



Landvestors

how citizens and companies (could) invest in our landscapes

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Landvestors

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“Bangka is an island in Indonesia, between Sumatra and Borneo. The hills behind the harbor town of Muntok have the ideal climate for the production of white pepper: the culinary sister of the black pepper. It is not without reason that the white pepper originally comes from there. Behind the hills, the sustainable production process is already starting. We work with a fixed group of farmers who grow pepper for us using agroforestry” (www.verstegen.eu)

Verstegen’s program ReNature combines innovative farming with ecological goals. Farmers acquire knowledge on how to link the natural balance of the rainforest with their cultivation methods while also assuring a higher income.

Verstegen Spices and Sauces - Bangka Indonesia

Photo: www.verstegen.eu



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Natur-Park Südgelände: Art, Nature, Technology

In the Berlin district of Tempelhof, a former railway shunting yard has been turned into a unique natural landscape while retaining striking relics of the steam train era. After the railyard closed, a "primeval forest" grew upon the 8-hectare site. It was the actions of many engaged citizens and financial support from the Allianz Umweltstiftung (environmental foundation) that enabled this 'enchanted place' to be opened to the public. EXPO 2000 declared the Natur-Park to be a "worldwide project".

The maintenance plan of the park is based on an interesting model, a very affordable pay-per-use system. Visitors can pay €1 upon entry, or take a yearly pass of €30.

Read more: www.gruen-berlin.de

Schönefelder Südgelände

Photo: Micharl, Flickr Creative Commons, 2015





Landgoed Kasteel Lunenburg. Photo: Dirk-Jan Kraan



Festival Mañana Mañana 2015. Photo: Marco Derksen



Landgoed Duin & Kruidberg, restaurant and event location. Photo: Martha de Jong- Lantink

Many privately developed landscapes in the Netherlands are rural estates, which had their boom period in the 17th century. Today, these early 'Landvestment' projects often perform a cultural role in Dutch society, or function as attractive leisure environments, accessible for all. Are new innovative types of 21st century estates imagineable, with new social purposes, different styles and other corporate or cooperative forms of landscape financing?



“In the Netherlands, everyone expects two things to be always free of charge: the weather and the landscape.”
– Nicole Hoven, Vereniging Natuurmonumenten

“Our man-made delta landscape is unique, as is the habit of negotiating and collaborating with partners about the landscape. What’s tough in the Netherlands, is the number and complexity of actors, plans and legislation. We should take landscape restoration and recreation as paid services seriously.”
– Willem Ferwerda, Commonland

“Large companies have budgets for corporate social responsibility (CSR), but many are still looking for fitting projects. Preferably something sustainable or a social activity focused on their own employees.”
– Laurens Kok, Westholland foreign investment agency

(Quotes from the publication Spot On, 2017)



'Boeren Wes en Kasper'. Website 'Boeren van Amstel', Still from video

Introduction

Increasingly, governments come to the conclusion they cannot bear the financial burden of landscape development and maintenance by themselves. At the same time, private landscape initiatives by companies and citizen collectives are mushrooming in many places. Welcome to the age of Landvestors.

Learning from best practices

This is a time of growing interests and ambitions regarding the Dutch landscape, also when it comes to Dutch politics and planning. Apart from visions and designs, these ambitions also require funds. Investing in the landscape is high on the agenda because of climate change, preservation of cultural history, the stimulation of healthy living and a good economic establishment climate. Dutch landscape initiatives, public or private, can learn from each other's financing practice as well as from good examples in other countries. Despite the tradition of privately funded estates in the 17th century, the Netherlands is not very experienced when it comes to contemporary ways of private financing of landscape. Exploring the crossover of landscape and

economy, and sharing experiences have been the motivations for our program 'Landschap als Vestigingsvoorwaarde', including publications such as Blind Spot, a lively Community of Practice (CoP) and events such as the Landscape Triennial (more information on www.deltametropool.nl).

Donation, crowdfunding or business model

With financial support by the Creative Industries Fund, the Landvestors project realizes a quickscan of emerging forms of non-government landscape financing. To promote crossovers between spatial/landscape design and the economic and financial disciplines, we illustrate lessons learned from foreign and Dutch practices, and discuss these with landscape and financial professionals. Which

forms of financing are relevant for the Dutch context? How do the funding mechanisms work and how can Dutch stakeholders start to use them? And how does our relationship with the landscape change, when we pay for it privately instead of collectively?

