



# GREEN SURGE

**Report:**

## 2ND STAKEHOLDER DIALOGUE FORUM

*“Partnering up for greener cities: How public can work with private”  
Bilbao, Basque Country, Spain | 26 April 2016*

**Implemented by:**

ICLEI European Secretariat | Stockholm Resilience Centre



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## SUMMARY

*The second GREEN SURGE Stakeholder Dialogue Forum “Partnering up for greener cities: How public can work with private” took place on 26 April 2016 at Bizkaia Aretoa in Bilbao, Basque Country, Spain, as an official pre-event to the 8<sup>th</sup> European Conference on Sustainable Cities & Towns. The forum saw the participation of 36 experts on urban green infrastructure planning and implementation from local governments, research institutes, non-governmental organisations and GREEN SURGE partners.*

*The Stakeholder Dialogue Forum was organised and implemented by the European Secretariat of ICLEI – Local Governments for Sustainability with input by the Stockholm Resilience Centre – both are GREEN SURGE partners.*

*The aim of the GREEN SURGE Stakeholder Dialogue Forum series is to promote the dialogue between local government planners and implementers of urban green infrastructure as well as researchers working on this topic. This event focused on i) how cities can partner up with the private sector to plan and implement urban green infrastructure, ii) what kind of incentives they (can) offer to the private sector and iii) how local governments can enable and provide the basis to sustain long-term partnerships with the private sector.*

*Some of the key points of the second GREEN SURGE Stakeholder Dialogue Forum were:*

- *There is not much evidence and there are also not so many examples yet of local governments collaborating with the private sector for scaling up urban green infrastructure (UGI)*
- *There is an intrinsic problem or even a contradiction that investment is expected from the private sector, but the benefits are for the public*
- *It is important to better understand the priorities and agendas of the public sector to which UGI could be linked to (e.g., energy efficiency/savings)*
- *It is also important to understand the (potential) motivation of private sector to engage in UGI planning and implementation and to provide responding incentives and/or frameworks*
- *One incentive for the private sector can be that ‘green applications/solutions/spaces’ are visible to the public*

*The first forum was conducted in Brussels, Belgium, in October 2015 as official side-event of the Open European Days 2015. The past forum focused on i) how cities manage to plan their urban green space to fulfil multiple functions and be socially inclusive and ii) how cities (can) work together with citizens to plan and manage these spaces. The report can be found [here](#).*

## 1 OVERVIEW OF AGENDA

The objective of the GREEN SURGE Stakeholder Dialogue Forum series is to foster the dialogue between practitioners – i.e. planners and decision-makers – as well as researchers working on urban green infrastructure.

The half-day event was kicked off by the ICLEI European Secretariat, welcoming the participants and setting the scene for the afternoon.

In the first City Spotlight on “Greening neighbourhoods and cities in collaboration with the private sector,” the cities of Vantaa (Finland) and Strasbourg (France) presented their approaches and practices to make the local private sector an active partner in greening a new city district, such as in the case of Vantaa, or the entire city, as in the case of Strasbourg.

The second City Spotlight on “Going big: Collaborating with the private sector for large-scale green infrastructure programmes” saw the cities of London (UK) and Parkstad Limburg (the Netherlands) present their ways of engaging with the private sector in a megacity of more than eight million people and in a city region comprising eight municipalities.

The GREEN SURGE partner from the Stockholm Resilience Centre intermittently offered some reflections on drivers of public-private collaboration in Vantaa and Strasbourg, before showcasing some of the findings on the day’s topic that have been acquired so far during the duration of the project.

At the end of the second GREEN SURGE Stakeholder Dialogue Forum, the Science Practice Arena on “How to make it work: Providing incentives and stimulating long-term strategic partnerships with the private sector” brought the speakers together to discuss incentives that local governments can provide to the private sector, difficulties in partnering up and strategies to maintain successful collaboration functional and effective in the long term..

The detailed agenda of the event can be found in [Annex 1](#).

## 2 PARTICIPANTS

A total of 36 participants took part in this half-day Stakeholder Dialogue Forum. Amongst them were representatives from cities, universities, non-governmental organisations, GREEN SURGE partners as well as participants from other organisations or backgrounds.

The participants list can be found in [Annex 2](#).

