

The nature of a park –

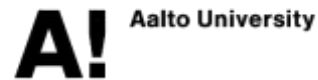
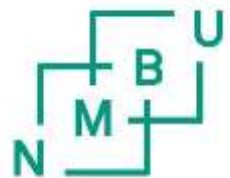
Organizational challenges to addressing unpredictability

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NORD GREEN  Smart Planning for Healthy and Green Nordic Cities

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FOCUS OF THE TALK

- Situated in a Swedish local government context
- The 'extreme case' of Täby municipality
 - 70 000 inh., greater Stockholm area
 - A long history of contracting out maintenance (Kristoffersson et al., 2017)
 - The innovative '**Täby concept**' – public-private partnering
 - Collaborative practices aimed at increasing green space quality, 10+2 year contract period, 2004-2016
 - Subsequent contract 2016-2024 geared towards lowering prices, keeping the same contract format



CURRENT MANAGEMENT CHALLENGES

We have to completely change the way we work

Current maintenance
quality is a disaster

Interpretation a liability

It's going to be more expensive to
keep existing parks at the standard
they are today – Climate&Economic

We need to plant large
amounts of trees secure
tree regeneration and
to combat heat

'THE GREEN PASTURE'

- New city park, 10 ha. as part of central city development w. 20 000 inh.
- Built on reused and disturbed soils, incorporating existing nature
- 'Urban nature' - typologies
'Design by management'
8 year establishment period
- A way to meet current and future challenges