The 12 practices are divided in three categories: donation, crowdfunding and business model. For each, the financial model is sketched, a map is drawn and key information is gathered. Lessons learned, reflections on the potential of each case to be scaled up in the Dutch context, as well as the results of the expertmeeting (July 2020) are combined in this compact handbook for landvestors.



Worldwide urban regions experience the pressure of urbanisation, climate change and intensive agriculture on their landscape. Simultaneously, regions start to acknowledge the importance of a vital and attractive landscape as a key success factor in the global battle for talent (see publication Blind Spot - Metropolitan Landscape in the Global Battle for Talent). The question is how to combine these increasing sustainability transitions with internal metropolitan demands, without loss of existing landscape qualities.

Source: www.landschapstriennale.com

Learning from earlier work

The changing position of the Dutch landscape, and the ways it can be paid for, has been receiving increased attention since the late 2000s, when the decentralization of landscape responsibilities by the government kicked in. Let's revisit a few examples, by KPMG, Bureau Buiten, Ecorys, Metropolitan Region of Amsterdam, Rebel Group, Popup City, Wageningen UR and Task Force Financiering Landschap Nederland.

How much money do Dutch landscapes need?

The European Landscape Convention (2000) decided that any area made or experienced by people can be called landscapes. The question of how much a landscape costs, therefore depends on the actual area at hand, what we intend to do there, and for how long. In 2010, KPMG used a model to calculate the costs of restoration and management of designated national and provincial landscapes in the Netherlands: €1,7 billion for the period 2011-2020. This sum did not include investment in large nature reserves (Natura 2000). In 2019, Bureau Buiten calculated that desired landscape investments in the Metropolitan Region Amsterdam (MRA) alone, might have a cost of €2 billion between 2020-2040. This time, the yearly landscape maintenance/management costs were not included. In both cases, the current landscape financing is not sufficient.

"Landschap Verdient Beter", a report by Task Force Financiering Landschap Nederland (2008), drew attention to the Dutch cultural landscape, traditionally maintained by private initiative - farmers. The yearly amount needed to maintain this (agri)cultural landscape, around €600 million per year, was estimated too big to be paid by private initiatives. The researchers suggest to build a system of public instruments for organizing and supporting private initiatives, so that these together could also generate landscape benefits for all.

On the other side of the balance sheet, the benefits of landscapes

- their intrinsic value, ecosystem services, health benefits and multiplier effects on the built environment - are worth many times the cost. To cut a long story short, landscapes have a cost, let's estimate it on a €1.000 per person per year, which is many times worth the effort. The problem is however, that governments don't receive most of these mentioned benefits in cash, and have increasing difficulty to pay the landscape bills. This is merely a political problem, one could rightfully argue. But in the meantime, why wouldn't we look at large companies, home owners and other stakeholders who clearly benefit from the landscape?

Alternative funding of landscapes

As many landscape benefits do not generate cash flows, so we need to look for existing cash flows and bend those towards the landscape. There are several options that concern private initiative:

1. Re-distributing funds from spatial developments that generate large cash flows, such as housing (Wageningen UR, 2018), infrastructure works and sustainable energy projects. Experts praise the potential of this option, but emphasize that the right scale (regional/local) and timing (before the permits!) is important (Bureau Buiten, 2019). Landscape unfortunately is not the only sector eyeballing these cash flows, so there is competition ahead.

2. Compensation. Activities with a negative environmental impact, such as airports and other infrastructure, can by law be forced to offset this

impact by investing in landscape projects in the region. A similar approach is thinkable with regard to CO₂ emissions: a new taxation system could nudge stakeholders towards landscape investments.

3. Landscape funds, with contributions by companies and citizens in the region. Examples of such funds are VSB-fund and Droomfonds (by Postcode Loterij). Another option is individual investment by companies in landscape projects, motivated by ethics, good publicity, goodwill, a smart business model, or Corporate Social Responsibility.