### 3 CITY SPOTLIGHT 1 “GREENING NEIGHBOURHOODS AND CITIES IN COLLABORATION WITH THE PRIVATE SECTOR”

In City Spotlight 1 the participants were introduced to the activities of partnering with the private sector in the cities of Vantaa, Finland, and Strasbourg, France. The focus of this session was on the role and type of such collaborations in planning a new city district in Vantaa as well as bringing local companies on board to extend and improve urban green space in the mid-sized French city of Strasbourg.

#### 3.1 City of Vantaa – “Planning Vantaa - Examples of public-private partnerships to realise green infrastructure”

Anna-Riitta Kujala, urban planner from the City of Vantaa (ca. 215,000 inhabitants), explained how the city administration – and particularly the urban planning department – is joining forces with the private sector to implement green infrastructure in the city’s newly developing district of Kivistö. This new neighbourhood will see an increase of inhabitants from 5,500 to 33,000 by 2040 as well as the creation of 28,000 work places, up from the current 2,000. Kivistö therefore offers many opportunities to actively and strategically plan for and implement urban green infrastructure – and to get together with the private sector to do so.

The five main private sector partners proposed to develop Kivistö following the One Planet Living concept. Developed by the British consultancy [Bioregional](#) and [promoted by WWF](#), the concept uses ecological as well as carbon foot-printing as its main indicators and provides ten guiding principles of sustainability. These are used to guide the development of Kivistö.

 Health and happiness	<b>Box 1   Key targets for the development of Kivistö within 10 One Planet principles</b> <ul style="list-style-type: none"> <li>• Near net zero carbon emissions from buildings by 2030</li> <li>• 95% waste from construction reused/recycled</li> <li>• Over 50% journeys by foot, bike, public transport</li> <li>• Food growing space in every development</li> <li>• 33% reduction in personal water consumption</li> <li>• 1 km2 of green, ecologically diverse open space</li> <li>• 30% affordable housing provision</li> <li>• Facilities to enable happy, healthy, meaningful lives</li> </ul>
 Equity and local economy	
 Culture and community	
 Land use and wildlife	
 Sustainable water	
 Local and sustainable food	
 Sustainable materials	
 Sustainable transport	
 Zero waste	
 Zero carbon	

Three of these principles are used to plan and implement urban green infrastructure in the district: ‘Local and sustainable food’ shall be achieved by – inter alia – providing communal allotment as vegetable gardens, promoting the use of balcony space to grow food, installing outdoor public cooking facilities in public green spaces and establish a summertime local food market. ‘Sustainable water’ shall – inter alia – be accomplished by building green roofs to manage storm water as well as collecting and storing excessive storm water locally by using sustainable urban drainage and retention measures. Green infrastructure measures will support these plans. To shape the ‘Land use and wildlife’ in a sustainable, ‘green’ way retail units and parking garages will have green roofs to provide habitat for wildlife and lower heating costs of buildings, fruit-bearing shrubs and trees will bring blossoming plants into the city and support bees and provide food for people, green corridors will provide pathways through the city for wildlife and for people to use and exercise and the local nature will be used to engage and educate residents.

One of the largest public-private undertakings is the installation of a large green roof of over 1,700 m<sup>2</sup> on the local supermarket – implemented by the City of Vantaa together with a major supermarket chain in the region. Together with the research partner of the University of Helsinki, the parties will use this green roof to further collect evidence on the benefits of it (e.g., biodiversity, quality of run-off water, pollination level, survival of Finnish declining dry-meadow species on the roof, colonisation of roof after construction).

Other collaborative actions are the renewal and restoration of local brooks together with a number of actors incl. a postal service provider. The city also works together with Finavia Airport on the installation of bio-swales and sub-surface wetlands to manage storm water and prevent flooding of nearby roads. The airport operator is also counteracting the effects of glycol from de-icing planes by restoring affected brooks.



Fig. 1-2: Impressions from the City Spotlight 1

### 3.2 City of Strasbourg – “United for more biodiversity”

Suzanne Brolly, Head of the Mission Urban Biodiversity and Zero Use of Pesticides in City and Eurometropolis of Strasbourg (ca. 480,000 inhabitants), presented the public-private activities linked to urban green infrastructure. The local government’s ‘zero pesticide’ campaign that started in 2007 and banned the use of any pesticides in public space across the 28 communities of the French city region has paved the way for many of the ‘green’ activities going on today. Nowadays, the city administration no longer ‘fights’ against plants; instead the Eurometropolis has adopted a different style of green management across the region, which also requires awareness raising and training sessions for officials and technicians beyond the green department as well as in schools and community centres.

