overview of the key terms and results has been displayed in Appendix XII on page 134- 141.

The bibliographic database that was used to search for scientific literature is Scopus, as Scopus is largest database for peer-reviewed literature (Sciverse 2012).

DATA SETS	KEY TERMS
Type of area	<ul style="list-style-type: none"> <li>- Park</li> </ul>
Topic	<ul style="list-style-type: none"> <li>- Branding</li> <li>- Value capture</li> <li>- Public participation</li> <li>- Feasibility</li> <li>- Maintenance</li> </ul>

#### 4.3.1

**Data sets and search terms**  
Synonyms of park will be used together with branding, value capture, public participation, feasibility and maintenance

Because of limited time, the coverage of the literature review will be purposive. Meaning that only literature central to the topic will be reviewed (Randolph 2009, p.4). The list of reviewed literature and complete search and results is displayed in appendix X. Approximately 65 articles were selected out of the first literature search. Despite the large amount of available information, the literature useful for reviewing was little as the keywords were not always linked to reference areas.

Two books that have been recommended by the interviewees and that also cropped up from the initial literature search about metropolitan parks have been reviewed as well. These are: 'Large parks' by Czerniak, J. et al. (2007), and 'designing for a region' by Meijmans, N. et al. (2010).

Data from the review of literature has resulted in a list of project areas. The list of project areas has been compared with the parks listed by the involved stakeholders during the interviews, as discussed in part 4.6.

# 5.

# 5. Comparison metropolitan parks

## 5.1 List of parks from interviews and literature

A list of parks has been composed based on how often they appeared in the literature. This list was compared with those mentioned by the interviewees as shown in table 5.1.1 enumeration parks mentioned in literature and mentioned by interviewees. A larger image of the figure can be found in Appendix XIII on page 142-143. Then an additional literature search with keywords only ("branding", "value capture", "public participation", "feasibility" and "maintenance") and the name of the parks had been executed (for example Golden Gate Park, number three in the list of enumerated parks below), in order to find more specific information.

The selection is based on the information available on the web and parks that were listed. On certain areas, these parks are comparable with Park21.

These areas of comparison have helped to select the parks mentioned above and was made by browsing through the literature in 'Scopus'.

In order to be able to answer the second research question '*which metropolitan parks have dealt with the same problems*', systematic review of literature was conducted. The documents for the review were taken from scientific papers literature. Resulting in the following parks that were selected for further research: *Peak district (Great Britain), Downsview park (Canada), Park de la Deûle (France), Duisburg Emscherpark Nord (Germany) and Fresh Kills (United States)*

Park	Noticed in literature	Noticed by interviewees
Bois Vincennes, Paris, (France)	X	X
Fresh Kills (United States)	X	X
Golden Gate Park, San Francisco, (United States)	X	X
Orange County Great Park, California, (United States)	X	X
Balboa Park, San Diego, (United States)	X	X
Downsview park (Canada)	X	X
Parc du Sausset, Ile de France, (France)	X	X
Park de la Deûle (France)	X	
Sentosa Island, (Singapore)	X	X
Park Leidsche Rijn, Utrecht, (The Netherlands)	X	X
Peak district (Great Britain)	X	
Duisburg Emscherpark Nord (Germany)	X	X

5.1.1  
enumeration parks mentioned in literature and by interviewees.

The parks Peak District (United Kingdom) and Park de la Deûle (France) draw attention as they were not mentioned by the interviewees as being a reference area for Park21. The Peak District has been selected because the role of volunteers, how they are involved with the maintenance of the park. Also, something can be learnt from the role of the locals (farmers). Parc Downsview was selected because of the limited public money that is available therefore, private initiatives had to be found. Also explaining the decision to research Fresh Kills. But this decision was solidified by their location, size, scope and program. Park de la Deûle was selected due to its scale and maintenance that is done in cooperation with the farmers. Duisburg was selected because of the private initiatives, broad program and regional function.

These parks were used to carry out an additional literature search in 'Scopus' and 'Google' to find more information about the key terms in combination with the type of area. In addition to scientific literature and documents, many websites (created by both official- and unofficial organisations) were used to gather information as well.

These reference areas were researched by using global data, such as countries, bordering, surface, duration and year of realization, coverage and particularities. Furthermore, parks are described according to context, history and enclosure and accessibility. Also, as described in chapter 4.2., websites, organisations and involved parties were used to find more information about the process. To find these organisations 'Google' was used.

4.4.1  
Plan Peak district

### Peak District (Great Britain)



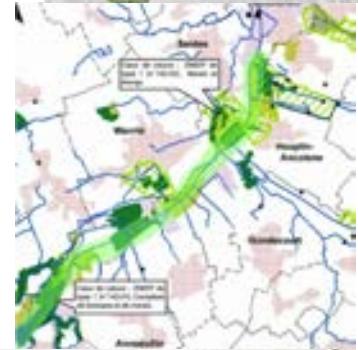
4.4.2  
Plan Downsview park

### Downsview park (Canada)



4.4.3  
Plan Park de la Deûle

### Park de la Deûle (France)



4.4.4  
Plan Duisburg Emscherpark Nord

### Duisburg Emscherpark Nord (Germany)



4.4.5  
Plan Fresh Kills

### Fresh Kills (United States)



## 5.2 Peak district (United Kingdom)

Country:	United Kingdom
Context:	Surrounded by Huddersfield, Manchester, Sheffield, Derby and Stoke-on-Trent.
Size:	143,830 ha



5.2.1 (left)  
Location Peak district in the UK

5.2.2 (right)  
Peak district within its context

Year of realization: On 17 April, the park was recognized as the first national park in the United Kingdom- till current. (Lange & Hehl-Lange 2011, p.226)

Duration till realization: 1951

History: Before the park was recognized in 1951, the area had a long history of mining which started in the 17th and 18th centuries. In the past the area was more known for its agricultural attributes and as a mining area of large-scale limestone and gritstone. Textiles have been exported from the Peak for hundreds of years and rivers have been dammed to provide headwater for numerous water driven mills. Nowadays the area is again mainly agricultural land (approximately 84%), with some areas open to the public (peakdistrict.gov.uk, 2013).

Coverage: Park Authority, visitors are usually from the surrounding towns and cities, the UK and all over the globe and the number of visitors is predicted to be 16 million visitors per year (peakdistrict.gov.uk, 2013).

Enclosure: Park's boundaries were drawn to exclude large built-up areas and industrial sites from the park. The area is not fenced or enclosed in a certain way as the park is a national landscape and functions as an agricultural region as well, specific boundaries are, therefore there are no distinct boundaries. The park boundaries have set to villages, high- and railways, and with district boundaries

Accessibility: The entrances have been marked with signs along the road and rail that tell you that you are in the national landscape.

Particularities: The area has a great diversity, the Peak is conventionally split into the northern Dark Peak, where most of the moorland is found and where the geology contains gritstone. And the southern White Peak, where most of the population lives and where the geology is mainly limestone-based.

### 5.2.1 Maintenance

Peak District National Park Authority “*the aim is not just to preserve a past landscape but to ensure that the special qualities which create a sense of place are both maintained and enhanced into the future*” (peakdistrict.gov.uk, 2013). Meaning that processes can still take place (e.g. farming) but while preserving the qualities of the area. Throughout years these documents have been revised to correct mistakes and update them with current national and international rules and regulations. Examples of policy documents include the Local Development Framework, Biodiversity Action Plan and Landscape Strategy and European Landscape Convention (ELC).

The Peak District landscape is maintained by farmers and other land managers like foresters to increase the potential economic return from public goods, such as clean water, carbon storage and renewables. Also, many volunteers are involved with the maintenance and activities related with the park. As described by the Peak Authority “*the National Park Authority works with farmers to ensure a sustainable approach to land management. The Peak District Land Management Advisory Service (PDLMAS) was established as a support service for farmers and land managers. And helps to secure conservation agreements and explores opportunities for rural businesses, including diversification. The PDLMAS key aim is to enhance environmental qualities. Also the PDLMAS is a partnership between the National Park Authority, Natural England, the Environment Agency and the Forestry Commission*” (Peak District National Authority, 2013). Though the cooperation between agrarians and PDLMAS is going well, it is questionable whether cooperation would still exist if fewer subsidies are provided.

Doughill adds, “*the Park also contains two Environmentally Sensitive Areas that provide payments to land managers to maintain certain landscapes, wildlife or historical features*” (Doughill et al 2006. p.162), because some parts of the park are in an ‘unfavourable condition’.

It has been stated that besides the cooperation between the farmers and the Peak National Park Authority, there are many other organisations that are involved. Involving a broad range of stakeholders brings along difficulties as described by Doughill as “*the broad range of stakeholders place complex and competing demands on the landscape, whereas current management practices fail to integrate the range of social, economic and environmental pressures. These demands need to fit with the area and vision*” (Doughill et al 2006. p.163).

Another problem according to Doughill is that “*our understanding of the natural processes within these landscapes remains limited, with reductionist scientific approaches unable to provide improved understanding on a landscape scale. Consequently, there is a need for management plans that can adapt to social values and changing scientific understanding. Requiring all stakeholders (e.g., recreational users, land managers, regulators, decision-makers and researchers) to work together so that different sources of knowledge can be integrated and reconciled*” (Doughill et al 2006. p.163). A good starting position for Park21 would be to create a kind of management plan, that can adapt to social values and changing scientific understanding or a management plan that can adapt to the changing conditions and program. Other things such as a temporary use if space should be kept in mind as the park will not be developed at once.

## 5.2.2 Public- private partnership

*"The majority of land in the national park is privately owned, so working together with farmers and other land managers is essential to achieve both conservation on a landscape scale and sustainable food production, as well as other services, such as water supply. Farming in the Peak District is dependent on agri-environment payments as much of the farming is not profitable without additional financial support or diversification. Changes in the support payments available to farmers could result in less money available for conservation on farms".* Thus the Peak District National Park Authority, (2013). The role of farmers in management and maintenance might change in the future, as the benefits for the farmers are decreasing. Worth noticing is that many parts of the Peak District are open to public, therefore visitors can freely recreate- and come closer to the fields. Such a construction, even though the counterpart is not visible now, would be a good starting position for the liveability of visitors of Park21. Policy documents have changed through years, together with the rules and regulations for both visitors and landowners.

A number of volunteers are involved in the maintenance of the peak, but because of the shrinking public sector, finance parallels a growing shift in the civic contribution people. However, cuts on public spending will impact the community and voluntary sector, as the District National Park may not have the capacity to meet the future demands of services. *"We need to find ways of motivating and engaging a wider spectrum of people from within communities to be more involved in shaping and taking responsibility for their futures. Mutually constructive and supportive ways in which the public, community and voluntary sectors can work together, and which grow the potential for social enterprise, should be identified"* thus Peak District National Park Authority (2012). An example of how to involve different types of stakeholders and create both awareness and appreciation for the park, is the national project funded by 'The Big Lottery Fund's Changing Spaces' programme through Natural England. Project 'Mosaic' is such an example. The project *"enables people from black and ethnic minority communities to explore and work in National Parks. The project identifies influential people from communities and supports them to become 'Champions' of National Parks, raising the profile of national-level landscapes... The National Park Authority works closely with Champions to raise the profile of the landscapes at events including religious festivals and melas and supports Champions to facilitate visits to the Park"* (National Park Authority, 2013). Initiatives like festivals could be part of the program of Park21 as the Municipality of Haarlemmermeer is a very multicultural society (CBS, 2013) and there might be a demand for such facilities.

Training, education and outreach within the Peak District raise awareness and understanding of the importance of landscape. Innovative strategic policy and practical programmes ensure people are involved in landscape protection, management and planning. To increase the involvement of people, the Peak District National Park Authority tried to link various educational activities with the park to increase people's involvement. According to the Authority *"the Educational activity continues to be a key way of developing an understanding of the national park. Often a young person may first experience the Peak District through a visit to an environmental education centre or an outdoor recreation facility. Through greater cooperation and resource sharing, partners and stakeholders can coordinate activity to capture the imaginations of the millions of children and young people who visit the national park"* thus the National Park Authority, (2013). Engaging people through education is commonly used as the National Park Authority enables active participation

5.2.3 (links)  
Scenery over valleys



5.2.4 (rechts)  
Cultural heritage gritstones



in landscape management through environmental education and training. *"The Moorland Indicators of Climate Change Initiative (MICCI) works with schoolchildren, mainly from urban areas surrounding the National Park, to collect data. It enables students to investigate the interaction between people, moorlands and impacts on climate change. Similarly, the Youth Ranger Programme provides opportunities for students to gain understanding of landscape conservation and recreation management. Students gain an accredited qualification through activities including navigation, landscape interpretation and practical conservation tasks such as habitat restoration. A range of guided walks and events offered by the National Park Authority promote understanding of landscapes, lifelong learning and active participation in shaping landscape"* (National Park Authority, 2013). A fruitful possibility would be to integrate the public awareness of understanding with the strategy of Park21 as there is a dialogue going on about the distance that exist between inhabitants of the Netherlands and the food they consuming. The dialogue could be initiated by teaching and creating awareness.

### 5.2.3 What can we learn?

- To create a management plan that can adapt to social values and changing scientific understanding, if possible in cooperation with farmers and landowners.
- To create a management plan who could adapt to the changing conditions and program of Park21.
- To attract volunteers (e.g. linking many educational activities with the park) and create understanding and awareness of the landscape.
- To attract events and organisations to the park.

### 5.3 Parc Downsview Park (Canada)

Country: Canada  
 Context: Toronto, Ontario  
 Size: 231.5 ha

5.3.1(left)  
 Location Ontario in Canada



5.3.2 (right)  
 Masterplan Parc downsview park



Year of realization: 1996- 2012

Duration till realization: Genco describes that *"the idea of transforming the Downsview Lands into a national urban park was first advanced in 1994 as the closure of the military base was being contemplated. Since 1996, the site has been incrementally transformed, in the perception of the members of the surrounding community as well as nationally, from a military base to a park"* (Genco 2007, p.2).

History: Genco explains *"The lands where Downsview Park is located have a very rich history and have a number of land uses, including agricultural production and a military base"* (Genco 2007, p.2).

Coverage: The park is primarily designed to fulfil the needs of the inhabitants of Toronto and for the people of Canada.

Enclosure: The city of Toronto surrounds Parc Downsview Park completely. On the North- East side the (old) airport terrain is situated, the rest of the park is surrounded by building blocks.

Accessibility: The park has many entrances, is surrounded by roads and subway stations are located close by.

Particularities: The way Downview is constructed is by a financial strategy, which is explained by Genco in the following manner *"130 hectares (320 acres) are earmarked for traditional parkland, recreational and cultural amenities. As the mandate for the park requires that it be developed on a self-financing basis, approximately 102 hectares (250 acres) are dedicated to opportunities that provide a revenue stream to finance the construction, development and management of Downsview Park as an integrated, sustainable community"* (Genco 2007, p.1). Besides the financial strategy the way the site is approached differs with the traditional way of landscaping in Canada as also explained by Genco *"unlike most of Canada's parks, the Downsview site does not offer an extraordinary landscape that needs to be preserved or protected. Instead, the site provides an opportunity to think about what it would mean to create an entirely new urban landscape"* (Genco 2007, p.3).