As the first two options have to be enforced by law, only option 3 can be considered genuine voluntary private landscape investment. Tyora Vermeulen (landscape legal advisor at IPO) has mentioned that the new Environmental Act of the Netherlands will increase the possibilities to demand private sector contributions to landscape in for example housing projects, or financial compensation for negative impacts. Public as well as private money, from investors for example, can be sources for landscape funds. Additionally, she states, "local governments should get rid of the taboos and learn to earn a profit and create other values from landscape qualities and related services, to pay for maintenance or development." Examples are educational and leisure activities, sports events and information products.

Many regions, such as the Metropolitan Region Amsterdam, come to the conclusion that they

need to involve private initiative in the creation of a landscape fund. Yet, they ask themselves which types of financing would be appropriate for their situation, which regions they could learn from, and what (not) to do in terms of (fiscal) legislation (MRA, 2018).

Rebel Group proposes to use better the existing financing instruments, such as the User Tax to make those who use the landscape pay for it. And to develop innovative new instruments, such as Social Impact Bonds, through which those who benefit can invest in the services and qualities they enjoy; or so-called Budget Ladders, or Area Development Zones (Rebel, 2020). Other ideas concern large investment organizations such as pension funds and health assurance companies. Most of these ideas, however, have not been put into practice yet.

Reasons to focus on private initiatives

There are convincing reasons to keep spending the taxpayer's money on landscape, because basically we all benefit from it. But there are also reasons – other than political problems - to start looking for private funding. The benefits of the landscape are widely, but not equally, spread. It seems only fair that a business that capitalizes on attractive landscapes, such as tourism, pays more. Or what about the financial or high-tech sectors, which thrive on talented workers who would leave if the quality of the Dutch living environment declined. Or compare a home owner on the edge of a national park, compared to a dweller on a rental flat far from attractive landscapes. Making room for private initiative in landscape development can also stimulate creativity, responsibility and flexibility of private stakeholders, and (under the right circumstances) make landscape development more democratic. Although it is necessary to keep checks and balances on the influence of stakeholders (Popup City, 2016): "The public domain is not meant to be a three-dimensional billboard."

Donations and crowdfunding are often mentioned as powerful instruments to help finance all kinds of societal goals, such as

the landscape. It turns out that in The Netherlands, donations have dropped in the economic crisis, but have increased again since (Ecorys, 2018). For Dutch land trusts such as Natuurmonumenten, it has become more difficult to attract new members, while their steady income from the Postcodeloterij is possibly threatened when online gambling is legalized in 2020.

Many financial and legal instruments have been explored and discussed over the years, but they prove hard to put into practice. Landvestors starts at the other end, learning from good practices on the ground, and reflecting on how they have done it. We hope this approach will bring landscape planning/design professionals and the financial/legal disciplines closer together.

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Looking for Landvestors

We have looked for diverse practices in The Netherlands and abroad, not to copy, but to discuss and learn from designers, landscape planners, entrepreneurs and financial or legal experts. Several people in the Deltametropolis Association network have suggested cases for the research. Three questions have guided the selection and quick scan of the cases:

Which forms of financing are relevant for the Dutch context?

How do the funding mechanisms work and how can Dutch stakeholders start to use them?

And how does our relationship with the landscape change, when we pay for it privately instead of collectively?