FIELD ISLETS



OUTER EDGE



PASTURE MEADOW W: SHRUBS



DRY MEADOW



SANDY PATCHES



DRY MEADOW



EXISTING HILLS w. ancient remains



WET FOREST & MEADOW



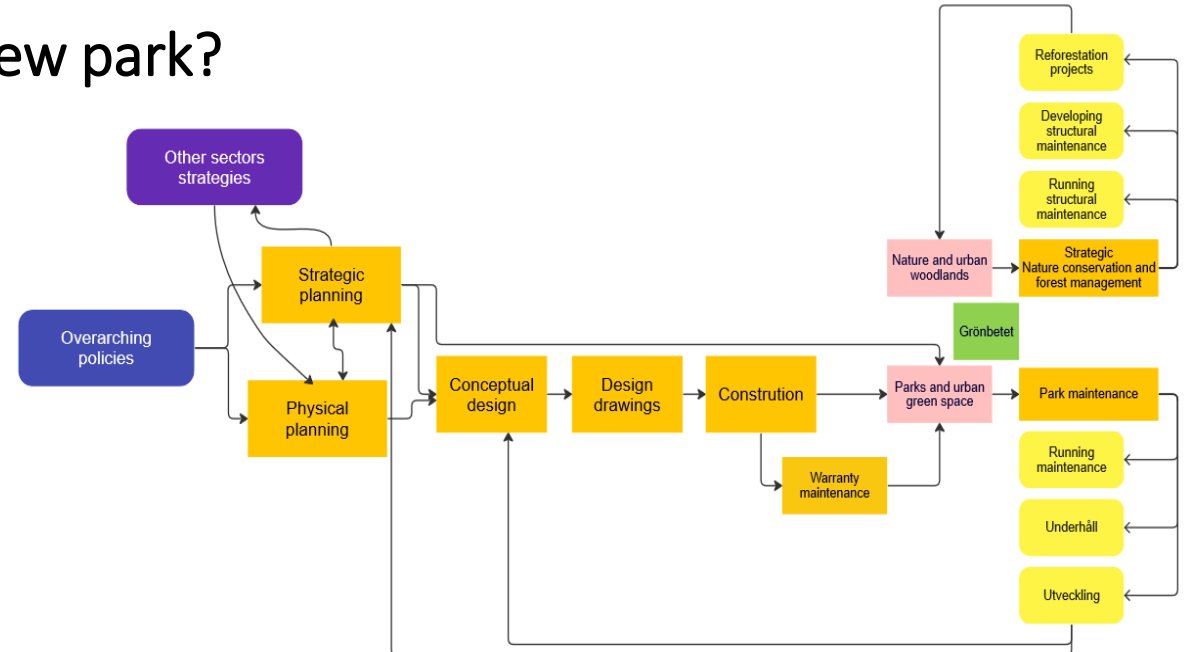
COPPICED LOW FOREST



PINE PILLAR HALL

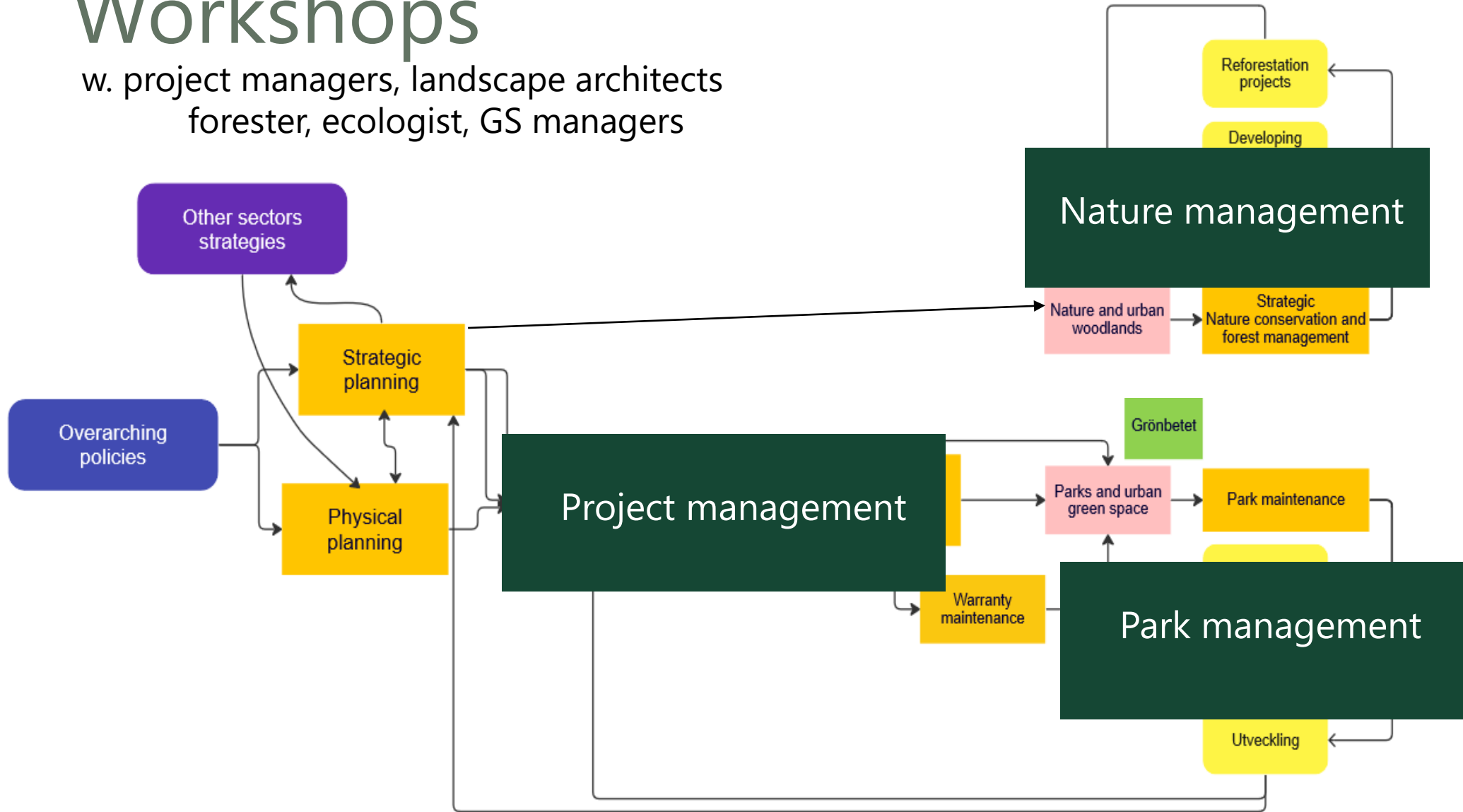
CONTEXT ANALYSIS

- Which are the current organisational challenges related to creating and maintaining green spaces?
- Which demands are introduced with the new park?