The municipality has launched an open partnership process, which aims at sharing knowledge, and planning and management approaches to promote biodiversity. It has set up a Biodiversity Charta, which businesses, organisations, sponsors, developers and many more actors can sign.

By signing the Charta, each signatory undertakes to adopt at least 6 actions which promote biodiversity and translate these into its management or planning operations, specify all the actions it has taken to promote biodiversity and regularly attend information sessions, which are set up to exchange information on various themes. The municipality in return highlights the involvement of the signatories in the city’s activities as well as in annual events, promotes the Charta across all Strasbourg communities to streamline the approach and holds information and knowledge sharing events (incl. consultancy, visits, awareness raising events) for all signatories. The city administration ensures the signatories keep to their commitments by assessing their efforts

once a year. In addition, the city has developed communication tools and material to inform users of locations, special features and benefits of green spaces in the city and make them aware of the benefits of biodiversity (e.g., bee guide, gardening guide). It has also strengthened the green network of all sustainably managed public green spaces.

#### **Box 2 | Biodiversity Charta – Actions which promote biodiversity**

*Signatories to the Charta have to commit to implementing at least six of these measures:*

- Abolish chemical products in the maintenance of green spaces (e.g., pesticides, chemical fertilisers)
- Use alternative techniques to maintain green spaces (e.g., thermal, mechanical or manual weeding, mulching, biological control)
- Reduce mowing
- Reduce watering and mulching of shrubs
- Plant local species
- Plant flower meadows
- Install a collective composter
- Plant hedgerows and fruit trees
- Plant pastures
- Install nest boxes or feeders
- Create a pond
- Reduce light pollution
- Install a green wall or roof

The Eurometropolis of Strasbourg has highlighted the benefits for companies taking part in this programme. They range from improved well-being at work, reduction of maintenance costs (e.g. costs for buying pesticides fall away, frequency of mowing is reduced), good publicity for the company and a protected, aesthetic, biodiverse, yet sustainably managed ‘green’ company property.

One of the signatories is the chocolate factory Suchard. After signing the Charta, they have transformed their company premises. The frequency of mowing has been reduced to encourage biodiversity (and unusual species re-appeared on their property as a result), a 1,000m<sup>2</sup> lawn was turned into a large honey meadow next to which 18 bee hives were placed (of which 15 are sponsored by employees) and their honey is used in the production. The activities of Suchard and its newly shaped green space, is linked up to the wider city’s green network.

The Strasbourg City Council approved the plan “Strasbourg Grandeur Nature”, an action plan drawn up in consultation with the agents, elected officials, residents and local stakeholders, on the day before the Stakeholder Dialogue Forum took place. The city administration is currently also pushing for the realization of a Natural Urban Park, which would connect all blue and green infrastructure throughout the city region.

More information on the UGI plans and activities in the City of Strasbourg are available [here](#).

## 4 CITY SPOTLIGHT 2 “GOING BIG: COLLABORATING WITH THE PRIVATE SECTOR FOR LARGE-SCALE GREEN INFRASTRUCTURE PROGRAMMES”

In City Spotlight 2 the head of the Greater London Authority’s green infrastructure team as well as a speaker from the city region Parkstad Limburg in the Netherlands showcased how they work together with the private sector to strategically strengthen and maintain the urban green infrastructure.

### 4.1 Greater London Authority – “Greening the city: Public Goods - Private Funding”

Peter Massini, Principal Policy and Programme Officer for Green Infrastructure at the Department for Development, Enterprise and Environment of the Greater London Authority, gave an overview of the megacity’s green infrastructure strategy and its numerous collaborations with the private sector.

The metropolitan area of London is set for a stark population growth. It will grow from roughly 8.5 million inhabitants today to more than 11.3 million in 2050. This increases the pressure on space – public and green space alike. In addition, London has in recent years repeatedly been hit by flooding (also along central high streets), air pollution is still a major challenge to be tackled and heat waves have become more and more frequent –last year’s major heat wave was only one of many to come. Not only have all Londoners been affected, many of the city’s businesses were also impacted and fear these could become regular and recurring phenomena. Massini drew attention to the economic drivers for providing city cooling through green infrastructure:

*“Retailers in Oxford St. and Regent St. are worried that heat waves will drive their customers to air-conditioned shopping centres”.*

Green infrastructure can help reduce or even mitigate these effects and should therefore be of interest to the private sector. Yet, while the private sector already invests in, for example, climate mitigation measures or e-mobility, it rarely invests or helps finance green infrastructure so far.