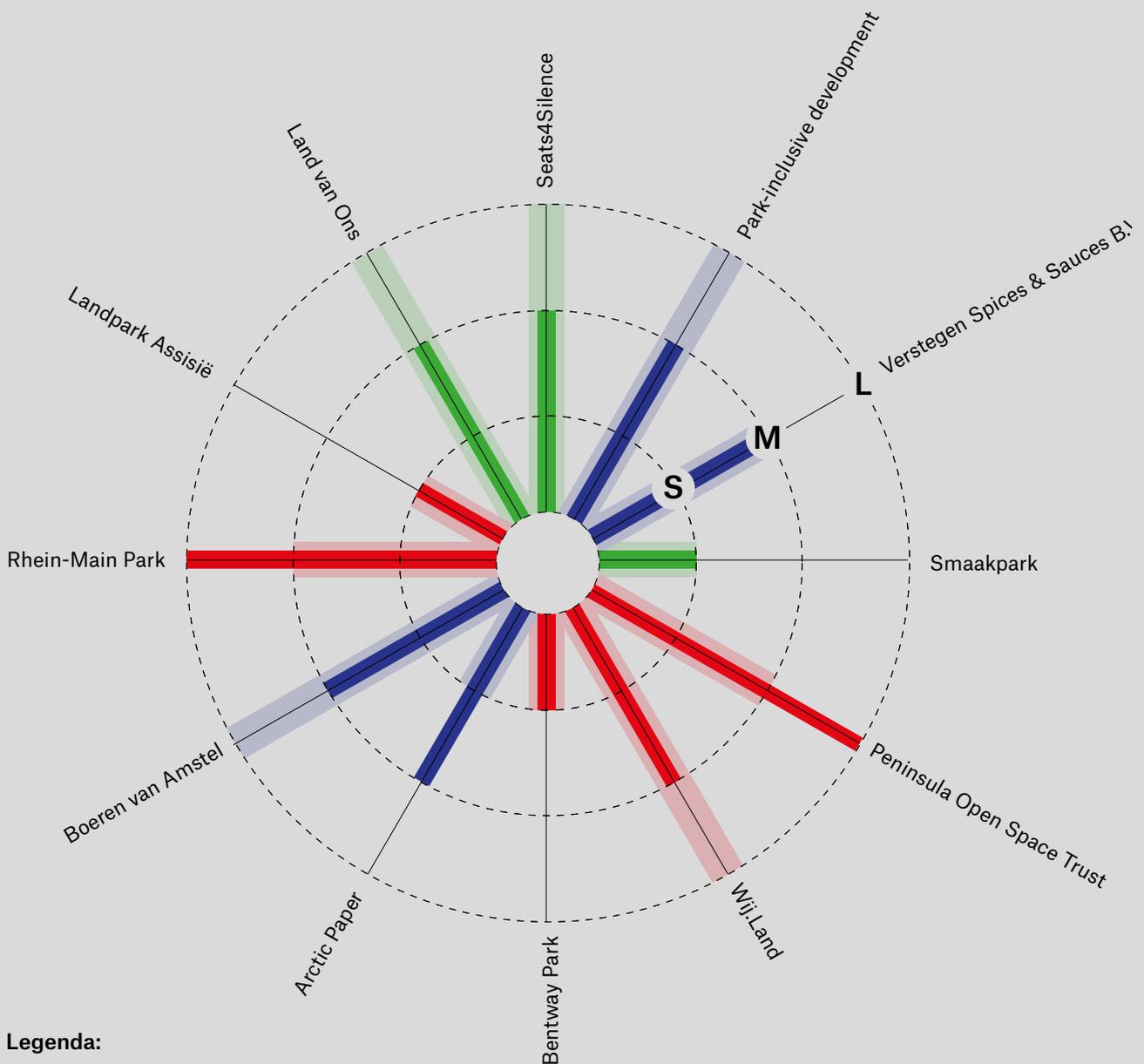
Of each case, we have gathered some basic information regarding surface area, type of landscape, investment model, timeline, stakeholders and their intrinsic motivations. In interviews we obtained additional in-depth information. The 12 cases are presented in three categories of financing: Donations, Crowd funding and Business Models. We have mapped their operations in the landscape, graphically represented their financial models, looked at their timelines, studied the stakeholders as well as their narratives and ambitions. For each case we summed up lessons learned and potential to scale up in the Netherlands. The material is presented and compared as concise, transparent and visually as possible in the following chapters.

overview case studies



Comparing landvestor initiatives: scale

geographic reach and investment



Legenda:

- business model
- crowdfunding
- donations

Geographic reach ■ ■ ■

S: local. singular site, singular initiative

M: regional. Landscape development and protection linked to particular programs or thematic agreements, such as co2 compensation, sustainable agriculture pilots or regional identity strategies.

L: network of small to medium sites with comparable characteristics that aims at growing by mimesis in order to reach a regional or national scale. It's a systemic strategy and the concept is applicable to other sites or countries.