Workshops

w. project managers, landscape architects
forester, ecologist, GS managers



CURRENT MANAGEMENT STRUCTURES

Project management – Park management – Nature management

Project & park management

Object based maintenance descriptions



Focus on **maintaining**

Nature management

Goal based plan per nature-type



Focus on **developing**

CURRENT MANAGEMENT CULTURES

Project management – Park management – Nature management

Project & park management

- **Hard contracting** – contract management
- 1 general contractor street&park
- **Low trust** in contractors

Nature management

- **Soft contracting** – onsite collaboration
- 5 skill specific contractors
- **High trust** in contractors, joint view

CURRENT MANAGEMENT MINDSETS

Project management – Park management – Nature management

Project & park management

It is impossible to describe the maintenance detailed enough for a contractor to price it. We always have to specify beforehand exactly what is to be done, at all stages. We can't just say 'when needed'

Project manager

Nature management

'We did not have a clear project when we started, but it grew gradually, and then we kept developing it, and it is still a development project because it's still growing. So you have to be a little open to what happens'

Forester

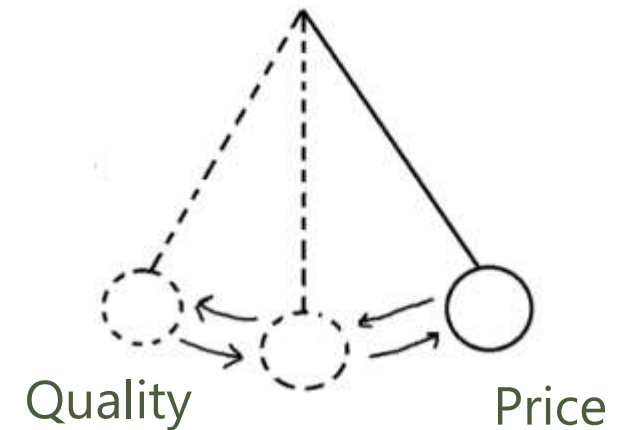
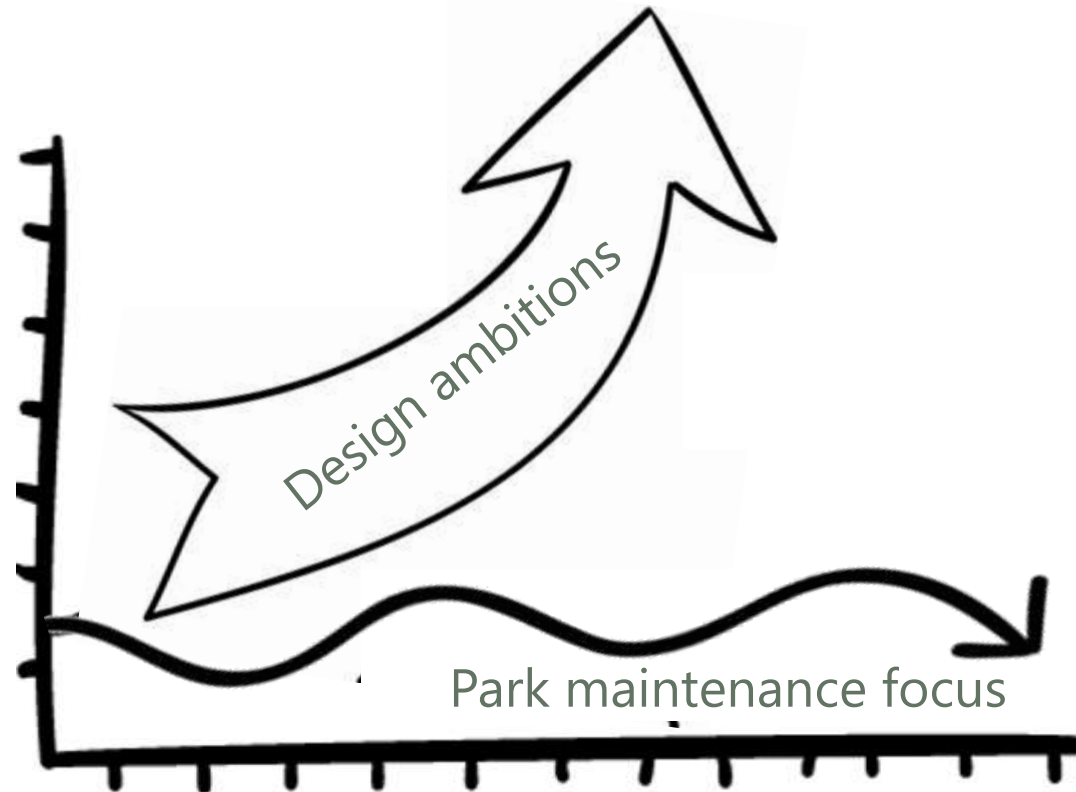
NEW MAINTENANCE DEMANDS