While not being responsible for the day-to-day management and implementation one of the major achievements of the Greater London Authority has been to place green infrastructure on the same pedestal as water, energy and waste: Green infrastructure is officially part of the [London Infrastructure Plan 2050](#). The authority has also put together a report on “[Natural Capital: Investing in a Green Infrastructure for a Future City](#)”, which identifies the needs of the city in the policy, governance, valuation and funding arenas to enable long-term investments into the capital’s green infrastructure. It also provides recommendations on how to achieve this. They range from appointing a Green Infrastructure Commissioner, refining the [All London Green Grid](#), finding new ways of assessing and showing the economic value of green infrastructure and collaborating with a wide range of actors to raise awareness and engage them in financing, implementing and maintaining UGI.

Considering the lack of financing available in the public sector, some of Peter Massini’s main messages on how to bring the private sector on board as partners for urban green infrastructure development were:

- Local governments need to become better at explaining why UGI is more sustainable and economically viable
- Local governments need to think differently about addressing and implementing UGI by making use of different, perhaps unusual entry points to communicate about and promote UGI (e.g., taking part in meetings in the energy department, joining forces with the urban development or economy departments)

- Local governments need to encourage businesses to communicate the benefits of UGI to their fellows in the private sector instead of solely doing it themselves (businesses know how to ‘package’ UGI best to be appealing to other businesses)
- City departments need to identify and collaborate with individual experts in other departments or in the private sector and make them champions for spreading the message on UGI
- Local governments may first offer a GI related service to businesses to show them the (economic) benefits of UGI (e.g., the Greater London Authority supported [Green Infrastructure Audits](#) for businesses)
- City administrations may want to think beyond involving only the private sector in ‘hot-spots’ and partner up with businesses that are affected by, for example flooding, and ask them to help invest in up-stream UGI to prevent flooding on their own premises

There are a number of large and small public-private partnerships taking place in London. Here some examples presented:

- **Greening the Business Improvement Districts (BIDs)** – The Greater London Authority has worked closely together with businesses and the Cross River Partnership to improve BIDs through UGI by so far implementing 15 green infrastructure audits to showcase the economic benefits of UGI. There are many examples of UGI already implemented as a consequence (e.g., rain gardens, green roofs and walls). A visual impression of the activities is available [here](#) and a report [here](#).
- **Working together with real estate developers** – A major collaboration is taking place in the [Wild West End](#) where the Crown Estate is introducing a green corridor into London’s West End to provide more green space and improve biodiversity.
- **Installation of pocket parks** – On a smaller scale and together with neighbouring businesses and citizens, the Greater London Authority is implementing a [Pocket Park programme](#) to improve streets, squares, parks as well as canal and riverside areas across the city.
- **Including green infrastructure from beginning in new (housing) developments** – In all new housing developments, the Greater London Authority encourages and supports the integration of green infrastructure.
- **Promotion of green roofs and walls** – As part of a general approach and more specific programmes such as the Greening the BIDs programme, the Greater London Authority is promoting the installation of green roofs and walls throughout London and has developed information material and support mechanisms. More information is available [here](#).

More information on the city of London’s UGI strategies, plans and activities can be found [here](#).

#### 4.2 Parkstad Limburg– “Transition from black to green”

The city region Parkstad Limburg is located in the south-east of the Netherlands, adjacent to the German and Belgian boarder. One regional authority represents and governs the interests, needs and developments in eight municipalities. More than 240,000 inhabitants live in this urban agglomeration, which also provides jobs for 90,000 people. It underwent a vast transformation over the past three decades from a coal mining, ‘black’ stronghold to a service-oriented, economically strong and ‘green’ tourist destination. Green infrastructure was one of the means to make the region into an attractive, prosperous one.