### 5.3.1 Feasibility

De Sousa explains that “*although the regulation of these lands is a provincial responsibility, the City of Toronto and other municipalities in Ontario are responsible for managing their own brownfield sites, but have limited financial resources and political authority to do so*” (De Sousa, 2003, p.183). Therefore the earlier mentioned system (selling grounds for constructing to build and maintain the park in the future) has been set up to fund Parc Downsview Park (PDP). To finance the park, PDP has many agreements with different organisations to finance the park; these partnerships are in line with the vision of the park: “*To define green development, implement green technologies and offer the City of Toronto, for the people of Canada, a wonderful place to showcase environmental social and economic sustainability*” (Genco 2007, p.1). An example of such a partnership is the development of the Canada Forest which was made possible by the Natural Resources Canada. Another possibility to generate money has been described by Genco as “*the sale and sublease of some of the lands will be used to provide sources of funds to finance construction and development of the park property. Downsview Park will be uniquely developed to generate revenues to build and maintain itself in a sustainable way*” (Genco 2007, p.7). Sustainable policies will help PDP assess the impact of the funds the actions concerning the funds to achieve economic, social and ecological balance and necessary integration level to achieve sustainability.

Another possibility to find funding is to attract donors who could support the PDP in the future maintenance and finances. As acquisition takes time, PDP has started with it at an early stage. Different stakeholders are attracted by designing community programs to reflect values such as culture, heritage, community, technology, innovation, environment, legacy, sustainability, stewardship, beauty and play. Also, costs are an issue with PDP. This has been explained by De Sousa accordingly “*to deal with the cost issues, project managers and other interested parties sought out funds from a wide variety of organizations for different aspects of a project*” (site assessment, design, construction, etc.) (De Sousa 2003, p.191).

One big difference between Park21 and Parc Downsview Park is that “*over half of the sites were already owned by the city or by some other level of government, while the remaining sites were privately owned. The latter were either donated to the city as part of a larger redevelopment deal between the city and the developers; or else they were purchased outright by the city*” (De Sousa 2003, p.188). Therefore, the municipality or other involved parties need to create a strategy in order to construct the fields that do not belong to the municipality of Haarlemermeer.

The “time pressure” concern is comparable with the development of Park21. North mentioned the term in her article by stating that “*the community was also expressing increasing impatience to see something at Downsview so, instead of the first construction directives coming from the lead designer, a pressure-based consensus decision impelled PDP in 2004 to start with some big infrastructure removals to make way for trees*” (North 2012, p.14). Shaping the prior circumstances for development is in line with the idea of Park21 as part I is already under construction.

De Sousa concludes that “*funding for all stages of the conversion process, as well as for long-term maintenance of the green spaces, must be actively sought from both the private and public sectors*” (De Sousa 2003, p.195). North, “*PDP receives limited annual governmental loan funding while also making some money on building rental and events. In the long term, however, it*

*will be the sale of the surrounding neighbourhood real estate that pays for the park*" (North 2012, p.12). Making money in the above mentioned matter has been described by North to be "increasingly commonplace contemporary approach". The concept has already been integrated in the mind of the politicians; today the funds are pending till acquisition has increased and alternative monetary resources have been found.

### 5.3.2 Participation

According to Genco "*Parc Downsview Park (PDP) is a public sector institution commissioned by the government of Canada whose mandate requires that it will be self-financing and which is prohibited from making any appropriation of public funds*" (Genco 2007, p.1). Which means that as there are only limited public resources available, the institute should find other resources. In the case of PDP, this could be done by selling parts of the grounds for constructing. As further explained by Cardinal "*it is the Government's intention that approximately 152.7 hectares (377.4 acres) of this land will be used for park, cultural and recreational purposes (collectively "the Park"), while the remainder will be made available for commercial activities to generate funds that will be used for the development and operation of the Park*" (Cardinal 2012, p.7). Park development can therefore also be useful for constructing and maintaining Park21 in the future.

Consulting with the public would be of great importance for the current and future development and maintenance of the park. Genco, "*local community and stakeholder groups have a strong interest in Downsview Park and high expectations.... As such, public consultation has played and will continue to play an important role in the successful development of Downsview Park*" (Genco 2007, p.4). It is worth mentioning that PDP addresses the same issues as Park21 and therefore they share many similarities. Though, it is known that project participation is important for PDP, the exact groups of stakeholders remains undetected in the literature available.

The primary goals as described by Genco are informing and educating the public about Downsview Park in order to "*build awareness, understanding and support for Downsview Park, thus maximizing stakeholders confidence in PDP, its activities and strategies; to engage the public through an effective two-way flow of communication between stakeholders and PDP; and, to introduce Downsview Park to new audiences as well as expand existing audiences understanding and encourage active involvement in its overall development*" (Genco 2007, p.5). That is to say, to create awareness, to educate and to integrate the inhabitants to create a sense of care about the park.

They have formed partnerships with many schools to connect and create a sense of ownership between parts of the community and parts of the park (e.g. the forest). Also, to prepare the youth of today to become future stewards of Downsview Park and the Canada Forest. Awareness over the surroundings can be created by spreading information postings "*They also add significantly to the educational quality of the park enabling visitors to observe, experiment and learn. They can be introduced through small community and school projects and other initiatives that inspire all Canadians*" (Genco 2007, p.5).

5.3.3 (left)  
Starting phase of the park,  
movement of soil



5.3.4 (right)  
Birdseye view park



### 5.3.3 What can we learn?

- To Inform and educate the public.
- To engage public.
- To use the system of selling and subleasing grounds for construction in order to create and maintain the park in the future.
- To create awareness by building partnerships with schools.
- To attract donors, who could support the park in the future.

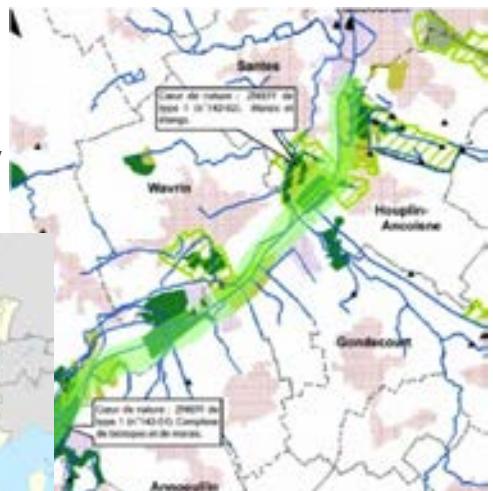
## 5.4 Park de la Deûle (France)

Country:

France

Context:

Lille – Roubaix- Tourcoing including the villages: Wingles, Billy-Berclau, Douvrin, Houplin-Ancoisne, Santes, Wavrin, Don, Haubourdin and Seclin



Size:

1000 ha

5.4.1 (left)  
Location in France

5.4.2 (right)  
Masterplan parc de la Deûle

Year of realization: 1999- 2015

Duration till realization: The initial idea dates back to 1967, by Challet. After the plan was shelved for some time, another competition was held in 1994 and won by Jaques Simon, Jean- Noel Capart and Yves Hubert.

History: The project has gone through two major phases, the initial plan and the masterplan from 2004 'plan d'ensemble à l'horizon 2015, and further detailing of the design till 1996. Nowadays, 350 ha has been developed so far which includes the first phase (Plan Santes).

Coverage: The park has been designed to fulfil the recreational needs of Lille and Lens. Vanempton and Meijmans explained the reason behind the plan "*landscape is the key element here, both for ensuring quality of life, the treatment of polluted sites and the restoration of identity*" (Vanempton and Meijmans 2010, p.190).

Enclosure: The master plan of Park de la Deûle is integrated in the rural agricultural landscape and urban outskirts of villages and cities, such as Lille. The transition from public to private has been created without the experience of separation. Vanempton & Meijmans, "*soft solutions clearly indicate the parks boundaries but also allow the adjoining landscape to be part of the experience and scenery of the park- irrespective and economic activity. They ensure that both the urban and the rural and peri- urban needs can meet. For example, the design envisages a gradual transition to the meadows which are a visual component of the park, but which are never physically entered. Quite a few other subtle landscape features, such as willow trees, uniform fences and gates, and rows of trees contribute to the shared identity*" (Vanempton and Meijmans 2010, p.192).

Accessibility: Multiple entrances are provided, and the park is easily accessible because of a well-constructed path system. Also, the public and private are separated.

Particularities: "*The plan is based on a revitalization of both rural and natural area, by unification of town and country and the establishment of new connections between the two. Both the preservation of agricultural activity and the creation of a recreational green space on the scale of a cross- border metropolis of more than 1,5 million inhabitants were part of the design. The restoration of the identity and quality of the post- industrial landscape were other important points of departure*" (Vanempton and Meijmans 2010, p.191).

### 5.4.1 Public participation and feasibility

The initial idea of transforming the area into a park came from Jean Challet and was shelved till the 1990s, despite the pertinent and topical ecological, landscape and social issues of regional interest, Estienne explained that *"there was no political will or support, no institutional structure capable of supporting such a project and insufficient expertise"*. (Estienne 2007, p.191). But times have changed for the region since the 1980, *"the development of Lille and the neighbouring municipalities has been based on a strategy of metropolization. A process of governance, linking regional development to the need for urban renewal, was launched. Local political and economic actors were brought together. The policy process fostering metropolization gave rise to a green strategy"* (Vanempton and Meijmans 2010, p.198). Therefore, Park de la Deûle was again on the minds of both the politicians and locals and further implementations could start. Stakeholders, finance and expertise were brought together in the same manner as *"the institutional capacity needed to realize this kind of project was found at a regional level"* (Vanempton and Meijmans 2010, p.198). In France there is more room for appreciation and leadership, which makes decisions making and directing easier. This has also been recognized by Kruit and Salverda. They have also state that: *"France is known for being attached to prestigious, grand and imposing (government) projects"* (Kruit and Salverda 2007, p.19). They put question marks by the involvement of citizens and the amount of participation in the project as *"there is little information available on websites about policies plans and civil servant and steering organisations" that the way of participation is more informing than interacting with citizens.* (Kruit and Salverda 2007, p.20). The way of communicating the information is a shared opinion as it has been written that participation was a major concern in the process, but no concrete participation files have been found. Two different approaches were assumed in order to realize the goal, a new green metropolitan park. *"The creation of outlying urban parks on the one hand and regional nature parks on the other"* (Vanempton and Meijmans 2010, p.198).

How the plan found its financial resources is comparable with the Netherlands 10 to 20 years back in time. As described by Kruit and Salverda, *"green is planned, financed and mostly executed by the government... but private stakeholders are very little involved"* (Kruit and Salverda 2007, p.18)

Vanempton and Meijmans describe farmers as an important participant in the current master plan. These participants are actively involved both in gradual development and in long-term management of the park. *"Agricultural enterprise, whether or not in combination with diversification activities such as the scale of products on the farm or a bed& breakfast, continues to sustain the open space"* (Vanempton and Meijmans 2010, p.194). Question arises, "what do farmers get in return", but there is no available information, therefore at this stage it is not possible to answer the question.

In 1970s, farmers rejected the first project because of the seizure of the account of the seizure of important agricultural land. Lessons have been learned from this "mistake" as the farms were involved in the early stage of the second project as designated "strategic participants". Pierre Dhenen was recruited to play a key role in the development of the de la Deûle park and the park's support structure of Espace Naturel (Lille) Metropolitan (ENLM), and was the former official who was responsible for the communication policy of the Conseil General du Nord. Vanempton and Meijmans explain his role further as *"his task consisted of, on the one hand, negotiating with the farmers and the chambers of*

*agriculture, and on the other of tackling the shortage of natural spaces in the metropolitan area" (Vanemten and Meijmans 2010, p.196). According to Dhenen, the presence of peri- urban elements, and their deployment in the design, has eased the dialogue with the farmers (Dhenen 2010, sited in Designing for a region. p.198). Vanemten and Meijmans have explained the option of a network park of where agricultural forms an integral part as it responds to the shared interest of the urban and rural fabric. "For example, the park was conceived in such a way that its maintenance could later be carried out with the machines already owned by the farmers" (Vanemten and Meijmans 2010, p.198).*

One requirement that surprised Kruit and Salverda was that "in Lille the town council didn't wanted to start with constructing the project without having the money circle closed" (Kruit and Salverda 2007, p.20). The same requirement is stated for Park21 therefore, the financial circle of Park de la Deûle should be researched in-depth.

5.4.3 (left)  
Landscape art work in the park



5.4.4 (right)  
Routing in the park with  
boardwalks



### 5.4.2 What can we learn?

- Design strategies to create a visual connection with the agrarian fields.
- Management by local farmers.
- To link regional development with the need for urban renewal.
- To approach the program as a regional assignment.



## 5.5 Duisburg Emscherpark Nord (Germany)

Country: Germany  
 Context: Northern Duisburg  
 Size: 230 ha

5.5.1 (left)  
 Location in Germany



5.4.2 (right top)  
 Masterplan Duisburg Emscherpark  
 Nord  
 5.4.3 (right down)  
 Masterplan Emscherpark



Year of realization: 1991- 1994

Duration till realization: 1989-1999 (duration "International Building Exhibitions" (IBA) project) but the park is still in development.

History: The Ruhr metropolis, once a centre of coal and steel industries, has become one of the most thrilling cultural regions in Europe. Former industrial plants are now home to arts and culture, entertainment, sport and relaxation.

Coverage: Stilgenbauer describes the success of IBA in the following manner: *"with its unconventional appearance and unique new recreational opportunities, the park has become popular with local residents, making a great contribution to the surrounding lower-middle- and working-class neighborhoods on the north side of Duisburg"* (Stilgenbauer 2005, p.8). As Duisburg is an example of a park where brownfields are developed, visitors from all over the world come here to experience the IBA project.

Enclosure: Urban agglomerations Meiderich, Hamborn and Oberhausen and the IBA project is located along the Emscher valley on west of Germany.

Accessibility: Duisburg park is not well connected with the urban context as the site has distanced itself from the urban agglomeration. The entrances are therefore facing the rural area from origin. The connection with the urban agglomeration has been improved though the old structures are designed towards the rural side. To move around is easy within the site as there are wide roads and a main structure that is provided.

Furthermore, a new path structure gives enough opportunities to discover the site from different perspectives.

Particularities: The goal of the IBA project was to *"develop a program of renewal for the densely populated region along the Emscher River"* (Stilgenbauer 2005, p.6). The park Duisburg Nord is divided into different areas, and its borders were carefully developed by looking at existing conditions (such as how the site had been divided by existing roads and railways, what types of plants had begun to grow in each area, etc.). The fragmented pattern was then woven together by a series of walkways and waterways, which were placed according to the old railway and sewer systems. While each piece retains a certain character, these pieces also create a dialogue with the site's surroundings. Within the main complex, Stilgenbauer emphasized specific program elements in the main complex: *"The concrete bunkers create a space for a series of intimate gardens, old gas tanks have become pools for*

*scuba divers, concrete walls are used by rock climbers, and one of the most central places of the factory, the middle of the former steel mill, has been made into piazza. Each of these spaces uses elements to allow for a specific reading of time*” (Stilgenbauer 2005, p.8). Shaw describes the start of the project by stating that the “*implementation began with a feasibility study and resulted in the designation of seven green belts with working groups for each. A range of small projects were then brought together to form a regional plan*” (Shaw 2010, p.85).

### 5.5.1 Overall vision Emscher Landscape park

The long-term vision based on inter-local cooperation of inter-local cooperation of IBA Emscherpark is explained by Schwarze- Rodrian as “*numerous small projects are completing the picture, project by project, year by year, kilometre by kilometre. During the first 17 years, 178 projects were completed; 248 projects are presently in process or planned for the next 15 years. Three decades are estimated to be necessary to build up the whole regional park. So many projects include many partners – one reason for Emscher Landscape Park to be based on regional moderation and local responsibilities. Instead of a central park management unit, a system of trustful inter-local cooperation developed during the last 17 years – combined with an inspiring project -moderation on regional level. The positive experience of designing a new urban landscape, shared by 20 cities, stimulates informal cooperation and meets both public and political support*” (Schwarze- Rodrian 2007, p.6). Companies have been approached and connected with the park, to maintain and have their business located there. Shaping the park’s image helps to attract other companies and creates a chain reaction’ which generates money for the associations.