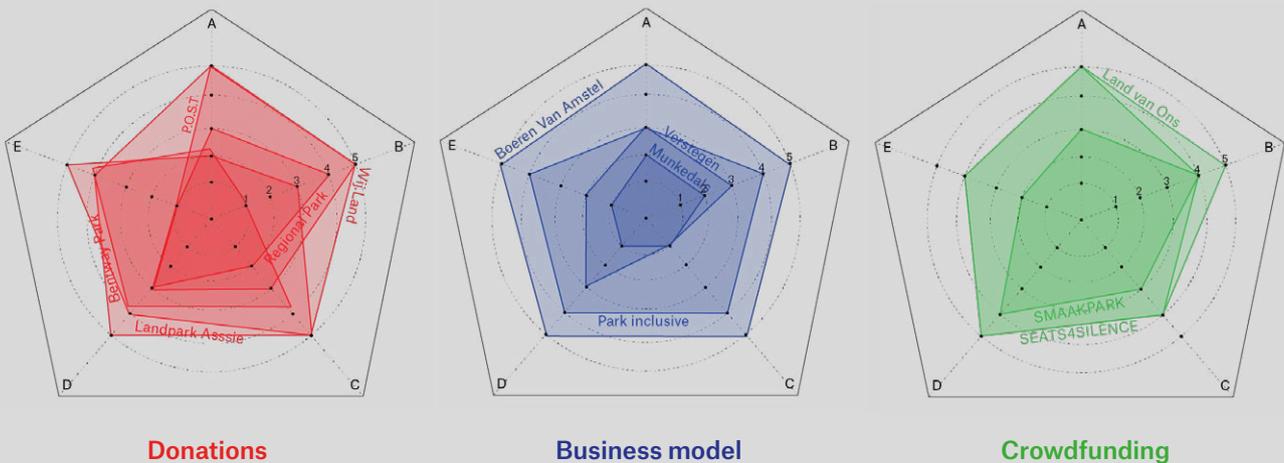
Scale of investment ■ ■ ■

S: project basis, one time investment on one location

M: program basis, investment embedded on a wider a socioeconomic goal and therefore matching other budgetary agendas (public and/or private): sustainable agriculture, restoring biodiversity, assuring air or soil quality

L: strategy basis, long term commitment between public and private stakeholders. Landscape as shared asset for both private investment/marketing and matters of public interest such as healthy urbanization and regional attractiveness.

Comparing landvestor initiatives: values



- A - landscape ambitions first
- B - landscape oriented solutions
- C - local versus global: solutions and stakeholders
- D - transparency of agreements
- E - level of shared interests between stakeholders

Reflection

From each of the 12 landvestor practices, specific inspiration and lessons can be drawn. Regarding them as a group, we make three generic observations.

1. Vision and values first

The most successful private landscape investment initiatives have a very clear communication regarding their principles and aims, and how they want to achieve them. Values that are often mentioned are quantitative and qualitative ambitions for landscape development, landscape or ecology oriented solutions, local versus global stakeholders, transparency and consistently shared interests throughout the initiative and its stakeholders.

2. Trade-offs are key

Individuals can afford high levels of idealism, but have usually a

smaller impact, while multinational companies need to make practical choices besides their good intentions but have a huge impact with anything they change in their business. In other words, it's OK to make trade-offs, but in most initiatives, a better discussion would be helpful regarding what can be expected from which kind of stakeholder, and to determine when we're looking at greenwashing or a genuine contribution. Meanwhile, the government needs to keep showing the good example, like it did in Room for the River, where investment for water safety was combined with landscape development and recreational routes.

3. Institutions can realize the potential

Citizens and companies are able to come up with attractive and innovative concepts for landscape

investment. Often, these will run into difficulties regarding the legal or planning context, or insecurity of finances in the startup phase. Governments can stimulate private landscape investment initiatives by making the right (fiscal) laws and creating financial incentives. Or they can embed private landscape investment in larger landscape development plans and area funds. Private initiatives aim for healthy urban living, sustainable agriculture and other goals that fit perfectly in governmental policies for landscape and environment. Banks and other financial institutions can help out by establishing landscape-friendly products, such as green loans and mortgages. Large institutions also have the influence to demand better quality of (agricultural) products and working conditions.



“The more you want money from the private sector, the more you have to invest into marketing and emotion. It is very important to picture your ideas, to translate landscape and its benefits for your target group”.