Paul Alzer, Programme Officer for Spatial Planning, Mobility and Tourism of Parkstad Limburg, presented the local government’s concept of developing the region’s ring road into the backbone of the regional development along which tourist and green clusters were developed. These clusters were made accessible by expanding the walking and cycling networks, establishing information points and visitor centres and partnering up to market the region. The idea was to provide companies with good spatial and financial conditions to settle in Parkstad Limburg. Today the

urban agglomeration has new tourist destinations, leisure centres and natural attractions – often on former coal mines.

Using – amongst others – green infrastructure as a vehicle to develop Parkstad Limburg has shown results: Over the past 15 years 5,800 new jobs were created in the tourism sector with a turnover of EUR 360 million. The region has received numerous awards for its transformation including the Tourism of Tomorrow Award 2016, one of the most prestigious tourism awards.

#### 4.3 Stockholm Resilience Centre – “To whom it might concern: urban green infrastructure”

Erik Andersson, GREEN SURGE research partner at the Stockholm Resilience Centre and work package leader on green economy, presented first results of his studies.

Green economy in the context of GREEN SURGE mainly deals with the links between the local economy and urban green infrastructure, the benefits it can produce and the value it has for the beneficiaries. Some of the reasons for investing in urban green infrastructure brought up by Erik Andersson were:

- UGI strengthens the **competitive advantage**: UGI can help a company to improve its **branding** by investing in UGI. It also increased **legibility** (through UGI being a visual and easily communicable demonstration of the investment) and **mobility** (through having customers out and about on the high street seeing and being in green space).
- UGI helps **increase employee satisfaction**: More green around the company leads to **less sick leave** days and **lower staff turn-over**.
- UGI **reduces costs**: By complying with UGI regulations costs can be prevented, **lower insurance rates** may apply (e.g. reducing the risk of flooding through green urban drainage systems) and **better energy efficiency** (e.g. green roofs improve isolation and reduce heating costs)
- UGI improves value of property: **Higher returns and a property value** can be expected.

At the same time investing in UGI will increasingly be more relevant and necessary as, for example, Environmental Impact Assessments are often a prerequisite nowadays. Furthermore, there are new types of funding available for UGI and avoided costs (e.g., damage and penalty fees) are being taken into account more often. UGI planning and implementation also offers and requires more and differentiated knowledge on green (not just from the environmental or ‘green’ perspective), more and specific skills and training as well as equipment and maintenance.

The economy of green space can be approached from three different angles:

Box 3   Aspects of the economy of green space		
Actors	Interests	Outcomes
Who are the owners? <ul style="list-style-type: none"> <li>• Government/public</li> <li>• Private</li> </ul>	<ul style="list-style-type: none"> <li>• Are there multiple and/or diverging interests? By whom?</li> <li>• Is UGI considered a public or club goods?</li> <li>• Who has the mandate?</li> <li>• Is UGI planning and implementation part of a formal process?</li> <li>• Are there different forms of investment (possible)?</li> </ul>	<ul style="list-style-type: none"> <li>• Are new collaborations possible/ wanted?</li> <li>• What is the added value?</li> <li>• Are there other (new) opportunities connected to UGI implementation?</li> </ul>
Who are (potential) investors? <ul style="list-style-type: none"> <li>• Financial institutions</li> <li>• Trusts</li> </ul>		
Who are the consultants and contractors? <ul style="list-style-type: none"> <li>• Planners</li> <li>• Designers</li> <li>• Engineers</li> <li>• Managers</li> </ul>		

If the private sector is involved, particularly in the development of UGI on public land, one question always arises: Who is a beneficiary? In each public-private partnership implementing UGI the local government needs to clearly articulate the type of activity that may take place on or close to the green space the private sector is expected to invest, the location within the city (as UGI assigns value to a place and can change the - economic -dynamics of a neighbourhood), the user rights (i.e. definition of ownership, alternatives such as leasing or licensing) and the private sector’s obligations after implementing or benefiting from realised UGI (e.g., payment of fees, management commitments).

Before delving into a partnership, local governments should also define for themselves what kind of partnership(s) they envision. They may want to issue incentives, decide whether partnerships should develop bottom-up or rather top-down and plan for scaling up successful partnerships.