To attract people and give the park a certain appeal, the Ruhr Regional Association was established. “*The main function of the Ruhr Regional Association is the improvement of the quality of life in the Ruhr region. The association has taken over the project sponsorship for the Industrial Heritage Trail and the Emscher Landscape Park, both of which attract a great number of visitors. The Ruhr Regional Association has founded various associated companies and owner-operated enterprises for the leisure activities, ecology, economy and tourism sectors. In order to be able to fulfil a regional function for the Ruhr Metropolis, the Ruhr Regional Association, together with the municipalities, has founded associated companies or subsidiaries: eight leisure parks, the Kultur Ruhr GmbH, the Wirtschaftsförderung metropoleruhr GmbH, Ruhr Tourismus GmbH and the Abfallentsorgungs-Gesellschaft Ruhrgebiet (Ruhr region waste management company)*” (metropoleruhr.de, 2013).

The park is a regional partnership project; the project sponsorship has been taken over by the Ruhr Regional Association. A master plan formulates concrete plans and projects, which are the foundation for future investments and funding measures. Every year the RVR invests about ten million euro in the Emscher Landscape Park. Worth mentioning is that most of the funding is accommodated within funds and organisations and that therefore the IBA concept continues. Not only maintenance, but also programming and future projects can continue without fully financial support of the municipalities.

Not everything about the project is a success as Shaw warns that “*the reaction to the 16 technology centres that have been distributed around the Emscher has been mixed; some view them as a success, others not... Also important to note is that these centres are not designed to attract activities solely related to the particular profile, since diversity is held to be extremely*

important for the long-term viability of localities. They are designed to be a starting point for attracting a whole range of innovative businesses and groups' (Shaw 2013, p.89). Although the IBA project was about redesigning elements within the landscape, Park21 is about shaping a new landscape. The project is significant as Emscherpark functioned as a regional park, which is comparable with Park21 as the assignment enhanced a metropolitan park for the region of Amsterdam.

### 5.5.2 Branding of the IBA project

Shaw describes the long way that is still needed to undergo in the following way: "the Ruhr has long suffered from a bad image, and with much justification. However the IBA has helped with the beginning of the long process of changing and brought with it tourism. In particular industrial tourism with examples such as the Duisburg Landscape Park, the Zollverein Coking Plant at Essen and the Gasometer in Oberhausen. These places now house exhibitions, concerts, outdoor cinemas and other events as well as showing off new forms of public space and retaining important monuments to the history of the region. Importantly, the beginnings of a change in mentality can be seen, and will continue to be seen, in relation to politicians, local authorities and the people. Former factory and colliery workers can now be found acting as tour guides. Tour guides with real life experiences to tell of when they worked in these old industrial monuments' (Shaw 2013, p.89).

5.5.4 (left)  
Waterbasins as part of the design



5.5.5 (right)  
Atmosphere park, different activities at night.



### 5.5.3 Public- private partnership

As it is important to have activities held inside the park to make the park a success, it is necessary to attract and involve stakeholders. Nickerson describes it in the following manner: "Community groups saw the opportunities that opened up with Landschaftspark Duisburg-Nord. The Duisburg Group of the German Mountaineering Club created a climbing garden in the bunkers of the park in 1990" (Nickerson 2010, p.2). But also activities like playing in the sand, climbing on the rope wall, or sliding down the tunnel slide are quite popular activities for children of all ages". Shaw, "while a key feature of the initiative was the involvement of the public in project planning, through participation of local project and community groups, highlights a more general problem for sustainability; programmes need to be socially inclusive and involve all actors in the decision-making process, even when vested interests mean that some will work to hinder sustainable development. A vital part of the initiative therefore, was to make people realize that change would bring benefits to everyone"

(Shaw 2010, p.87). Instead of constructing new facilities to house recreational activities such as are contained at Landschaftspark Duisburg-Nord, the derelict site has been reclaimed as a mixed-use complex – close to the city of Duisburg and other communities.

A lot of public funds are involved to accomplish success with the park and the existence of public finances was fixed until 2006. *“As in the planning process so far, regional park management, decentralised maintenance and local participation are to cooperate and provide mutual support while the Emscher Landscape Park enterprise gets underway.... But in the long run it is substantial to find a holding construction Emscher Landscape Park that will manage planning, maintenance and public relation and which is responsible for coordinating the participants and the finance”* (Schwarze- Rodrian 2007, p.5). Today, other sources of finance need to be found, but no information is available yet about the future strategy. According to Schwarze- Rodrian the management is *“based on voluntary inter-local cooperation between the 20 cities and regional project moderation”* (Schwarze- Rodrian 2007, p.5). Meaning that the assignment is approached as a regional park, where the whole region helps to maintain the site for the future. Approaching Park21 as a regional assignment could be a solution for Park21 as well.

Thanks to a high level of participation and public involvement, the initial resistance of the former workers living in the workers' housing right next to the park was overcome. Langhorst explained that *“with many of the former workers now participating in more or less formal ways in the park, e.g. through guiding tours. For others, the park has become a daily destination. The park design and the incremental implementation, with a high degree of participation, succeeded in changing the largely negative attitude into a positive and avoided reducing it to a romanticized version of industrial ruins”* (Langhorst 2004, p.4). According to Shaw, *“the successes of the initiative will become clearer over the next 5 years as the benefits spread and multiply within the region. For example, as more and more people become aware of the IBA and its various projects, tourism will grow”*. (Shaw 2010, p.88) And *“although it is anticipated that it will take some 10 years before a more universal change in attitudes can be seen amongst the administrative bodies and companies, individuals and organizations, an important start has been made. Once this begins to take a hold, it may then become more feasible to begin to look at how the other important issues such as unemployment, income distribution, social problems, resource over-consumption, welfare and ethnicity can be more effectively tackled”* (Shaw 2013, p.89).

From the example can be learned as there is still much resistance from farmers and it still needs to be researched how to communicate with these stakeholders.

#### 5.5.4 What can we learn?

- To link regional development with the need for urban renewal.
- To approach the program as a regional assignment.
- To attract organisations and companies that would take over the maintenance and provide the park a budget.
- About the level of participation and public involvement and how to change mentality.

## 5.6 Fresh Kills (United States)

Country:	United States
Context:	New York City, Staten Island
Size:	890 ha

5.6.1 (left)  
New York city within the United States



5.6.2 (right)  
Masterplan Fresh Kills



Year of realization: 2009- 2019

Duration till realization: 2001- 2039 ([nycgovparks.org/park-features/Fresh-Kills-park, 2013](http://nycgovparks.org/park-features/Fresh-Kills-park,2013))

History: The landfill was opened in 1947 as a temporary landfill, but the landfill eventually became New York City's principal landfill till second half of the 20th century. The area was once the largest landfill, and a man-made structure, in the world. The initial plan called for Fresh Kills to be used as a temporary landfill for 20 years, then Fresh Kills would be developed as a multiuse area with residential, recreational, and industrial components.

Coverage: The basic framework of the plan integrates three separate systems programming, wildlife, and circulation into one cohesive and dynamic unit. Fresh Kills Park will have five main areas: the Confluence (made up of Creek Landing and The Point), North Park, South Park, East Park and West Park. Each area will have a distinct character and programming approach. Pollak elaborates that "what has been written on official websites as *"the Parkland at Fresh Kills will be one of the most ambitious public works project in the world, combining state-of-the-art ecological restoration techniques with extraordinary settings for recreation, public art, and facilities for many sports and programs that are unusual in the city"* (Pollak 2007, Sited in Large Parks, p.87).

Enclosure: *"The site is bordered by oil tanks of the industrial New Jersey. To the east is the Staten Island Greenbelt, 2800 acres of connected natural areas"* (Pollak 2007, Sited in Large Parks, p.89).

Accessibility: *"A key aspect of the transformation of landfill to landscape is the enabling of new flows in relation to human occupation along the edges of the site. Like other brownfield sites, as discussed above, the edges of a landfill tend to be dysfunctional places- often a mass of dead –end streets and backs of buildings- partially a consequence of their adjacency to an undesirable location. Yet these edges have a significant potential, as new thresholds, to engage and leverage a host of urban concerns alongside the development of a park. To formulate a strategy for edges, recognizing how the social and natural histories of the site at various scales have produced its differences from its surroundings is necessary. As part of the public process since the competition, Field Operations has developed a strategy of neighbourhood parks, located at the edges of the site, within the larger Fresh Kills Park"* (Pollak

2007, *Sited in Large Parks*, Pp.111-112).

Particularities: Besides the ordinary purpose of it being a landfill of household waste, the landfill has also stored the remains from the World Trade Center. Brown elucidated, *“On March 22, 2001, Fresh Kills took in its last load of city waste. After the terrorist attack on September 11, 2001, a portion of the area was used as a sorting ground for rubble left in the attack’s wake”* (Brown 2011, p.1). The waste has not only been stored there but it has become part of the assignment for the park. As explained further by Pollak *“mounds 1/9, at 50 acres the largest as well as the most recent, is the location of debris from the World Trade Center, now the site of a planned memorial”* (Pollak 2007, *Sited in Large Parks*, p.89). Pollak underlined the complexity of the park by stating that *“three aspects of the site’s identity contribute to its complexity: its historical use as a landfill, its urban position, and its wetland ecologies”* (Pollak 2007, *Sited in Large Parks*, p.87).

### 5.6.1 Development strategy of Fresh Kills

A strategy has been developed for the construction of the area. According to the City of New York Parks & recreation: *“the Draft Master Plan offers a framework for development to guide the site’s evolution over the next 30 years. The timeline is broken down into three ten-year phases. To assure that the park’s long-range construction does not become a waiting period, but is a time of dynamic change with access to the extraordinary “public space in-process,”* phasing is choreographed in project sets. Each project set is independent of the others and is capable of being developed concurrently or in sequence.

That a strategy is needed to actually build the park within the timeline of 30 years has also noted by Corner: *“The transformation of Fresh Kills Landfill into a park is an unprecedented opportunity that demands innovative design. But to be built the design must withstand the security of its constituents”* (Corner 2002, p.9). And as Corner further explains: *“To actually be built, the plan must be politically astute as well as conceptually and ecologically intelligent. To achieve this end, the design teams created for this competition included plant and wildlife ecologist, engineers, land use feasibility analysts and other experts”*. (Corner 2002, p.9) Even though there is a strategy time will tell how and if the complete park has been executed as planned.

*“The Draft Master Plan focuses on executing a carefully-planned first phase of development that will initiate active use of the park, generate enthusiasm and commitment on the part of stakeholders, and propel later phases of development. Phase I will occur over the first ten years of the park’s development, with projects and facilities opening throughout this period”*. (nycgovparks.org, 2013)

The fact that the department of parks is very involved with the activities in and around the park is visible as *“the Parks Department has begun working with local elementary schools to develop lesson plans based on the Fresh Kills Park site and its related issues. Among the elementary-level lessons that can be integrated with study of the site are: Ecology, Wildlife, Environment and remediation, Staten Island history, Geological history, Landfill engineering, Decomposition, Landfill by-products, Waste reduction and recycling and Landscape architecture and urban/park planning”* (nycgovparks.org, 2013). Besides educating students, *“the Parks Department invites individuals and groups to make proposals for talks, workshops, specialty*

*tours, performances and other happenings along the public tour route at Fresh Kills Park" (nycgovparks.org, 2013).*

*Creating awareness goes beyond the parks boundaries, as the aforementioned has to be get through to peoples' minds as well. Therefore, lesson plans and activity sheets have been developed. "Lesson plans and activity sheets for grades K-5 that comply with NYC Department of Education standards and help educators implement the three R's (Reduce, Reuse, Recycle) at school, containing ideas for long-term activities and projects" (nycgovparks.org, 2013).*

Though a clear effort is perceivable, no clear results can be seen that the awareness of the inhabitants has increased.

The way the site is integrated in the context, on different levels (e.g. social and infrastructural) Pollak has outlined the manner how the site is integrated into the context on different levels: *"At a regional scale, Route 440 is transformed from a single-use expressway that divides the site into a diversified thoroughfare with the addition of light rail, bicycle path, and promenade. Together with the intermodal platforms, parking groves, and wildflower meadows, Route 440 is reprogrammed as a zone of rich and dynamic interface that brings together separate areas of the site. A series of intermodal stations will connect the site to I-278, New Jersey, And Brooklyn, and to local ferries, expanding the reach of the site across the New York metropolitan area. It is important to emphasize the non-generic nature of these events and how, even though they are specific to the landfill, they touch it with different intensities. Some events are ephemeral and meant to disappear, others make light imprints, and other are permanent interventions on the site" (Pollak 2007, Sited in Large Parks, p.192).*

Financing is always a point of issue in large projects like Fresh Kills, especially as these issues do not only concern construction but future maintenance. Corner has noticed the crucial element of a maintenance strategy and further explains: *"At the same time that large parks provide so much delight, space and function they also pose enormous challenges, while expensive to design and build, they are even more expensive over time to operate and manage".* (Corner 2007, p.12). Part of the answer to the question can be found on the official website of the city. *"The majority of capital funding for the project comes from City funds allocated by Mayor Bloomberg. The project has also been generously supported by over \$12 million in grants from the New York State Department of State, Division of Coastal Resources and the Federal Highway Administration" (nycgovparks.org, 2013).*

Gathering funding possibilities is therefore crucial. In order to finance the parks construction, a research has been carried over the possibility to generate money from sustainable energy. With the help of advanced gas in the landfill, it is possible that the City of New York could eventually achieve this goal to collect enough resources. *"The Department of Sanitation is already actively harvesting methane from the decomposing waste buried at Fresh Kills. This methane, enough to heat approximately 22,000 homes, is sold to National Grid and the city generates approximately \$12 million in annual revenue from the sale of that gas. Gas recovery and sale will continue until the amount of gas produced by the landfill is small enough as to no longer be economically viable, at which point it will be burned off at flare stations onsite" (nycgovparks.org, 2013).* The sustainable energy impacts the way the City of New York formulates its environmental research, the city is interested in using Fresh Kills Park as a platform to generate knowledge that would be applicable to a broad range of urban environmental issues. *"The City hopes to capitalize on this available land by collaborating on research plots and permitting access that is restricted to scientists, technicians and students. Initial projects are already underway with the United States Forest*

Service and CUNY Hunter. The Department of Parks & Recreation continues to seek partners in academia, museums, government and the private sector in the interest of refining and targeting research questions toward the advancement of study and the pursuit of funding opportunities" (nycgovparks.org, 2013). Still, there is an on-going discussion about how these mounts impact the experience. Engler has stated that "many would agree that a built landscape/place should be critiqued not on the grounds of the designer's intentions and the pressure he/she sustained from the client, but on the ways it functions and is experienced. Design competition entries are judged based on the visual graphic and accompanying text supplied. Regardless of the long meetings, conflicting interests, and complex technical restrictions of the two phase Fresh Kills competition, the result is what matters, the public and design critique can use what is available- the text and visuals that are presented on the web- and make a fair judgement without further contextualization" (Engler 2002, p.37).