- Kjell Schmidt, director RegionalPark RheinMain

Learning from Rhein-Main

During the Landvestors expert meeting, online on July 16th 2020, director Kjell Schmidt shared his experience on private investments in Regionalpark Rhein-Main. Dutch landscape development experts engaged in a discussion with Schmidt about the lessons for the Netherlands.

The Regionalpark Rhein-Main is a relevant mirror for the Dutch landscape. Like many parts of The Netherlands, the German state of Hessen is highly urbanized and fragmented by infrastructures. The state has come to the conclusion that the quality of the living environment has become a crucial asset in the competition with other regions, and that makes landscape a relevant economic location factor, according to Schmidt. In size, the Frankfurt region and the park are about the size of the U16 (the region of Utrecht). The impact of Frankfurt airport on the quality of life and the economy is comparable to Schiphol in the Randstad. FraPort, the airport operations company and largest sponsor of the regional park, has announced that they will stop investing in 2021. What can we learn from Regionalpark Rhein-Main?

Park history and setup

From what we heard, Regionalpark Rhein-Main is no crucial element to Frankfurt's identity, in the way the peat meadows are to Amsterdam. Nevertheless, the park provides important leisure space for the urban agglomeration. In a growing region where each square meter is counted on twice, this is of great value. Increasing the quality and the use of the area were the main reasons for founding the park. Most of the efforts go to development of leisure infrastructure, landscape art and architecture, information, routes, visitor centers and access points. The park boundaries function as a greenbelt, which avoids urban sprawl. The park is run by a lean non-profit company with a staff of seven. The shareholders generate the yearly budget of €2,5 million. In 2020 municipalities contribute €1,5 million, FraPort €400.000, the Regionalverband €250.000, Hessen €150.000 and other sponsors account for the remaining €200.000. A club of 400 companies, who see

the park as a soft location factor, is among these sponsors.

As a comparison, the Recreation Boards in the U16 region yearly collect about €3 million to perform similar tasks, but don't work with the large park perimeter that Rhein-Main has.

The pragmatic role of FraPort

The airport has been a stakeholder of the park since 2006, "to give something back to the region" that is impacted by noise and air pollution related to air traffic. Their voluntary contribution makes sense, since the airport depends on the quality of the business climate in and around Frankfurt, and with 51% of shares owned by the state of Hessen, public goals are not strange to the company. The airport constructed a new runway in 2011, which required a public 'license to operate'. There is however also a strong personal touch involved in the sponsoring of the park. After the former FraPort director left in 2017, the park was soon informed that the company would stop funding in 2021.

Schmidt warns not to be naive when dealing with large companies such as FraPort, but also not to discard their contributions too easily as 'greenwashing'. Such companies play an important role in the regional economy (FraPort is one of Hessen's largest private employers), and it is right to safeguard its strategic interests in the area.

From 2006 until 2019, FraPort spent €17 million on the Regional Park, even though their yearly amount has been decreasing. Their new terminal building project already obtained all permissions, so that is no incentive to remain a shareholder. The outlook of FraPort has become more international over the last few



Buitenschot Park, near Schiphol Airport. Website: H+N+S Landschapsarchitecten

years, The company has invested in many airports abroad (especially in Greece). This focus away from the German region could also explain why they're stopping their support to the park in 2021. Fortunately, Hessen will compensate the loss of income. As a comparison, the Dutch Schipol Fund collected €30 million over a period of six years, but only a part of this amount was spent on landscape projects.

Discussion

An expert of South-Holland is enthusiastic about Rhein-Main and sees parallels with the Port of Rotterdam, Getijdenpark, Dunea and National Park Hollandse Duinen, as well as the Recreation Boards. Utrecht has also interesting initiatives to share and compare, such as Parkinclusive Development in and around National Park Heuvelrug. Some of the experts mentioned that despite the good practice of the airport sponsoring Regionalpark Rhein-Main, the numbers are still limited compared to the large profits that these companies make. Schmidt acknowledges that this is the case,

but at the same time Rhein Main is lucky to have larger budgets for landscape than most other regional parks in Germany. The economic success of the region has the additional side effect that it increases the development pressure of for instance business estates, which could challenge the park perimeter.