Based on the GREEN SURGE team’s research on the topic, Erik Andersson summarised:

*“What survives over time? The flexible, multifunctional, open ended”.*

In addition, it is vital to consider green (and blue) infrastructure as well as nature-based solution with these aspects in mind:

- UGI is a component of a range of possible solutions but rarely the one and only solution
- The value of UGI is built on a bundle of contributing factors
- To realise the full potential of UGI cities need more if it, connect it and promote its multiple functions
- Local governments need support in providing the quantity and variety of UGI

#### 4.4 Identifying incentives to the private sector and strategies for effective and long-term partnerships

Learning from the speakers from Vantaa, Strasbourg, London and Parkstad Limburg, the following list of local government incentives to the private sector as well as of their strategies for sustaining successful partnerships on a long-term basis were compiled during their presentations. . These lists then also informed the discussion in the Science Practice Arena. Box 4 states the incentives mentioned – directly or allusively – while Box 5 lists approaches of making public private collaboration work in the long run.

#### Box 4 | INCENTIVES for the private sector to invest in and implement UGI (random order)

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Competitive advantage of clear branding (e.g. One Planet Living)</li> <li>• Improved welfare at work</li> <li>• Reduced maintenance costs</li> <li>• Good publicity for company</li> <li>• Means of fulfilling obligations within Corporate Social Responsibility</li> <li>• Provision of training and support</li> <li>• Establishment of new areas</li> <li>• Attracting tourism employment</li> <li>• Legibility and mobility</li> <li>• Cost reduction (e.g., energy, insurance, compliance)</li> <li>• Increased demand for services</li> </ul> | <ul style="list-style-type: none"> <li>• Co-benefits to related goals</li> <li>• Improved quality of life leads to happier workforce</li> <li>• High street retailers need comfortable temperatures and storm water control to stay open and retain customers</li> <li>• Land value benefit</li> <li>• GI storm water control desirable for water companies</li> <li>• Aesthetic improvement</li> <li>• Public and visible demonstration of sustainable practices and policies</li> <li>• Chosen according to unique experience or situation</li> </ul> |
|---|---|

**Box 4 | STRATEGIES FOR LONG-TERM PARTNERSHIPS between local governments and the private sector** *(random order)*

- Commitment process based on charta
- Follow-up on commitments (e.g., through training, evaluation)
- Increase awareness on multiple benefits in a broader sense and across different stakeholders
- Meet business' interests and understand their agenda
- Scaling up successful partnerships to other parts of the city
- Communicate economic benefits in times of increasing impacts of climate change (to achieve common agenda of interest)
- Aim for a comprehensive policy rather than single projects
- Create a basis for economic development
- Flexible, multi-functional and open-ended works best

## 5 SCIENCE PRACTICE ARENA “HOW TO MAKE IT WORK: PROVIDING INCENTIVES AND STIMULATING LONG-TERM STRATEGIC PARTNERSHIPS WITH THE PRIVATE SECTOR”

For the Science Practice Arena all participants and speakers from the cities as well as the GREEN SURGE partner from the Stockholm Resilience Centre joined a discussion on the issues that surfaced in the foregone sessions. A particular focus lay on the incentives cities can provide to the private sector as well as strategies to sustain long-term partnerships.

### 5.1 Issues raised

A selection of the most relevant points raised in the course Science Practice Arena are summarised below:

#### *Establishing long-term partnerships – Prerequisites and strategies*

- Different planning systems (e.g. most of the infrastructure in Finland is public sector-owned and run as opposed to many privatised utilities in the UK) offer different opportunities to set up public-private partnerships.
- The polarisation of the public realm against the private one is actually wrong as the private sector is usually strongly regulated.
- The success of partnerships is often based on individuals rather than the specific institutions behind them. One approach is to *“find the right people who believe in you and who are influential [as] some of the most powerful partnerships are between people.”* (Peter Massini)
- In order to catch the interest of private sector entities, it is better not to invite them directly for UGI, but for other issues that are more likely of interest to them (e.g., energy efficiency).
- Trying to get UGI into meetings on other issues may also bear fruits more easily and in the long run be more effective: Instead of always inviting others to join UGI activities, city departments could join others to understand their motivations, help their agendas and join their interests.
- Educating, informing, communicating are vital to initiate partnerships with the private sector
- Local governments need to feed the interest of the private sector by providing a vision, strategy, good conditions and a continuity of benefits.
- There is an intrinsic conflict of asking a private player to contribute to public goods. The politics, governance arrangements and institutional players may ‘make or break’ any efforts.