As funding comes from the methane which is a product of waste, people also state that because these mounts have been covered people do not see what kind of impact their consuming behaviour has on the environment. The discussion has been taken over by the city as New York tries to make their residents more aware of their amount of consuming. Clarke explains himself further and states that involving the residents in the decision-making process helps. According to Clarke "Having continuous public input into decision-making in solid waste is important not only because the public can ultimately affect a planned facility siting adversely, but also because the public is in a unique position to affect the ultimate success of source reduction and source separation effort by influencing participation" (Clarke 1993, p.455). According to Clarke "it is often said that the public's interest in the solid waste issue goes no farther than their own curb. With the Mobro garbage barge and accounts of backhauling trash in empty food trucks in recent years, the public has become aware of the worsening solid waste crisis" (Clarke 1993, p.453). The issue: "Thus, rather than erasing the past (landfill), on the one hand, or recreating a long- lost environment (nature), on the other hand, Lifescape instead proposed a growth emergence from past and present conditions toward a new and unique future. The result will be a synthetic, integrative nature, simultaneously wild and cultivated, emergent and engineered. Therefore the plan seeks to change how we experience reclaimed landscapes in the city and demonstrate new potentials for closed landfills and other post- industrial sites around the world" (Corner 2005, p.21).

After the big storm Sandy, it became clear from a blog that not every aspect needs to generate money but that the inhabitants of New York see the benefits of waterways. In The New York Times, Michael Kimmelman made a great case for what he calls 'our friends' at the 2,200-acre Fresh Kills park have been doing. He said that during Hurricane Sandy, the "Fresh Kills landfill on Staten Island absorbed a critical part of the storm surge.

"The park's "hills and waterways spared nearby neighborhoods like Travis, Bulls Head, New Springville and Arden Heights from much worse flooding" (dirt.asla.org/, 2013).

## 5.6.2 Public participation

Some question marks can be pointed out from the research over the amount of available information in the public presentations. On the website 'project milestones', it was written that *"on the 23th of June in 2005, hundred people 100 people attended the 6th public meeting in Staten Island"*, considering the amount of inhabitants of Staten Island which is approximately 469 000, this attendance level of the public is low considering the amount of inhabitants of Staten Island (factfinder2.census.gov/, 2013). It is remarkable that so much public presentations have so little response in the life of the inhabitants of New York. That these series of meetings could still evoke changes in the program and the development of the park, has been illustrated could cause changes in program and development of the park has been illustrated on the website of New York. *"Between Fall 2004 and Spring 2006, a series of meetings and workshops were conducted where New Yorkers were able to communicate their vision for the future of Fresh Kills. A number of guiding principles were the result of the process and were used to develop the Draft Master Plan. ... In addition to the public meetings, the planning process was guided by a Community Advisory Group, comprised of stakeholders representing local and regional recreational, environmental, cultural and youth organizations"* (nycgovparks.org, 2013).

5.6.3 (left)  
Impression North Park View to Bird Observation Tower



5.6.4 (right)  
Impression Schmul Park Entry

## 5.6.3 Ecological benefits

The park could significantly improve the ecological circumstances of an organism in this context as well as in a broader perspective. Pollak has explained: *"the size of the site means that it has a significant impact on its context in ecological terms, especially because its wetlands support a great diversity of living systems at multiple scales. Its location on the Hudson River estuary heightens the role of its size, for example, in serving migratory routes"* (Pollak 2007, Sited in Large Parks, p.89). Pollak has also underlined the importance of a long- term strategy as Field operations has outlined a long- term strategy based on natural processes, agricultural practices, and plant lifecycles to rehabilitate and transform the degraded site over the next thirty years.

The strategy has evolved from the competition entry, in which a matrix addressed six project phases, each with discrete stages, through which the park would be "grown," as in seeding, cultivating, propagating, and evolving. As Corner has stated, *"design at Fresh Kills is as much about the "design of a method and process of transformation as it is about the design of specific places"*. As the project evolved, the park's spatial framework was set to four phases: *seeding, infrastructure, programming, and adaptation*. The first three phases are the main

*development over a thirty- year time frame. The adaptation phase reserves further possibilities for negotiations to respond to changing needs and circumstances" (Pollak 2007, Sited in Large Parks, p.113). Because Fresh Kills will be the result of a long- term, transformative process, it is often compared with Central park (nycgovparks.org, 2013).*

#### 5.6.4 What can we learn?

- How to anchor the park in New Yorks context
- What is the strategy to generate funding and create public responsiveness and awareness towards the environment.
- What is the long term planning strategy of the park.

## 5.7 Conclusion reference study

Little scientific literature was found despite a systematic approach to find literature. The amount of available information related to the topic and park made a search for more information necessary. The limited information that was available and useful to filter the precise development strategy made the study of reference areas quite general.

A clear gap between science and practice perceived during the research as little is written about metropolitan parks and the keywords. The information available differs per field. Little has been written within the practice level, but even scarcer is the amount of scientific literature. Indeed, much knowledge exists but the knowledge is often not available for public. The knowledge remains within the heads of many civil servants, process managers, project managers and landscape architects but has not always been written down. Also, many processes are not always chronological and transparent as still many decision-makings take place in internal spheres that are often not recorded or clearly accessible for outsiders. Furthermore, many of the projects take a decade to complete, which makes the available information not always organized as decision-making takes some time as well (e.g. due to rules and regulations, different stakeholders and budget).

It is striking to note that the amount of grey literature that is available is larger and is of bigger value. Still, the literature found is relevant as terms and used sources can help to find additional information about the project area and its process. Making it possible to find more information about the park. Though additional information has been produced by carried out an additional search from academic portals, a conclusion of using the method could be that to little relevant information can be found within the academic portal 'Scopus'.

A very interesting outcome is that in some cases a search with Google produced more relevant documents and information. But as learned from the program description, the best way to get in-depth information is to get the information from its very source. By interviewing the involved stakeholders. The process of development and future strategy can be further explained through the interviews that were carried out with involved stakeholders. As explained earlier; the knowledge remains within the heads of many civil servants, process managers, project managers and landscape architects but has not been written down.

Despite not one unambiguous answer to the last research question 'how have these parks faced these problems and what can be considered to be called as success factors' can be given, the study frames a proper starting position for further in-depth research. Worth mentioning is that every park has dealt differently with problems, depending on time and context. An overview of the information found related to the used keywords is displayed below in figure 5.7.1

5.7.1 relevant topics  
Overview parks researched, consisting information related to keywords.

Park researched	Branding	Value capture	Public participation	Feasibility	Maintenance
Peak District Park	X		X		X
Parc Downview Park	X	X	X	X	X
Park de la Deûle				X	X
Duisburg Emscherpark Nord	X		X	X	
Fresh Kills	X	X	X	X	

## Branding

### Peak District:

Motivating and engaging a wide spectrum of people from within the communities. To increase the amount of involvement in shaping and taking responsibility for their futures. Involving different types of stakeholders and creating both awareness and appreciation for the park. National projects such as 'Mosaic' were founded by 'The Big Lottery Fund's Changing Spaces' programme through Natural England. The project "enables people from black and ethnic minority communities to explore and work in National Parks. The project identifies influential people from communities and supports them to become 'Champions' of National Parks". The National Park Authority works closely with Champions to raise the profile of the landscapes at events including religious festivals and supports Champions to facilitate visits to the Park.

### Parc Downsview Park (PDP):

PDP has many agreements with organizations. Acquisition has taken place to build awareness, understanding and support for Downsview Park and maximizing stakeholders confidence in activities and strategies. Acquisition by designing community programs to reflect values such as culture, heritage, community, technology, innovation, environment, legacy, sustainability, stewardship, beauty and play different stakeholders are attracted.

### Duisburg Emscherpark Nord:

Companies have been approached and connected with the park to maintain and have their business located there. Image shaping attracts other companies and creates a chain reaction which generates money for the associations for both financing and maintaining the site in the future.

### Fresh Kills:

A platform for generating knowledge applicable to a broad range of urban environmental issues.

Capitalize the available land by collaborating on study plots and permitting access that is restricted to scientists, technicians and students. Initial projects are already underway with the United States Forest Service and CUNY Hunter. The Department of Parks & Recreation continues to seek partners in academia, museums, government and the private sector in the interest of refining and targeting research questions toward the advancement of study and the pursuit of funding opportunities. The city of New York tries to make their residents more aware of their consuming standards.

## Value capture

### Parc Downsview Park:

Approximately 152.7 hectares (377.4 acres) of the land will be used for park, cultural and recreational purposes (collectively "the Park"), while the remainder will be made available for commercial activities to generate funds that will be used for the development and operation of the park.

### Fresh Kills:

Human occupation on the surroundings of the site, to generate money. Field Operations has developed a strategy of neighbourhood parks, located on the edges within the larger Fresh Kills Park part of the public process. Money is generated out of the methane which is a product of waste

## Public participation

### Peak District:

The majority of land is privately owned by farmers and other land managers. Many parts of the Peak District are open for the public, therefore visitors can freely use it for recreational purposes and come closer to the fields. Engaging through education is commonly used as the National Park Authority enables active participation in landscape management through environmental education and training. A range of guided walks and events offered by the National Park Authority promote understanding of audiences, lifelong learning and active participation in shaping landscape.

### Parc Downsview Park:

To engage the public and, introduce Downsview Park to new audiences as well as expand existing audiences understanding and encourage active involvement in its overall development. To create awareness, to educate and to connect the inhabitants to create a sense of care about the park. To connect and create a sense of ownership between parts of the community and parts of the park (e.g. the forest), partnerships with many schools.

### Duisburg Emscherpark Nord:

A high level of participation and public involvement has overcome the initial resistance of the former workers living in the area. Many of the former workers are now participating in a more or less formal way in the park, e.g. through guiding tours. For others, the park has become a daily destination.

### Fresh Kills:

Meetings and workshops were conducted to communicate the inhabitants vision for the future of Fresh Kills. Educating students, and inviting individuals and groups to make proposals for talks, workshops, specialty tours, performances and other happenings. Working with local elementary schools to develop lesson plans based on the Fresh Kills Park site and its related issues.

## Feasibility

### Parc Downsview Park:

The system (selling grounds for constructing to build and maintain the park in the future) has been set up to fund Parc Downsview Park. Project managers and other interested parties sought out funds from a wide variety of organizations for different aspects of a project. The community was also expressing increasing impatience to see something at Downsview so, PDP has decided to start with some big infrastructure removals to make way for trees to make actual construction visible.

### Park de la Deûle:

Linking regional development to the need for urban renewal, was launched. Local political and economic actors were brought together. Actors, finance and expertise were brought together in the same manner; top down planning and public funding. The development kind of Park de la Deûle was found at a regional level.

### Duisburg Emscherpark Nord:

Many public money is involved, first because of the IBA project. Today the funding is

accommodated within funds and organisations and therefore the IBA concept continues. Not only maintenance, but also programming and future projects can continue without full financial support from the municipalities as companies have been approached and connected with the park.

#### Fresh Kills:

The timeline is broken down into three ten-year phases. Bloomberg, over \$12 million in annual revenue from gas recovery and sale. And the selling of residential housing along the edges. The City funds allocated by Mayor Bloomberg, has supported by over \$12 million in grants from the New York State Department of State, Division of Coastal Resources and the Federal Highway Administration to construct the major infrastructural changes on the site. Phasing of the park is choreographed in project sets. Each project set independent from the others and can be developed concurrently or in sequence.

## Maintenance

#### Peak District:

Farmers and other land managers such as foresters, many volunteers, Peak National Park Authority, Natural England, the Environment Agency and the Forestry Commission are involved in the maintenance and other related activities. The Peak District Land Management Advisory Service (PDLMAS) is a support service for farmers and land managers.

#### Parc Downsvie Park:

The sale and sublease of some of the lands will be used to find monetary resources to finance construction and development, as well as in long-term the park's property. Generating revenues to build and maintain itself in a sustainable way. Finding money by attracting donors who support the PDP for the future maintenance and financing.

#### Park de la Deûle:

Farmers are important, these actors are actively involved in both gradual development- and long-term management of the park. Open space is maintained by agricultural enterprise, whether or not in combination with diversification activities such as the crops produced on the farm or a bed& breakfast. The park was conceived in such a way that its maintenance could later be carried out with the machines already owned by the farmers.

# 6.

# 6. Conclusion

Major problems of Park21 were defined in order to fulfil the aim of the research, as well as parks which have dealt with the same problems were found. With the study of external examples, the research serves as an instrument that can contribute to further study as it indicates where a development strategy can be found. In further research, a strategy can be developed which would result in the development of metropolitan parks in a complex context of today, such as Park21. The further analysis will provide an answer to the main question:

*'Looking at international examples, what lessons can be learnt and put into practice for Park21's own development strategy when looking at similar developed metropolitan parks?'*

In order to answer this question, it was first necessary to examine the current problems in Haarlemmermeer to get a sense of the magnitude of program and the level of ambition. Resulting in the following answer to the first sub-question, "*what are the major problems concerning Park21?*" A conclusion could be drawn that Park21 has difficulties in the following areas:

## FACETS OF CONFLICT PARK21

- 'Profiling & programming'
- 'Public- private partnership'
- 'Communication & participation'
- 'Financing and economy planning'
- 'Maintenance and management'

In order to find international examples from which can be learnt, a literature research has been executed, therefore the 'Facets of conflict' have been translated into keywords. These keywords and synonyms have been used in 'Scopus'.

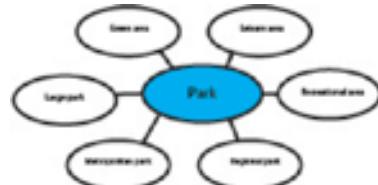
## KEYWORDS FOR LITERATURE RESEARCH

- Branding
- Value capture
- Public participation
- Feasibility
- Maintenance

Literature search with keywords and synonyms

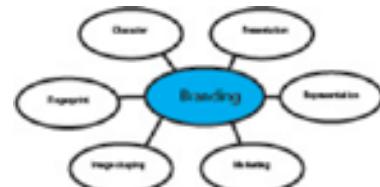
#### Park

- Green area, Large park, Metropolitan park, Regional park, Leisure area, Recreational area



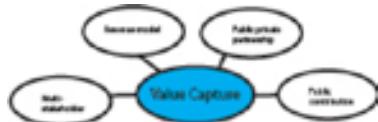
#### Branding

- Representation, Marketing, Image shaping, Fingerprint, Character, Presentation



#### Value capture

- Public contribution, Revenue model, Multi stakeholder, Public- private partnership.



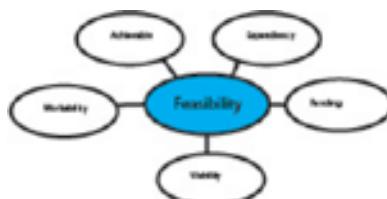
#### Participation

- Taking part, Partnership, Stakeholder engagement, Public contribution, Public partnership



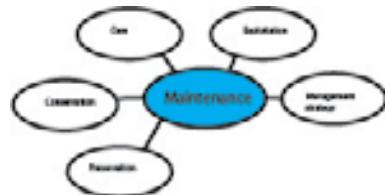
#### Feasibility

- Achievable, Expendiency, Funding, Viability, Workability



#### Maintenance

- Management strategy, Exploitation, Care, Conservation, Preservation



A selection was made based on both the recommendations of interviewees as well as literature reviews by selecting parks to research that have more similarities with Park21. Five parks were selected for the study, these are:

- The Peak district (Great Britain)
  - Involvement volunteers
  - Role local farmers
  - Way of maintaining
- Parc Downsview park (Canada)
  - Private initiatives
  - Scale of the park
  - Broad program
- Park de la Deûle (France)
  - Scale of the park
  - Role local farmers by maintenance
- Duisburg Emscherpark Nord (Germany)
  - Broad program
  - Regional function
  - Private initiatives
- Fresh Kills park (United States)
  - Private initiatives
  - Scale of the park
  - Broad program

The selection of parks answer the question "*which metropolitan parks have dealt with the same problems?*" The parks are comparable with Park21 (and therefore can be learned from) on certain topics.

The reason behind the selection of these parks is that these parks have dealt with problems similar to Park21 in an innovative and effective way or have a specific strategy for the future. From these parks, specific elements can be used and translated to accomplish success and then to finally put into practice for Park21's own development strategy.