- **Fewer**, but more **knowledge intensive** and **time consuming manual activities**
- **Unpredictable development**, constant on-site re-evaluation
Constantly **update goals** and **maintenance routines**
- **Less maintenance (Contractor)**
More management (Client)



SUMMING UP 1

Diverging trajectories between design and maintenance



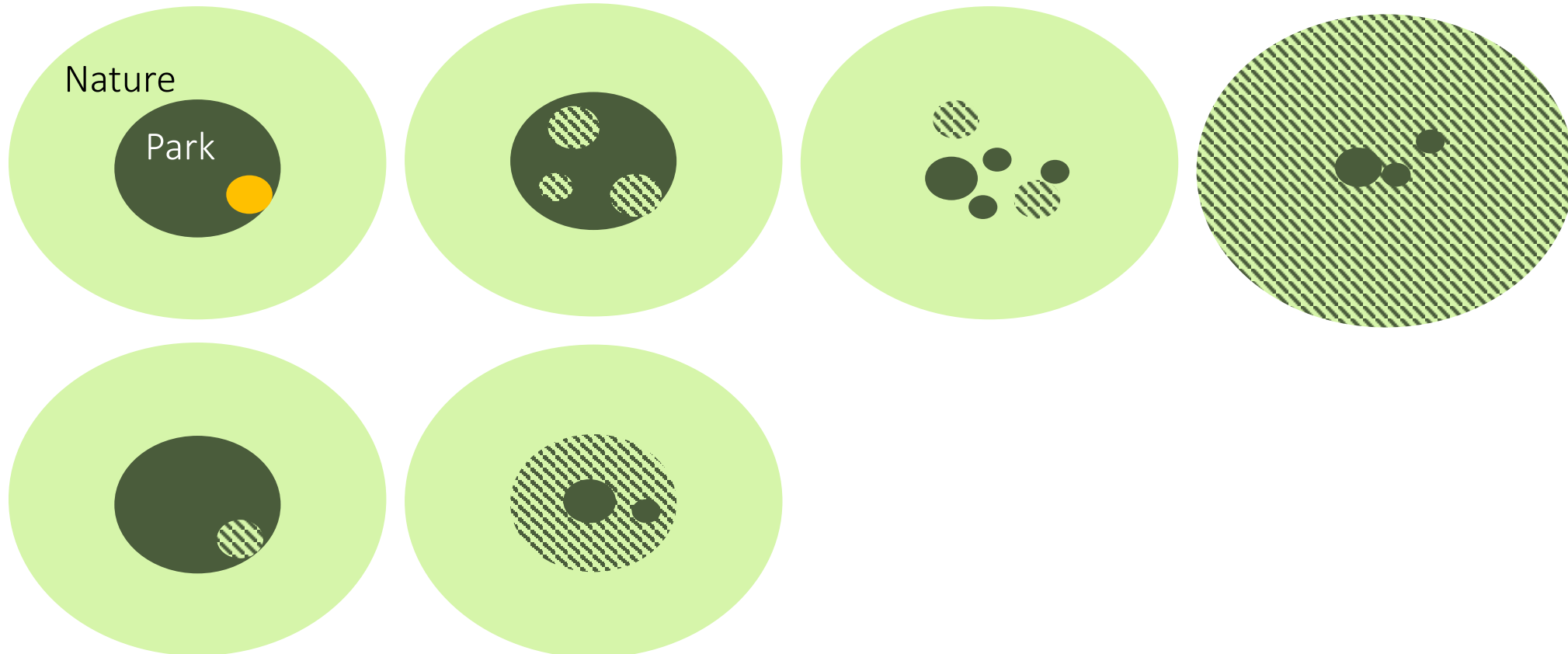
SUMMING UP 2

The new 'urban nature' demands new organisational practices

- Challenges of NPM not the whole truth,
Park as a built entity, lends itself to the construction mind-set
- Change of intrinsic logics
 - Less contract management – More site-based evaluation
 - Less standardized activities – More skill driven precision
 - Less fixed – More adaptable

SUMMING UP 3

Current organizational park-forest dichotomy as gradient – scaling up innovation



CONCLUSION

Understanding management as a long term strategic issue

*“The good thing about the park is that this is considered now, ten years ahead. Otherwise a consultant would have made the design drawing, and they are not really connecting what they do with [long term] management...
But now we have time to solve this”*

Park manager

Thank you