#### *Incentives for becoming a partner in UGI implementation*

- It is better to provide the private sector with different options on how they can engage.
- One needs to manage components (i.e., actors, spaces, types of infrastructure, values,) in a systems approach.
- The advantage of UGI for the private sector is that it is publicly visible and enjoyable, which might not be so much the case for other issues.
- Tax structures can also be used as an incentive (particularly if they are levied for a concrete cause such as flood management).
- Private sector is already investing in sustainability-related topics and products (e.g., electric cars), but this investment has not yet reached UGI.

- Private companies often wish to pre-empt regulations and to integrate them into their planning practices rather than have to retrospectively revise them, pay penalties or otherwise compensate for non-compliance with regulations.
- CSR is a good way of engaging companies, but their engagement is closely related to whichever topic happens to be their immediate objective. These objectives can change and may hinder the development of a solid partnership.
- Some companies (e.g., rail companies) are interested in aligning with long-term strategies as they provide political stability and low-risk investments.

#### **Valuation of UGI**

- The valuation of UGI can be based on many different aspects, but the different values are not linear and cannot not simply be added up, which in turn makes the valuation complex.
- There are different tools available to assess the economic value of UGI (e.g., Natural Capital Accounting), yet there are also other values linked to UGI (e.g., environmental, spiritual or (bio-)diversity values).
- The function of UGI is made up of different elements and interaction, which also applies to value: *“People usually understand and appreciate a range of different values even though this might only be articulated in a narrow way.” (Erik Andersson)*
- A key problem is that the costs and benefits of UGI are not on the same side as most UGI benefits are to be regarded as public goods.

#### **Investing in UGI**

- As opposed to many other spheres or products of sustainable urban development UGI is not paid for by the private sector or society (e.g. public transport is publicly financed, but users contribute partially by paying tickets)
- Investment into UGI does not necessarily have to be in monetary terms (e.g., it can also happen by investing time or taking on responsibility).
- ‘Private’ contributions (by companies or citizens) can benefit the city’s UGI activities. While this is not suitable for vital or necessary maintenance measures, it can be very effective as ‘add-on’ maintenance or to help improve green space – on which the city may not depend, but which can still improve quality and benefits.

#### **Other aspects**

- Green ratios of cities may be a tool to make the private sector and particularly real estate developers include green infrastructure in their activities. However, this tool was also seen critical as the ratio fully depends on where the borders of a city lie. In some cities the border lies well beyond the built-up space in nature, in others it runs right through the dense city.
- Privately-owned public spaces can work if they are funded for public benefit, but this is a politically very sensitive issue. The central question is the debate around who owns public space, who manages it and who benefits from it.

## 5.2 Tips for ‘beginners’ in partnering with the private sector

All speakers were asked for the one vital tip they have for local governments new in the field of partnering with the private sector on UGI planning and implementation:

*“The most important thing is to explain, educate and communicate.”* – Suzanne Brolly, City and Eurometropolis of Strasbourg (France)

*“It is important to find motivated people inside your work environment and among your stakeholders.”* – Anna-Riitta Kujala, City of Vantaa (Finland)

*“Find out where the motivations align.”* – Peter Massini, Greater London Authority (UK)

*“Listen to the companies’ wishes and try to help them.”* – Paul Alzer, Parkstad Limburg (The Netherlands)

*“We need to be aware of how components are connected and how to make the most of them.”* – Erik Andersson, Stockholm Resilience Centre (Sweden)