#### Park de la Deûle

- The cooperation between the local farmers and park organization.
- Maintenance is executed by the local farmers,
- Location of the park, in-between agricultural fields.

#### Parc Dowsview Park

- Generating money by the system of selling and subleasing grounds for construction in order to create and maintain the park in the future.
- Manner of approaching stakeholders by informing, engaging and educating the public and creating awareness by building partnerships with schools and organisations, together with attracting donors.

### Fresh Kills

- Long term development strategy for the park. Enhancing both the development of different elements within the park as the functioning of elements within the phases and areas of development.

Still, as described earlier further research is needed as within the given time such extensive research was not possible. There are no prior studies over the development of a strategy to construct metropolitan parks has not been executed yet.

Worth mentioning is that the researched parks have a lot of similarities in the manner programming and construction was done, therefore they were selected for the study. There are also many differences: time that it took to start constructing and the time of constructing itself, different land ownerships status, context differences as culture and responsibility of stakeholders and furthermore, substantially distinct political and economic circumstances.

An additional literature and document search was carried out in order to find specific information about how the park has dealt with the problem. In order to answer the question '*how have these parks faced these problems and on what terms can other Metropolitan Parks be deemed successes?*

First of all, it is worth to note that every park have dealt differently with the conflict, depending on time and context. Lessons where something can be learned from include:

- Creating a management plan, that could adapt to social values and changing scientific understanding, in cooperation with farmers and landowners where possible.
- A high level of participation and public involvement that change the way the inhabitants think turned out to be a key element for the construction of the park.
- To create a creating a management plan that can adapt to the changing conditions and program for Park21.
- Attracting volunteers, (for example linking many educational activities with the park) creating understanding and awareness of the landscape.
- Attracting events and organisations to the park is of importance.
- The park will most likely fulfil its regional needs when approaching the assignment as a regional program as is also the case with Park21. These aspects are understandable considering the complexity of constructing a park in an urban context where different stakeholders are involved.

The question '*what lessons can be taken from the international examples that can be put to practice for Park21's own development strategy*', cannot be answered in whole as more research is required to cover the knowledge gap. More is written about parks and related issues, but the information available differs per field. Furthermore, many of the projects take a decade to complete, which makes the available information not always organized as decision-making takes some time as well (e.g. due to rules and regulations, different stakeholders and budget).

The scientific literature that was often found describes the master plan, and strategy but there is a lack of information about the way the strategy has eventually been put into use. Also, much is written about the time between master plan phase and construction, but very little about the strategy for the future. More specific information about visions over the plans was available in the documents but again, there was little information about how it

was eventually executed. Chapter five consists of the explanation of the global description of the parks. Much literature has been written to describe the parks of their elements but this has been done over different facets, such as program and implications- of and within the parks. Nevertheless, literature about the processes is available in a limited form. And the written policy documents are often not clear.

A lot of the available information has been written on the level of practitioners but is limited on the scientific level. A conclusion that can be drawn is that there is indeed much knowledge but this is often not available for public. The knowledge remains within the heads of many civil servants, process managers, project managers and landscape architects but has not been written down. Also, many processes are not always chronological or transparent as still many decision-making processes take place internally and are often not recorded or clearly accessible for outsiders.

# 7

# 7. Recommendations

In order to completely answer the research question further study is required. Based on the conclusions and results of the study, three parks are recommended for further examination to filter tools that could contribute to the development strategy for Park21. The parks recommended for further research are:

*Park de la Deûle (France)*  
*Parc Downsview Park (Canada)*  
*Fresh Kills (United States)*

For all the park's plans, completion took more than a decade, and still parts of it need further work or have to be changed. Therefore, a flexible plan is proposed as time is needed to overcome difficulties and both rules and regulations change. Because of the limited available time and information, as well as language barriers, it is advisable to analyse (when possible) the whole planning process.

The study indicates that there is not just one way of constructing a development strategy, as there are many facets that have to be taken into consideration. Not only aspects such as the shift of public money that is involved, and change through time are important. It is also important to understand how the "chain reaction" comes to be and how to involve the community now and in the future. Recommended is to look at the possible future scenarios and strategies.

Investigation the whole process from the idea, to vision, to master plan to implementation and execution and future vision within the system of implementation is recommended. Therefore, parks should be researched as case studies, where in-depth information about the whole process from start till end is analysed. As there is little available time, no in-depth information has been found. This was also due to the lack of accessibility. In the future, a closer source information gathering could be considered (within the political and social system). Therefore, further research is necessary to find a specific strategy.

Now, the task for other scientists remain to take this research to the next level and research the parks recommended. This should be done to provide both the scientists, landscape architects and planners and politics of a strategy that will result in the development of metropolitan parks, such as Park21, in the complex context of today.

# 8

# 8. Discussion and evaluation

The first sub question: '*what are the major problems concerning Park21?*' has been answered through interviews and literature reviews by identifying the problems. The main goal was to create a ranked list of problems that would result in the assignment of Park21.

Peter Kurstjens (the initiator of the research) advised to interview Mathea Mevissen, Rik de Visser and Rob van Aerschot. These people could give a clear indication of the nature of the problems due to the different positions that they hold and the amount of involvement within the process. As there is a lot of overlap between the answers of the interviewees, executing additional interviews was not seen as necessary. A thing that can be held up for discussion is if the list of problems would have differed if other stakeholders also would have been interviewed.

The interviews with directly involved participants have been used to give a clear overview of the core problems that are important for constructing the park and present a sense of understanding of the problem. The interviews have also helped to gain an overview of the complicated role the parties play and the complexities faced on the organisational levels. It took a while to understand everyone's position and authority in the system.

During the interviews it became clear what the personal involvement with the project of the interviewee is. As well as their vision of what other kind of involvement other stakeholders have in and during the process. And finally, it also became clear what can be considered as examples and reference areas (according the interviewees) for Park21. Out of the conversations it became obvious that the level of ambition really differed between the stakeholders, which lines the clash between stakeholders. The information and answers given by the interviewee has been cross-checked with the persons interviewed. Enough sufficient information was provided to answer the question, '*what are the major problems concerning Park 21?*' Worth mentioning is that the interview questions were sent in advance to the interviewees. In addition to the benefits of prior communications (information that is more in-depth), another advantage could be that the interviewees can prepare a 'strategic' answer.

The ranked list of program was divided into topics. These topics were then translated into keywords and these were used together with the word "park" to find scientific literature about parks that deal or have dealt with the same program. This was done to answer the question '*which metropolitan parks have dealt with the same problems?*' The translation process from two 'worlds' (from practice to science) took more time than expected. As the translation from practice into science has not been studied or executed before. In the process, terms had to be translated from Dutch into English which caused some difficulties

as some specialized terms do not have the same meaning or an equivalent in another language. If the research would be renewed, an English native speaker would be of great help in translating these terms more accurately. Also using the LeNote website could be helpful for the translation from Dutch into English, as little relevant papers have been found and this amount would be most likely higher when using more accurate terms.

After a long search to find the right "keywords", information was elaborated in the literature review that resulted in a list of project areas. Worth noticing is that the process of Park21 is dynamic; things are constantly changing but are not always visible or transparent to the "outside". As the politicians' decision making process is not directly visible for outsiders and some decision do not 'leave the room' at all. It took a while to understand that there is little information available as the information needed to be reviewed before. Finally, terms such as 'Branding', 'Value capture', 'Public participation', 'Feasibility' and 'Maintenance' and their synonyms were used to gather. Different information can be found with the use of other search terms which would conclude with different results. Still, it is worth to mention that in this context the use of these terms is useful to gather valuable information. And that it is possible to translate terms from the practical level into a scientific one (policy terms into keywords that can be used in a scientific database).

The process of selecting literature has been done by multiple selection rounds of criteria. Multiple selection rounds consist of the criteria 'topical relevance of literature to the research questions'. As this research is executed by a single researcher, the topical relevance might be different if multiple persons had reviewed the list of literature.

The list of project areas has been compared with the parks listed by the involved parties during the interviews. The different types of visions of the park and levels of ambition of stakeholders made it difficult to find a focus for the thesis. As the focus of these visions were significantly different, together with the reference areas they had in mind. An examples are the Sentosa Island, (Singapore) in Malaysia on the one hand, and the proposed Het Amsterdamse Bos, (Amsterdam) in the Netherlands.

In the process of selecting the reference areas, future maintenance was one of the areas that emerge as being important. Two parks were selected that have dealt with the same problem in an outstanding and creative manner. In addition to this, the decision became stronger due to the fact that the interviewees were not familiar with these parks. However, the agricultural background of the researcher probably also influenced the decision making process as two of the parks are connected with agricultural fields.

Another difficulty concerns the gap between science and practical that has been perceived during the study as little is written about metropolitan parks and related issues, and the information that is available differs per field. Little has been written from the point of view of practitioners but even less scientifically, therefore the translation between these two 'worlds' was not always easy. Indeed there is a vast amount of knowledge, but this is not available for public. Knowledge remains within the heads of many civil servants, process managers, project managers and landscape architects but has not been written down.

Also, many processes are not always chronological or transparent as still many decision-makings take place internally and they are often not recorded or clear accessible for outsiders. Information influences the opportunities to finds answers to the question *'how have these parks faced these problems and on what terms can other Metropolitan Parks be deemed successes?'* As much information and documentation has currently still not been

reviewed (as a consequence of the lack of availability and time), the selection of the reference areas might have been influenced as the amount of information available on 'Google' and 'Scopus' gives an insight of the process, and the more information is available, the more there is to make comparisons.

If other databases were used, the outcomes of the study could have been different. This does not mean that the outcomes would have been better. However, if the research would have been assigned with more time, a more divergent range of databases and concepts could have been studied. An example that was not touched upon is the Avery Index, as the Architectural Periodicals database offers "*a comprehensive listing of journal articles on architecture and design, including bibliographic descriptions*" (csa, 2013). The use of a different database might have influenced the selection of parks. In order to enhance the study, a further research of databases and the use of different concepts (in the databases) is recommended. Despite not one unambiguous answer to the last question can be given, the results of the study have a great value. Though consequentially no development strategy for Park21 has been filtered yet, the research gives an indication where further study is required. The thesis also gives an indication what is and what is not written about metropolitan parks and where the missing information could be found for further research; at the source itself and by in-depth research.

There were some limitations in the study, time being one of them. As a Minor Thesis normally consists of approximately four months, this thesis went on for a considerably longer amount of time. The research continued with a larger interval of five months and a smaller interval of one and a half months. As a result it took an additional effort to resume the research. And the published resources could have changed during the gap which could have had an impact on the outcome. Furthermore, because of limited time and sources, there was no possibility to visit the reference areas or involved stakeholders.

Another contributing factor in addition to time was the fact that the study of reference areas consisted only of literature. Perhaps if more time was available, the stakeholders could also be interviewed, and a more in-depth analysis would have been possible to carry out which could have resulted in a development strategy. As the study was carried out by just a single person, some of the outcomes and interpretations would have been discussed and changed if multiple students were involved as well.

Another limiting factor was the amount of researcher's experience. The dissertation was the first thesis written, therefore all the steps taken were a experience as such. As the research field was unfamiliar, it took some time when conclusions could be drawn that for this study there was not enough scientific literature available in the database "Scopus". If more or different scientific databases had been used the thesis might have had a different outcome. An additional search with different scientific literature was not possible as time was limited. Also, not all the articles of 'Scopus' were always freely accessible.

Another aspect to mention is that the manner the development strategy for Park21 is constructed will not be done solely based on literature study. Having a different method to gather in-depth information about the parks is necessary. One example would be to do this by carrying out interviews with people who have been (or still are) involved with the implementation of the parks that are being reviewed in the research. Or by carrying out an in-depth search of policy document and briefings of meetings to get a better sense and insight of the park's processes and accomplishments.

# 19.

# 9 Personal reflection

What concerns becoming a professional academic, this thesis was very valuable for me to practise writing and research skills, as writing a thesis is all about 'learning by doing'. Constructing a thesis for the first time was sometimes hard but it will help me to write my final master thesis. Elements within the study that have not been accurately executed from the beginning (description of the methodology) turned out to be crucial. As well as forming criteria and finding a focus. As these elements did not have my full attention during the proposal phase, the study was not enough centred and took longer than expected. Something that was an issue during the whole research. Therefore, the research was not always easy to execute or write for me. And the methodology not always clear from the start.

Though, I found it not always easy to work systematically, the approach has helped to make the study more reliable and organised. Also, staying punctual during the research turned out to be a challenge in the subsequent stage. The same applied to understating the importance of working within a limited timescale.

The thesis was mostly theoretical, the next thesis will hopefully be more of a mixture of text, design and images in order to stay closer to the practical background of the landscape architect that is writing the thesis. This does not mean that I regret the theoretical aspect of the thesis as I am aware of the fact that theory brings landscape architecture to a higher level. Hopefully, the next research will go easier, as composing a research is learning by doing. Writing a thesis is a profession as such, this became clear for me during the minor thesis.

Another point of reflection is how to communicate the results. Even though communicating the results has a lot to do with writing skills and improving them, the tone of communication is very important. Researcher's opinions are sometimes unconsciously present in the study, as I trapped myself doing this as well.

As the thesis *Metropolitan landscape; A Development Strategy for Park21: Learning from the International Context of Metropolitan Parks* was my first research written, it is not surprising that I have learned from this research and conclusions such as not being able to answer a question is a finding as well! Being aware of these 'basic rules' is helpful and was

an unexpected outcome of the study. As well that a research is a never ending process. One example of this could be literature research. New articles are published and appear every day and as you cannot keep repeating the literature review process, an end date to this has to be chosen. Also, an additional literature review in itself was necessary due to this gap of intervals. Therefore, the systematic manner of finding literature was a solution, in order to validate the findings. Despite the systematic manner of working, it would be more beneficial next time to work without intervals and time gaps and this takes too much unnecessary time and energy. Another example of the fact that a research is a never ending process and learning by doing is the example of formulating and translating the 'Facets of conflict' into 'Keywords'. As I now know of the existence of the translation function on the website of LeNotre, I might have execute the research in a different manner.

An unexpected outcome of the study was the development of understanding a certain 'language of practice' when reading the policy documents during carrying out interviews with people that hold important positions and make decisions on different organizational level. Though the understanding took some time to develop, communication and interpretation went easier, together with what was meant by certain statements. An interesting dialogue and results was gathered by asking critical questions during the interviews, including what the interviewees meant by what they said. It also became clear during these interviews that the vision of Park21 substantially differs among stakeholders. As one joint vision could decrease the amount of difficulties in the construction, the fact that there was not one shared vision was fairly confusing.

In conclusion, writing the thesis Metropolitan landscape. A Development Strategy for Park21: Learning from the International Context of Metropolitan Parks was a valuable experience for me and I have learned a great amount from it. Writing a thesis gives a master student with a practical background the knowledge of how to construct a thesis and paves a way of becoming a scientist.