**Fig. 3-4:** Impressions from the Science Practice Arena

## ANNEX 1 – AGENDA OF THE 2<sup>ND</sup> GREEN SURGE STAKEHOLDER DIALOGUE FORUM

### AGENDA

#### Stakeholder Dialogue Forum

#### Partnering up for greener cities: How public can work with private

14:00 – 18:00, 26 April 2016

Sala Arriaga, Bizkaia Aretoa

Abandoibarra Etorb., 3, 48009 Bilbao, Bizkaia, Spain

13:45 *Registration*

14:00	<b>Welcome and introduction</b> <ul style="list-style-type: none"> <li>&gt; Barbara Anton   Coordinator, Sustainable Resources, Climate and Resilience, ICLEI European Secretariat, Freiburg (Germany)</li> </ul>
14:10	<b>Introduction to speakers and City Spotlights</b> <ul style="list-style-type: none"> <li>&gt; Barbara Anton   ICLEI European Secretariat, Freiburg (Germany)</li> </ul>
14:25	<b>City Spotlight 1</b> “Greening neighbourhoods and cities in collaboration with the private sector” <ul style="list-style-type: none"> <li>&gt; Anna-Riitta Kujala   City Planner, City of Vantaa (Finland)</li> <li>&gt; Suzanne Brolly   Head of the Mission Urban Biodiversity and Zero Use of Pesticides, City and Eurometropolis of Strasbourg (France)</li> <li>&gt; With reflections by Erik Andersson   Associate Professor, Stockholm Resilience Centre (Sweden)</li> </ul>
15:20	<i>Coffee break</i>
15:50	<b>City Spotlight 2</b> “Going big: Collaborating with the private sector for large-scale green infrastructure programmes” <ul style="list-style-type: none"> <li>&gt; Peter Massini   Principal Policy and Programme Officer for Green Infrastructure, Department for Development, Enterprise and Environment, Greater London Authority (UK)</li> <li>&gt; Paul Alzer   Programme Officer for Spatial Planning, Mobility and Tourism, Parkstad Limburg, Heerlen (The Netherlands)</li> </ul>
16:30	<b>GREEN SURGE scientific input and reflection</b> <ul style="list-style-type: none"> <li>&gt; Erik Andersson   Associate Professor, Stockholm Resilience Centre (Sweden)</li> </ul>
17:00	<b>Science Practice Arena</b> “How to make it work: Providing incentives and stimulating long-term strategic partnerships with the private sector” <ul style="list-style-type: none"> <li>&gt; With contributions from the cities of London, Strasbourg, Parkstad Limburg and Vantaa as well as the Stockholm Resilience Centre</li> </ul>
17:45	<b>Wrap up and lessons learned</b>

18:00 *Depart for ESCT Conference Welcome Reception*

19:00 *ESCT Conference Reception, Palace of Bizkaia County Council, Gran Vía 25, 48009 Bilbao*

## ANNEX 2 – PARTICIPANTS LIST

	Participant name	Country	Organisation
1	Miren Agirreazkuenaga	Spain	
2	Paul Alzer	Netherlands	Parkstad Limburg
3	Erik Andersson	Sweden	Stockholm Resilience Centre
4	Barbara Anton	Germany	ICLEI European Secretariat
5	Viviana Avendano Kondon	Spain	NCEF
6	Pilar Barraqueta	Spain	European Ecological Consulting S.L.
7	Anke Biedenkapp	Germany	Global Partnership Hannover
8	Hanna Brauers	Germany	TU Berlin
9	Suzanne Brolly	France	City and Eurometropolis of Strasbourg
10	Lena Nilca Coria	Spain	
11	Inez Debaus	Belgium	Province of Flemish Brabant
12	Lindsay Dey	Australia	Lindsay Dey Planning
13	Irantz Diaz	Spain	
14	Blanca Fernandez	Germany	Mercator Institute
15	Clara Grimes	Germany	ICLEI European Secretariat
16	Laura Guterrez	Spain	Tecnalia
17	Houden Jabri	Spain	
18	Enliang Jing	Spain	IESCO
19	Anna-Riitta Kujala	Finland	City of Vantaa
20	Ivati Lasa	Spain	
21	Aida Lopez	Spain	
22	Janire Lorento	Spain	
23	Daniele Malpelli	Spain	Universidad Rey Juan Carlos
24	Peter Massini	United Kingdom	Greater London Authority
25	Elizabeth Ntoyi	South Africa	Department of Environmental Affairs Johannesburg
26	Julia Peleikis	Germany	ICLEI European Secretariat
27	Leire Pertika	Spain	EHU-UPV
28	Alice Reil	Germany	ICLEI European Secretariat
29	Isabel Ripa	Spain	Independent Consultant
30	Holger Robrecht	Germany	ICLEI European Secretariat
31	Anneke Schardt	Deutschland	Christian-Albrechts-Universität zu Kiel
32	Isabel Sellen Fernandez	Spain	
33	Tunc Soyer	Turkey	Seferihisar Municipality
34	Luca Szaraz	Sweden	Swedish University of Agricultural Sciences
35	Ivan Tosics	Hungary	Metropolitan Research Institute
36	Jesus Zunzunegi	Spain	Basauri Municipality