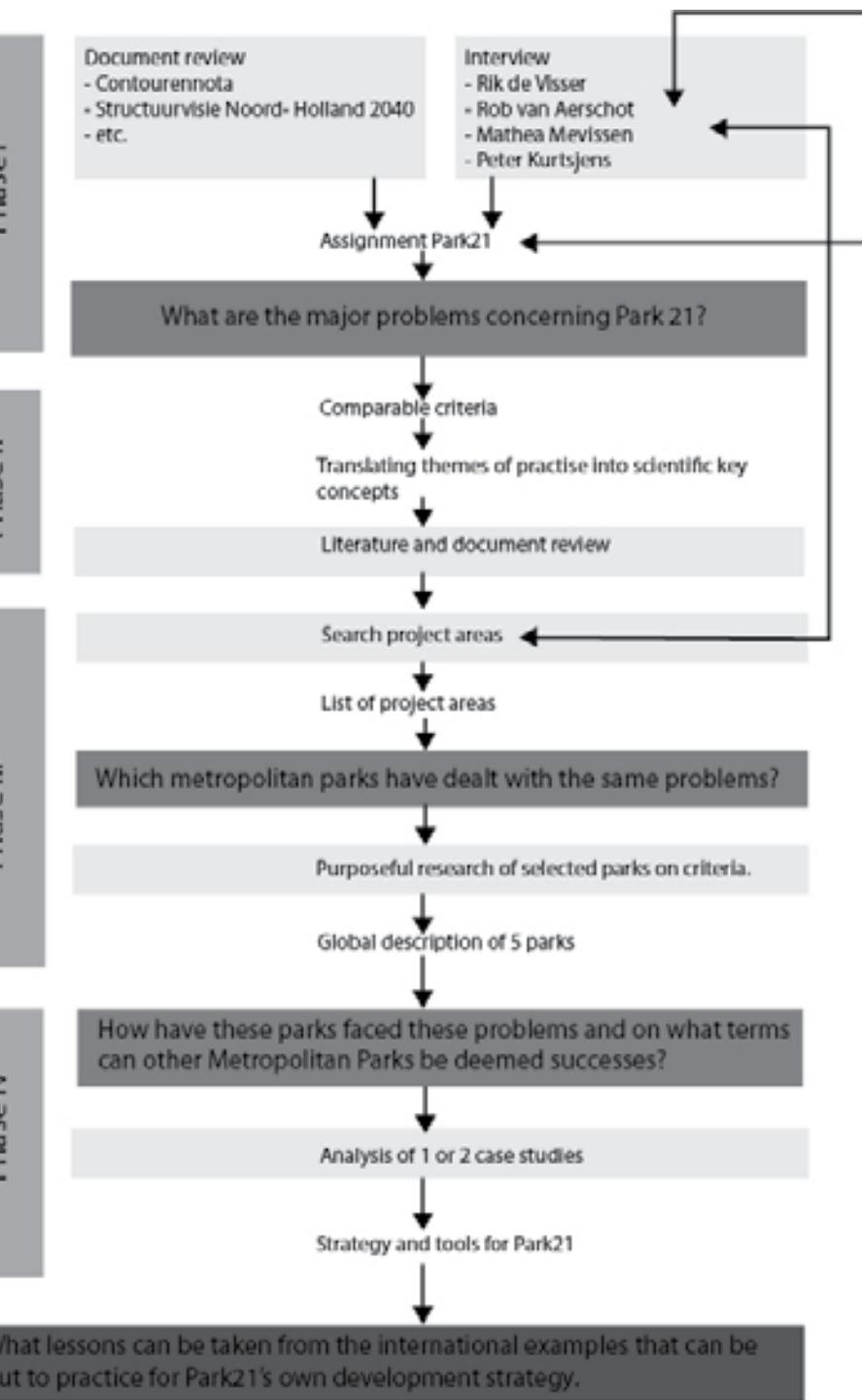


# Appendix

I	Design of the research	VIII	Reference areas recommended by interviewees
II	Triangulation	IX	Word cloud of the enumerated interviews
III	Word cloud document review	X	Problems that have been filtered and grouped in facets of conflict conflict
IV	Question of the interviews	XI	Proces of translation
V	Interview Rob van Aerschot	XII	Literature research 'Scopus'
VI	Interview Rik de Visser	XIII	Overview reference areas noticed by interviewees and in literature
VII	Interview Mathea Mevissen		

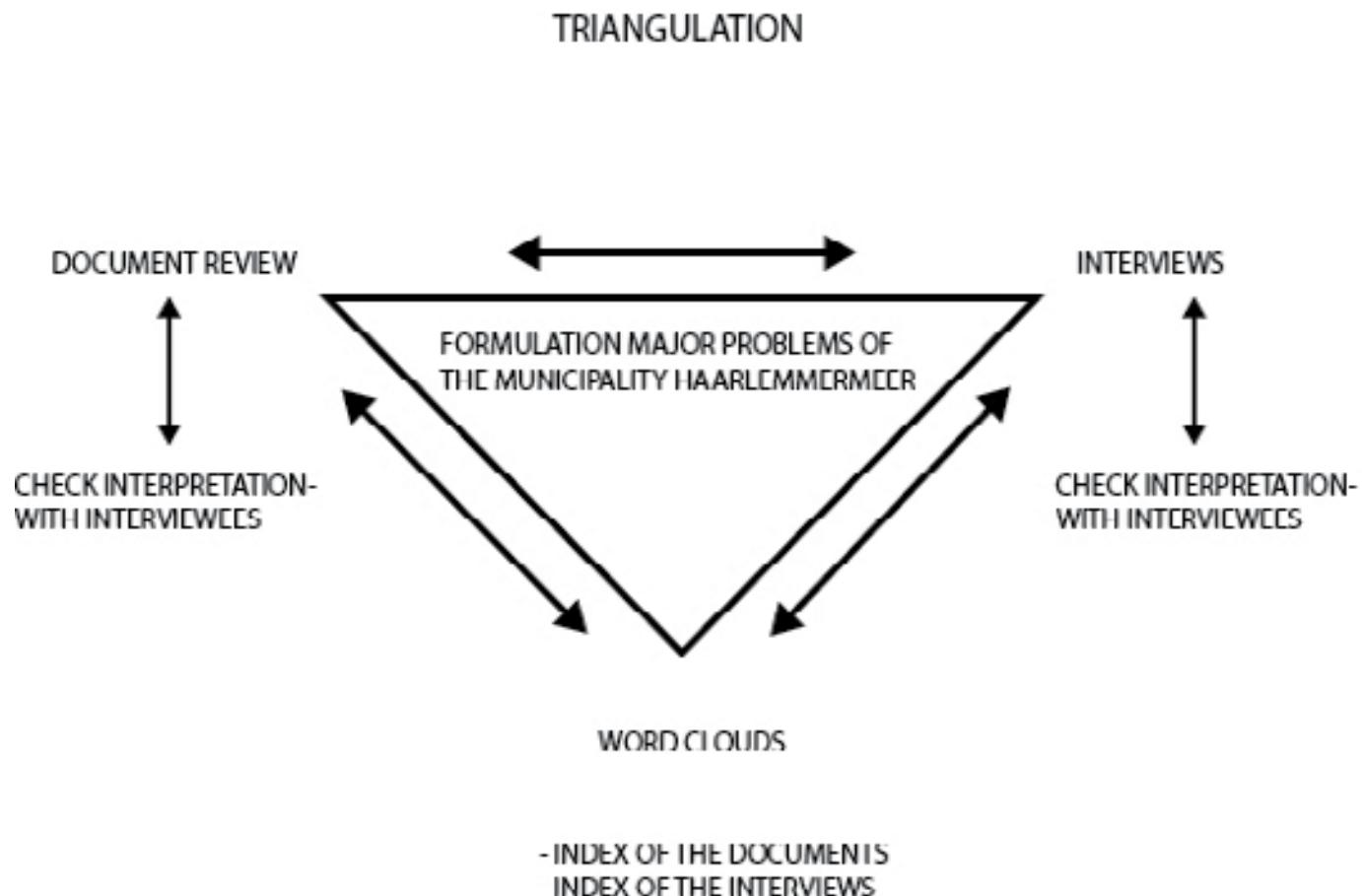


# I Design of the research





## II Triangulation



The word cloud illustrates the frequency of words in the 'Structuurvisie' document. The most prominent words are 'Structuurvisie' (large, bold, dark green), 'ontwikkelingen' (large, orange), 'landbouw' (large, light green), 'gemeente' (large, light blue), 'Haa' (large, black), 'Alternatief' (large, light blue), 'ondernehmers' (large, light blue), 'water' (large, light green), 'polder' (large, light green), 'ruimtelijke' (large, dark green), and 'moeten' (large, orange). Other words are present in smaller sizes and various colors (yellow, red, purple, pink).

# III Word cloud document review





## Rob van Aerschot

- Hoe is het proces vanaf het begin opgebouwd?
- Op welk moment zijn andere belanghebbenden bij het proces betrokken geraakt?
- Heeft er op voorhand een probleemanalyse plaatsgevonden?
- Op welke manier wordt de stakeholders betrokken bij het proces van de ontwikkeling van Park21?
- Welke problemen hebben zich tijdens het werkproces voorgedaan
- Wanneer deden deze probleem zich voor?
- Wat heeft geleid tot deze problemen?
- Hoe moet er worden omgegaan met deze problemen?
- Eventuele aanbevelingen of gebieden die vergelijkbaar zijn met het gebied van Park21?

## Rik de Visser

- Wat is jullie rol in het proces?
- Hoe is het proces vanaf het begin opgebouwd, het voortraject?
- Wat is de opgave waar Vista nu mee zit
- Wat was de opgave aanvankelijk?
- Hoe hadden jullie het realisatieproces aanvankelijk in gedachten bij de ontwerpfase
- Waar loop je tegenaan, en hoe wordt dit opgelost?
- Welke strategieën zijn er overwogen, en welke zijn er gevuld.
-

# IV Questionnaires of the interviews

- Zijn er voorbeelden van elders gebruikt op het gebied van strategieën en programmering.
- De gemeente Haarlemmermeer is naarstig op zoek naar financiers en het betrekken van partijen dit is zeer breed opgezet, hoe zou er volgens jou om moeten worden gegaan met zoektocht naar samenhang en kwaliteit
- Hoe kijk je als supervisor aan tegen de rol van de diverse overhedsinstanties die bij het totstandkoming en proces betrokken zijn (provincie, gemeente, DLG, anderen).
- Eventuele aanbevelingen of gebieden die vergelijkbaar zijn met het gebied van Park21?

## Mathea Mevissen

- Wat is uw persoonlijke betrokkenheid bij park21?
- Wat kan de provincie Noord- Holland voor het park betekenen? (met betrekking tot onder andere de ontwikkeling van het park of andere facetten als management van het park)
- Hoe kijkt u tegen de ontwikkeling van park21 aan?
- Wat vind u van de beeldvorming van het park?
- Provincie vertegenwoordigt het volk van Nederland, weerspiegelt zich dat ook in de betrokkenheid van de provincie bij Park21?
- Vanaf welk moment was u bij het proces betrokken?
- Wat ziet de provincie als de grootste kansen voor park21?
- Wat ziet de provincie wat als de grootste uitdagingen?
- De gemeente Haarlemmermeer is naarstig op zoek naar financiers en het betrekken van partijen, dit is zeer breed opgezet, hoe zou er volgens u om moeten worden gegaan met zoektocht naar samenhang en kwaliteit
- Hoe kijkt u aan tegen de rol van de diverse overhedsinstanties die bij het totstandkoming en proces betrokken zijn? (provincie, gemeente, DLG, anderen).
- Wat vind u van de samenwerking met en de betrokkenheid van de agrariër in het project?
- Eventuele aanbevelingen of gebieden die vergelijkbaar zijn met het gebied van Park21?



# V Interview Rob van Aerschot

De opgave voor de gemeente Haarlemmermeer is een gebiedsontwikkeling, of anders gezegd een herprogrammering van 1000 ha landbouwgrond. Volgens de heer Van Aerschot is het een illusie om te veronderstellen dat je deze herontwikkeling snel gedaan hebt. Het proces gaat al jaren goed, dus de heer Van Aerschot ziet geen probleemmen in de verdere ontwikkeling van Park21. Het programma bestond verder uit de ontwikkeling van een groene, ecologische verbinding midden van de polder, en de ontwikkeling van Leisure, wat een zeer algemene vraag is.

De gemeente ziet het nut van ontwikkelingsstrategieën in, want ze zijn erg belangrijk voor de vormgeving van het park. Mede hierdoor zijn er lijnen uitgezet bij het Hogeschool Saxion in Enschede en de NVTL in Breda; deze hebben de problematiek in andere parken op Europese schaal met elkaar vergeleken, en ook de op Europese schaal ontworpen metropolaanse parken. Dat is mijn voorstel, maar het gebeurt nog niet. Wel heeft in het verleden de TU al een vergelijkende studie gedaan. In de Europese vergelijking zie je dat het gebied ontwikkeld is met een beperkte hoeveelheid overheids geld, maar dat dit tot grootschalige ontwikkeling van groengebieden heeft geleid. Dit is de inzet bij Park21 in Haarlemmermeer, internationaal hebben we er (nog) geen gegevens over. Dat zou nu juist een inzet van onderzoek kunnen zijn.

Volgens Van Aerschot is geld niet het belangrijkste, de mensen moeten het willen, als ze dat willen dan komt er ook geld. Nu verder in het proces willen ook steeds meer partijen, omdat ze zien dat het haalbaar is. De eerste stap in het proces was de bewustwording dat er wat gedaan moet worden, en het opzetten van een programma van eisen. Daarna de ontwikkeling van het Masterplan, het Masterplan aanpassen en dit laten landen in de gemeenteraad en verder bij bewoners en betrokken partijen. Het neemt niet weg dat de ontwikkeling van zo'n opgave een complex geheel is, publieke partijen moeten het willen; rijk, gemeente, provincie en Hoogheemraadschap. Private partijen moeten het willen en erin willen investeren, stakeholders (maatschappelijke partijen). De agrariër zit op de wip, de Haarlemmermeer is ontworpen als een productiemachine. De boeren zitten in een spagaat, aan de ene kant voelen zij zich bedreigd door de constante verandering van het werkgebied, bijvoorbeeld de uitbreiding van woonwijken en kantorencomplexen. Aan de andere kant zijn ze ook pragmatisch, omdat ze de ontwikkelingen al jaren hebben zien aankomen in hun directe omgeving en ze zich ook realiseren dat het toch wel komt. Het kan de agrarische sector ook weer nieuwe kansen geven tot ontwikkeling, maar dan

met een andere bedrijfsvoering. Ook hier bevindt zich de grootste verandering in het mentale proces. De boeren moeten er hun heil in gaan zien, en die manier van denken zie je momenteel veranderen. De heer Van Aerschot denkt dat de grootschalige ontwikkeling onomkeerbaar is, en dat deze golf juist oplossingen zal brengen voor de agrarische gemeenschap en vakgebied. Dit is de toekomst van de agrariër, niet zo zeer het produceren, maar juist de gemeenschap op andere lagen bedienen.

Een risico voor de beeldvorming is dat er te lang in het veld te weinig te zien is. Mede hierdoor wordt medio 2014 begonnen met de ontwikkeling van het eerste deelgebied. Een vraag die speelt is: 'Hoe zorg je dat er toch zichtbaar dingen gebeuren ondanks dat je weet dat het een langdurig proces is?'

Een wrijvingsvlak is de focus van de overheid met betrekking op het beleid van groengebieden, dit zou volgens Aerschot wel eens aangescherpt mogen worden zodat het ook op de plek terecht komt waarvoor het bedoeld wordt of hier juist mee geschoven kan worden. De andere kant is de grote hoeveelheid functies op verschillende schalen in het park dit vereist toch management. Vooral op het samengaan van publieke en private partijen is een interessant wrijvingsvlak ontstaan omdat deze elkaar nodig hebben voor de ontwikkeling van het park.

De betrokkenheid van themaparken voor de ontwikkeling van het park kan kansen opleveren, want ook hier geldt dat het een ontwikkeling van het de mentale bewustwording is. Het is snel een puzzelstukje dat zich nijs van de omgeving aantrekt en in zichzelf gekeerd is, afgesloten van de buitenwereld. De ontwikkeling van deze parken zal misschien nijs opleveren bij de ontwikkeling van het park, maar wellicht wel bij de exploitatie ervan. Een bijkomend probleem voor de gemeente is dat deze markt niet bekend is voor de ambtenaren en gemeente. Het is een markt waar weinig voorbeelden van zijn, want met grootschalige Leisure in deze context heeft de gemeente niet veel te maken gehad. Dit maakt men onzeker. Verder gebruikt de gemeente de term 'Destination', wat niet alleen een themapark is, maar een combinatie van functies. Dit is lastig te combineren en een uitdaging op zich. Wie doet wat, wat is er aan de orde, hoe hou je het in balans en hoe structureer je het? Alles is een vraag. Er ligt een breed scala aan uitdagingen, maar er is geen problemen (aldus Van Aerschot). Als je kijkt wat er zou kunnen komen qua programmeren is er ruimte te kort. Van Aerschot legt dit uit dat er vele mogelijke financieringsbronnen zijn aangeboord om zoveel mogelijk functies in het gebied te krijgen. Nu is er nog veel onzekerheid wat betreft de exploitatie, maar als alles wel door zou gaan zou dit juist ook een uitdaging zijn, want de gemeente vraagt zich af hoe andere metropolitanen parken het voor elkaar krijgen om een functioneel geheel te creëren. De gemeente is zich ervan bewust dat het erg belangrijk is om een goede voorbereiding te treffen. Functie vs. programmering. Het is de vraag welke processen kun je daarvoor kunt ontwikkelen, en wanneer betrek je ze er dan bij? Een combinatie van grootschalig recreatie en groengebied, en Leisure ontwikkelingen en functionele invulling in zowel verwerving, ontwikkeling als beheer en wat wij daarvan kunnen leren.

De gemeente Haarlemmermeer ziet de ontwikkeling van het park als een proces, dingen uitwerken. Niet te ver, maar voldoende om investeerders over de streep te trekken. Het zou veel sneller kunnen gaan dan verwacht, want deze processen zijn niet te voorspellen. Je biedt ontwikkelingen aan, voor private partijen, maar wanneer deze partijen gaan reageren is nog niet duidelijk. Het is niet de vraag óf het gaat gebeuren, maar wanneer. Het is proces voorbereiding. Het gaat gebeuren, maar het is aan ons om de juiste combinaties van functies te vinden en die te laten samenwerken, en dat in goede banen te leiden.

De recreatie plassen zorgen nog voor wat problemen, want waterberging kan niet in deze polder, het wordt geen klimaat bestendig watersysteem. Deze problemen kunnen worden aangepakt, maar deze oplossingen zijn niet duurzaam en erg duur. Een minder diepe plas kan naar hoge waarschijnlijkheid wel. De realisatie van natuur is geen target en speelt ook geen belangrijke rol voor de gemeente.

Een andere vraag die nog bij de gemeente speelt zijn de financieringsmethodieken, want welke financieringsmethodieken zijn er om duurzame multifunctionele landbouw te gaan bedrijven om bedrijfstransformatie te versterken en te versnellen?



# VI Interview Rik de Visser

Het ontwerp en het uiteindelijke masterplan (bestaat uit hoofdlijnen. Het is gemaakt door het landschapsarchitecten bureau Vista aan de hand van onder andere het programma van eisen, dit vormt de basis voor de deeluitwerkingen. Op dit moment is Rik de Visser supervisor waarbij hij toezicht heeft en verantwoordelijk is voor de uitwerking van de ruimtelijke kwaliteit van de deelgebieden. Ook begeleidt hij het ingenieurs bureau dat het ontwerp verder uitwerkt. En is Rik tevens voorzitter van het q- team of kwaliteit team wat advies geeft als er iets fout gaat, dan geldt het masterplan als leidraad.

Vista heeft ook een catalogus ruimtelijke huisstijl gemaakt wat een soort huisstijl is die inzage geeft op de materialen, paden, wegen, bruggen, duikers, meubilair en beplanting en zorgt dat het park grafisch herkenbaar is. Het park moet goed functioneren en het moet ook herkenbaar zijn als zijnde een park. Op het moment wordt er een beeldkwaliteit plan gemaakt, wat zal worden gebruikt als leidraad voor de in de toekomst ontwikkelde private gebieden om zo een eenheid te creëren.

Tijdens de competitie is er gelijk een beeld ontstaan van de wensen van zowel de burgers als de gemeente. De burgers hebben mede bepaald welk plan doorging voor verdere uitwerking en werden dus vanaf het begin bij het proces betrokken. Op het moment is Vista niet direct bij de uitvoering betrokken, maar heeft het meer een kader geschept en een ruimtelijk totaal concept gemaakt. De fase na de competitie is de programmafase, gevolgd door het ontwerp van het masterplan. De opgave was het maken van een ontwerp aan de hand van een groot pakket van eisen, Vista heeft vanaf het begin ingezet op een park dat een directe betekenis moet hebben voor de omwonenden en waar de historie erg beleefbaar is. Het moet een park zijn met regionale betekenis, dus waar ook mensen uit de omgeving naar toe komen, een park dat allure en internationale uitstraling heeft. En waar allerlei dingen te doen zijn naast de doorsnee activiteiten als je hond uitlaten.

Het park bestaat uit 3 lagen, de polder laag is de eerste en moet herkenbaar blijven. Het verklaart de versterking van het lint en de grote open kamers. Momenteel worden er groepen georganiseerd om activiteiten te organiseren, Vista en de gemeente stimuleren dit en brengen mensen samen, bijvoorbeeld door de boeren of burgergroepen die iets kunnen betekenen voor de park laag bij elkaar te laten komen. Denk aan het onderhoud en de verplanting van een oude boomgaard door scholen en actiegroepen als 'de vrienden van park 21 of de Haarlemmermeer. En verder worden er informatie bijeenkomsten georganiseerd. Het contrast tussen park en polder laag dient ter onderscheiding, om zo

duidelijk de verschillende lagen aan te geven dit wordt versterkt doordat de park laag iets is verhoogd (tussen de 1-3 meter boven het polder niveau). Dit omdat er in deze laag bomen worden aangeplant, maar de waterhuis vesting in het gebied in de toekomst wordt veranderd. Op deze manier blijft het bos ingeplant met stroken uitheemse bos, en staan de bomen droog. Flexibel peilbeheer is toch het beeld van de toekomst, dit is een strategische zet. De derde laag is de Leisure laag, waarin zowel kleine als grote ontwikkelingen plaatsvinden, ook deze worden ontwikkeld en begeleid door de supervisor samen met het Q team en mensen van de gemeente. Per laag wordt er nagedacht over de beeld kwaliteit per deelgebied, verder worden de begrenzingen doordacht op functie, de betekenis van de randen en profiling.

De boeren in het plangebied zijn nogal sceptisch, gaat de ontwikkeling van het park wel gebeuren? Sommige boeren vertrekken of verplaatsen zich, terwijl andere helemaal stoppen en een zeer klein aantal gaan mee met de visie van het park. Ze willen allemaal duidelijkheid zodat ze hun plan kunnen trekken en kunnen bedenken of ze ergens anders verdergaan of stoppen met boeren door geen opvolging of door andere redenen. De boeren zijn zich ervan bewust dat er op korte termijn dingen gaan veranderen maar ze willen weten wanneer en wat ze kunnen verwachten. Gaat de gemeente al het land kopen, en hebben ze daar dan wel het geld voor. De boeren zijn er niet erg blij met het plan, want ze hebben er last van, uiteindelijk moeten zij actie ondernemen om iets te doen wat hun bedrijfsvoering zal veranderen. Boeren hebben geld gekregen om excursies te organiseren naar andere stadse landbouw projecten te gaan, maar concreet heeft dat nog niet veel opgeleverd.

Het park wordt door de gemeente en Vista gezien als 'de toegangsport tot Europa', door de mainport, het vliegveld, de locatie van het park dat dichtbij het metropool Amsterdam ligt en de potentie die het park heeft door de internationale activiteiten als Dance valley. Verder zijn er nog andere festivals waar Nederland met zijn vele dj's om bekend staat in de internationale markt, dit trekt toeristen aan.

Ook bij de prijsvraag al is er ingezet op een park dat veel bredere ambities heeft dan een leuk groengebied voor de polder. Het is een park dat metropool is en heel veel doelen in zichzelf verenigd. Op verschillende schalen en goed bereikbaar door voldoende snelwegen, en ov verbindingen naar o.a. Schiphol.

Het samengaan van publieke en private partijen vormt dus nog voor een opgave, het is een zoektocht naar financiers die dingen willen maken en geld erin willen steken om een sluitend geheel te maken, in harmonie met de visie van het park. Een struikelblok zijn de grondprijzen die erg hoog liggen en t feit dat het moet gelijk geld opleveren. Overheid heeft zich ervan afgetrokken, en Vista is blij met de gemeente omdat de gemeente dit met veel voortvarendheid en enthousiasme doet. Rob van Aerschot is de drijvende kracht is een doordouwer, zodat het verder wordt gebracht. Ook provincie, maar gemeente doet dit met veel energie. Themaparken is een idee dat herhaaldelijk terugkomt in de visie, want zo beredeneert Rik 'ook al moeten de bezoekers dan betalen, en zijn deze typen parken wat meer naar binnen gekeerd het zou toch onderdeel van het park kunnen uitmaken'.

Het programma voor de EHS en groengebieden voor de steden is een probleem. In eerste instantie was er 300 ha beoogd te kopen met geld van het rijk, maar dit is van de baan. Hier is DLG nu ook mee bezig, want hoe ga je het dan opkopen en ontwikkelen en wie doet het beheer zonder dat de gronden in handen zijn van het rijk. De zogenaamde 'brief van Bleeker' heeft veel schade opgeleverd want het plan is hierdoor minimaal 2 jaar uitgesteld. Ook de gemeenteraad is hierdoor gaan twijfelen omdat het zolang duurt er iets

ontwikkeld wordt, doordat de gemeente raad er achter staat zijn de miljoenen al jaren overbrugd, was er toch wat twijfel of het niet te duur voor de gemeente en of het dan wel door moest gaan. Hierdoor zijn de particuliere initiatieven van een nog groter belang, dit heeft echter ook een keerzijde want hoe ga je om met particuliere initiatief, want je ziet ze graag komen, maar ze moeten wel in de lijn van het park passen. Veder is een deel van de opgave hoe je moet omgaan met het ontwikkelen van de steeds complexer wordende puzzelstukjes. En hoe laat je dit aansluiten en hoe laat je dit goed functioneren ook al is nog maar een klein stukje is aangelegd. Ook al is nog niet alles af, het moet op zichzelf functioneren en gedragen worden door de bewoners. In dit park is de controleerbaarheid lastiger te overzien omdat het lange tijd duurt voor het ontwikkeld is en het geleidelijk moet worden opgebouwd. Aanvankelijk moet er geld beschikbaar zijn voor de aanleg van de park structuur, dit is nu moeilijker, onzekerder en moet dit op andere manieren worden opgelost

Je heb met veel partijen te maken, die ook weer allemaal hun eigen belangen hebben. Ze moeten allemaal hun keur afgeven, hebben wettelijke verantwoordelijkheden, en beslissingskracht. Daar werkt het niet zo fijn. Rijkswaterstaat werkt erg sectoraal, de landschapsarchitect is de gene die dingen bepaald, rijkswaterstaat zou zich iets dienstbaarder op moeten stellen. DLG is een uitvoerende partij en staat ten diensten van de provincie, ze geven advies, denken mee en werken dingen uit.

Nog een probleem zijn de vele projecten die er in het gebied spelen, een voorbeeld is de hoogspanningskabel, dit wordt heel hiërarchisch door het rijk bepaald. Verder zijn er veel ontwikkelingen zoals kassen, de A4 verbreding, nieuwbouw van kantoren en woningbouw, provinciale wegen worden op gewaardeerd. Al deze projecten hebben hun eigen projectleiders, en die moeten hun eigen budgeten bewaken, en dus hun eigen belangen. Er wordt niet samengewerkt in de huidige lopende projecten, deze projecten zouden veel beter samen kunnen werken zodat het ook een logischer verhaal en een geheel wordt. Een voorbeeld die Vista bekeken heeft is het Emscherpark welke de IBA formule hanteert, ook in park 21 is een basis gecreëerd en laten we de rest verder ingevuld worden. Er worden voor verbindingen gezorgd en een verzorgd groen gebied is een goed voorbeeld van een aantal voorbeelden in Duitsland. Net als in Amerika alleen wordt hier veel meer van het publiek verwacht en ook gedaan.



# VII Interview

## Mathea Mevissen

### Andere positie, andere overheid

Kijkend naar metropolaanse landschappen moet het park volgens Mathea vooral voldoen aan de opgave van de recreatiebehoeften voor de mensen van de Haarlemmermeer. En daarnaast aantrekkelijk genoeg te zijn om een niche te vullen voor het metropolaans landschap.

Deze niche zit vooral tussen de wat grootschalige Leisure activiteiten. De opgave is om tot een aantrekkelijk en gevarieerd park te komen dat voor zowel langdurig als voortdurend verblijf

De invulling hiervan is niet aan haar om hier mee te denken, en in de realisatie vervult ook de provincie geen rol.

Geschiedenis is tekenend omdat in eerste instantie de provincie iets kon betekenen voor de 'GIOS'-regeling, nu veel dingen zijn weggevallen heeft de provincie aangeboden mee te denken en vooral de middelen bij elkaar te houden om toch nog geld voor het park te kunnen genereren. Meedenken aan een beheerstrategie maar meer dan mee denken is niet aan de orde, omdat ook de gemeente niet meer dan meedenken gevraagd heeft en Mathea geen idee heeft onder welke noemer dit dan zal kunnen vallen.

Provincie gaat niet voor één belang, maar voor meerdere wat het moeilijk maakt hier neutraal mee om te gaan en hier tussen te kunnen laveren. En dan valt te denken aan water, de positie van de agrarier. Ze zijn nu niet betrokken bij de uitwerking en dat zou nu ook niet handig zijn. Veel weerstand van boeren, maar dit is ook doorgespeeld naar de gemeente om hier wat mee te doen.

Wat is de grootste uitdaging voor de provincie gerelateerd aan het project? Het project in een relatief kort tijdsbestek en in redelijke harmonie te ontwikkelen.

Wat duidelijk is dat door de betrekkelijk kleine en lastige markt iedereen in de zelfde vijver zit te vissen omdat er overal tekorten aan middelen zijn en iedereen dus in die vijver zit te vissen. Als er ergens anders een afspraak is gemaakt dan moet niet worden geprobeerd om dat ergens anders precies hetzelfde te doen omdat je dan de vijver alleen maar kleiner maakt. Het is vissen in de vijver en deze vissen aan je proberen te binden.

De samenwerking tussen alle publieke partijen gaat steeds beter, maar dit heeft wel tijd nodig gehad.

De provincie stuurt DLG niet aan, de gemeente heeft een begroting van het aantal uren van DLG medewerkers gemaakt en dit is in overleg toegekend, maar stuurt niet aan omdat je

dan weer erg lastig en ingewikkelde situaties krijgt.

De provincie toetst ook de bestemming, het is dan van belang dat de Haarlemmermeer goed en in harmonie samenwerkt met de betrokken partijen, anders worden de bestemmingen niet afgegeven omdat de provincie voor het algemeen belang is.

De ontwikkeling van het gebied kan goed samengaan met de ontwikkeling van Almere, die eenzelfde gebied aan het ontwikkelen is. Dit zou een belangrijk kunnen zijn bij pilot kunnen zijn voor Haarlemmermeer. Zeker met een eventuele fusie met verschillende provincies is het van groot belang eens goed hier naar te kijken.

Bij de samenwerking tussen private en publieke partijen moet worden gekeken hoe de private partijen ook kunnen bijdragen aan de kosten van het beheer. Ook is het zo dat niet alleen de gemeente Haarlemmermeer bijdraagt aan het beheer, maar ook de omliggende gemeenten aangezien deze inwoners ook van het park gebruik maken.





# VIII Reference areas recommended by interviewees

Reference area	Visser	Mevissen	Van Aerschot
Casa di Campo, Madrid, Spain			X
Parco Nord, Milaan, Italy			X
Bois Vincennes, Paris, France			X
Emscherpark, Noordrijn-Westfalen, Germany	X		X
Landschafspark, Duisburg Nord, Germany	X		X
Golden Gate Park, San Francisco, United States			X
Orange County Great Park, California, United States			X
Balboa Park, San Diego, United States			X
Parc du Sausset, Ile de France, France			X
Downsview Park, Toronto, Canada	X		X
Sentosa Island, Singapore, Malaysia			X
Park Leidsche Rijn, Utrecht, The Netherlands		X	
Park Lingezegen, Elst, The Netherlands	X		
Amsterdamse Bos, Amsterdam, The Netherlands	X		
Floriade Almere, Almere, The Netherlands (future realization)		X	
Shelby Farms park, Memphis, United States	X		
Fresh Skills, New York, United States	X		



# IX Word cloud of the enumerated interviews





# X Problems that have been filtered and grouped in facets of conflict.

Problems filtered from policy documents	Facets of conflict				
	Profiling & programming	Public- private partnership	Communication & participation	Financing & economy planning	Maintenance & management
High amount of stakeholders with different interest.	X		X	X	
Dependence upon stakeholders in constructing the plan.		X	X	X	X
Economic uncertainties for project managers and therefore lack of financiers.	X	X	X	X	X
Financial uncertainties for municipality because of cutbacks and a lack of public funds.	X	X		X	X
Miscalculations.				X	
No clear prior site and context analysis which would mean delay and necessary extra research.	X			X	
Water storage limitations.	X		X	X	
The zone around Schiphol airport and therefore limitations.	X				X
Large park with a large program.	X		X	X	X
Miscommunication.		X	X		
External effects like weather and soil quality.				X	
Problems stated by the interviewees					
Visibility towards community.	X	X	X		
Involving the community from the start		X	X		
Communication with agrarians.					
How to profile the park alongside other closely located green areas	X	X	X	X	
Financing and revenue models.	X	X		X	X
Accompanying public and private issues	X	X	X		
Clash between different projects.			X	X	
Different people, different interests.	X	X	X	X	
Private initiatives in public context.	X	X	X	X	X



Program filtered from document review and outcomes interviews



Facets of conflict



Keyterms

Program filtered from document review and outcomes interviews

Problems filtered from policy documents

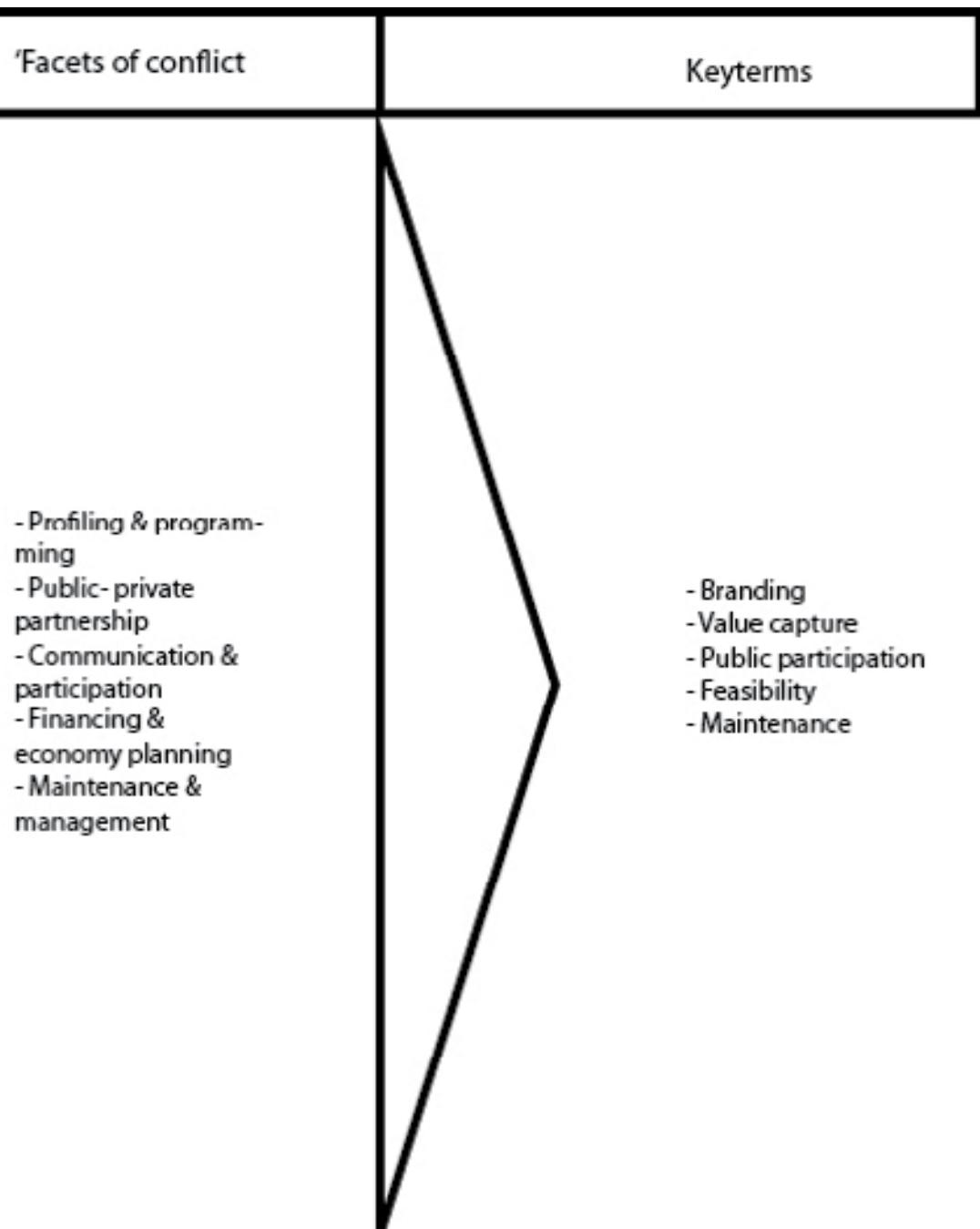
- High amount of stakeholders with different interest.
- Dependence upon stakeholders in constructing the plan.
- Economic uncertainties for project managers and therefore lack of financiers.
- Financial uncertainties for municipality because of cutbacks and a lack of public funds.
- Miscalculations.
- No clear prior site and context analysis which would mean delay and necessary extra research.
- Water storage limitations.
- The zone around Schiphol airport and therefore limitations.
- Large park with a large program.
- Miscommunication.
- External effects like weather and soil quality.

Problems stated by the interviewees

- Involving the community from the start
- Communication with agrarians
- How to profile the park alongside other closely located green areas
- Financing and revenue models
- Accompanying public and private issues
- Clash between different projects
- Different people, different interests
- Private initiatives in public context

# XI Process of translation

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# XII Literature research

## 'Scopus'

\*NOTE: The search within Scopus has been executed multiple times as the time frame of the research became longer than expected by its intervals. In order to find an up to date literature list the search has been executed multiple times, resulting in additional information.

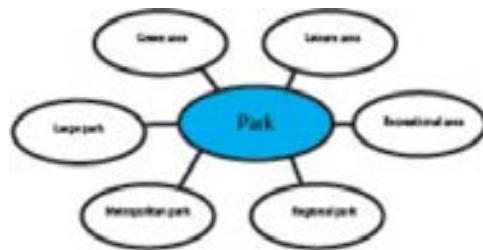
21 January 2013

14 June 2013

12 October 2013

Synonyms for 'park'

- Green area
- Leisure area
- Large park
- Park
- Recreation area
- Regional park
- Metropolitan park

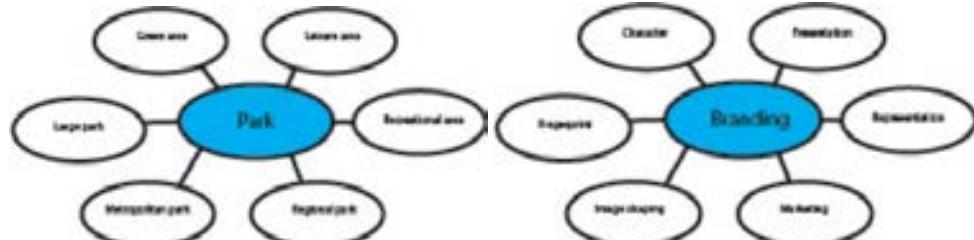


Scopus: 26669 document results, both academic and non-academic

Reviewed: 1609 academic documents results

Synonyms for 'branding'

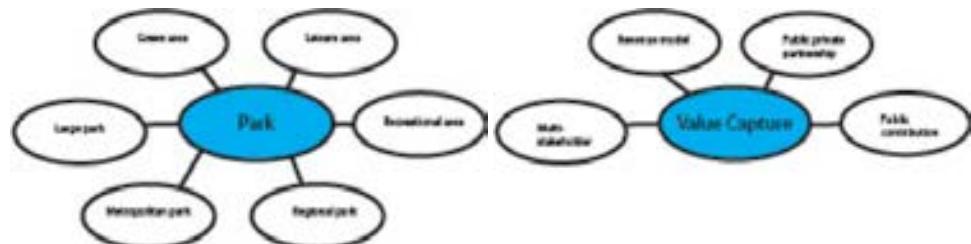
- Branding
- Character
- Fingerprint
- Image shaping
- Marketing
- Representation
- Presentation



Scopus: 1143 document results, both academic and non-academic  
 Reviewed: 102 academic documents results

Synonyms for 'value capture'

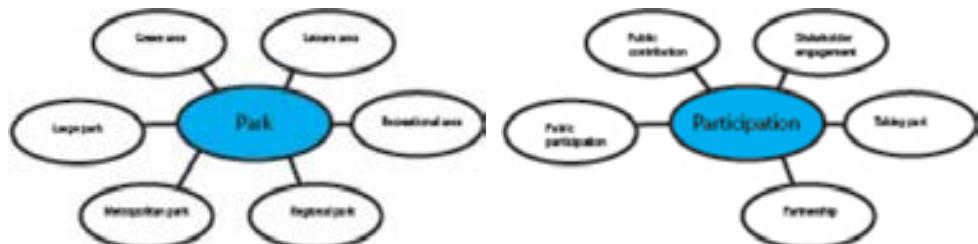
- Multi-stakeholder projects
- Public- private partnership'
- Revenue model
- Public contribution
- Value capture



Scopus: 41 document results, both academic and non-academic  
 Reviewed: 2 academic documents results

Synonyms for 'participation'

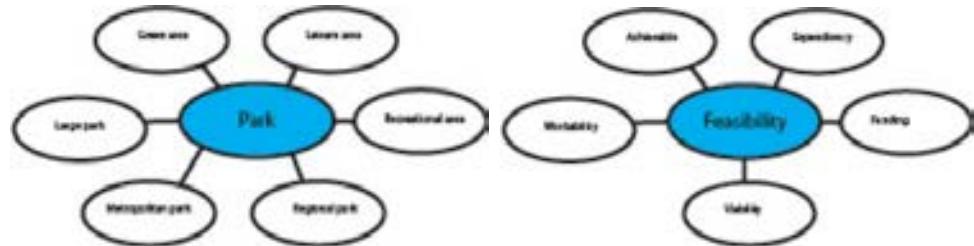
- Partnership
- Participation
- Public participation
- Public contribution
- Stakeholder engagement
- Taking part



Scopus: 947 document results, both academic and non-academic  
 Reviewed: 81 academic documents results

Synonyms for 'feasibility'

- Achievable
- Expendiency
- Feasibility
- Funding
- Viability
- Workability

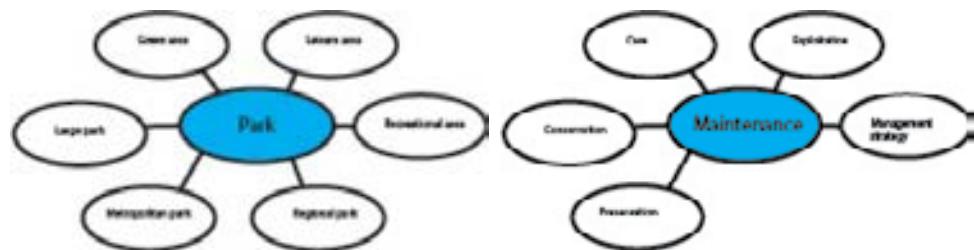


Scopus: 947 document results, both academic and non-academic

Reviewed: 81 academic documents results

Synonyms for 'maintenance'

- Management strategy
- Exploitation
- Care
- Conservation
- Preservation



Scopus: 338 document results, both academic and non-academic

Reviewed: 296 academic documents results

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# XIII Overview reference areas noticed by interviewees and in literature

Park	Noticed in literature	Noticed by interviewees
Bois Vincennes, Paris, (France)	X	X
Fresh Kills (United States)	X	X
Golden Gate Park, San Francisco, (United States)	X	X
Orange County Great Park, California, (United States)	X	X
Balboa Park, San Diego, (United States)	X	X
Downsview park (Canada)	X	X
Parc du Sausset, Ile de France, (France)	X	X
Park de la Deûle (France)	X	
Sentosa Island, (Singapore)	X	X
Park Leidsche Rijn, Utrecht, (The Netherlands)	X	X
Peak district (Great Britain)	X	
Duisburg Emscherpark Nord (Germany)	X	X



# Illustration credits

## Summary

Figure 0.1 vastgoedjournaal.nl

Figure 0.2 commons.wikimedia.org/wiki/File:Map\_-\_NL\_-\_Municipality\_code\_0394\_(2009).svg

## Chapter 1

Figure 1.4.1 Vista.nl

## Chapter 3

Figure 3.1.1 wordle.net.

## Chapter 4

Figure 4.4.1 peakwalker.net/

Figure 4.4.2 urbantoronto.ca/forum/showthread.php/19539-Downsview-Park-Merchant%26amp;99s-Market

Figure 4.4.3 developpementdurable.revues.org\

Figure 4.4.4 latzundpartner.de/files/pdfs/nodu\_1\_gesamt-e-web.pdf

Figure 4.4.5 forgotten-ny.com/2010/07/fresh-kills-staten-island/

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## Chapter 5

Figure 5.2.1 en.wikipedia.org/wiki/Derbyshire

Figure 5.2.2 peakwalker.net/

Figure 5.2.3 istockphoto.com/stock-photo-11170198-mountain-biking-in-the-peak-district-national-park.php

Figure 5.2.4 picsandlight.com/Gritstone/stanage.html

Figure 5.3.1 en.wikipedia.org/wiki/Downsview\_Park

Figure 5.3.2 urbantoronto.ca/forum/showthread.php/19539-intechopen.com/

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Figure 5.4.3 miraorti.com/2011/09/26/parc-de-la-deule-parc-du-sausset/)

Figure 5.4.4 tortue.brodeuse.free.fr/wavrin.htm)

Figure 5.5.1en.wikipedia.org/wiki/Duisburg

Figure 5.5.2 latzundpartner.de/files/pdfs/nodu\_1\_gesamt-e-web.pdf

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Figure 5.6.1 en.wikipedia.org/wiki/File:New\_York\_in\_United\_States.svg

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Interview Rik de Visser, 28-11-2012, Amsterdam.

Interview Mathea Mevissen, 16-01-2013, Haarlem.