Schmidt emphasizes the importance of choosing a clear goal as a government, and being the first to allocate investments to show companies that you're serious and that there is no risk if they decide to match the public investment with a private investment of their own. Good communication and marketing of the park project is key, appealing to many values including the emotional and identity.

One expert wonders if the Rhein-Main park organisation has a strategic position for research and education, for example 'living labs or nature/food awareness programs. At the moment, the park has two research projects, one focused on agriculture (CityZen), and one about sustainable tourism (NaTouHuKi).

The experts observed that the agricultural and natural qualities of the park seem to be of less importance in the presentation. Why not invest in the landscape as a robust performative system of large natural and agricultural areas? Schmidt explains that the park does work on biodiversity, nature, sustainability and other goals, but tries to approach them through the lens of public use and values of the park.

Some experts are curious about the number of farms in the park and the willingness of farmers to operate within a park context, perhaps in the way Barcelona and Milan have an 'agricultural park'. The relation with farmers was challenging at first, Schmidt explains. Small and part-time farmers in the park area however turned out to be very interested in teaching and engaging people in agricultural practice and nature conservation. This ended up being the shared interest with the agenda of the park.



Regionalpark RheinMain. Website Hessen-tourismus.de

— **“Money goes where money is! Public spending remains a key element in stimulating private spending on landscape, even when you try to get private contributions. Because landscape, as a public good, is expected to be a public job.”**
- Kjell Schmidt

Opportunities for landvestors

After the discussion on Regionalpark Rhein-Main, about 30 experts in the area of landscape design, development and financing, both from governments and the private sector, joined three case-oriented breakout sessions. They assessed the opportunities of donations, crowdfunding and business models. Which of these options has the most potential for the Dutch landscape?

In the breakout sessions, the 12 cases of landvestors, also present in the second half of this publication, were discussed, compared and put into context. New inspiring examples were gathered and experiences shared.

The majority of the experts is trying to be a landvestor, sees landvestment as a good way to improve landscape quality, and regards a combination of donations, crowdfunding and business models as the best way to move forward. Donations and crowdfunding are nice and important, but solid public and private business models are necessary to get the job done.

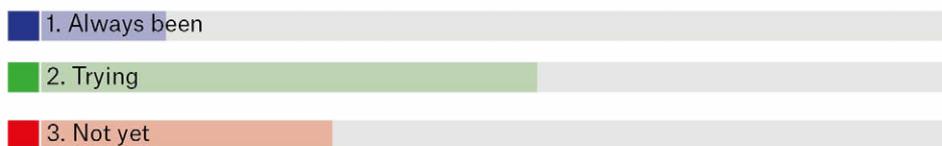
Donations

Donating is owning. This feeling of (shared) ownership is a crucial part, and the main motive for people to want to contribute, Mieke Span (City of Utrecht) explains. Therefore, donations should be explicit in the communication regarding the forms of ownership. Besides the great potential of donation, she also has the experience that, in the case of fundraising for landscape development and maintenance, the budget for the donation process is sometimes equal to the budget for the project itself. Donors, in other words, spend half of their money for their own fundraising. This is rarely taken into account, which explains why so many initiatives with small fundraising budgets fail.

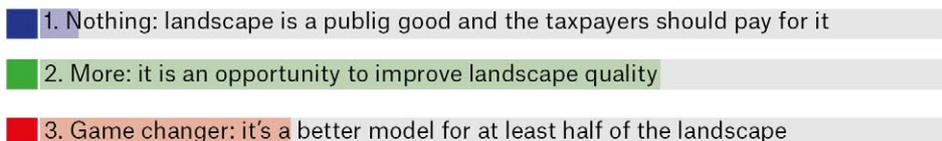
A donation process also calls for a very precise selection of the target group. Arjen Simons (Brabants Landschap) is in doubt, whether donation is the right way to finance his type and scale of landscape developments, through the group of friends and users.

Philanthropy has an archaic image in the Netherlands, despite iconic examples of Philips in Eindhoven and the port tycoons of Rotterdam. Marijn Bos (Metropolitan Region Amsterdam) discovered that there are still some pure philanthropics left in the country. For example that gentleman who bought 10 ha of land in the Waterland area North of Amsterdam, because he felt connected to it in a personal way.

Do you consider yourself a Landvestors?



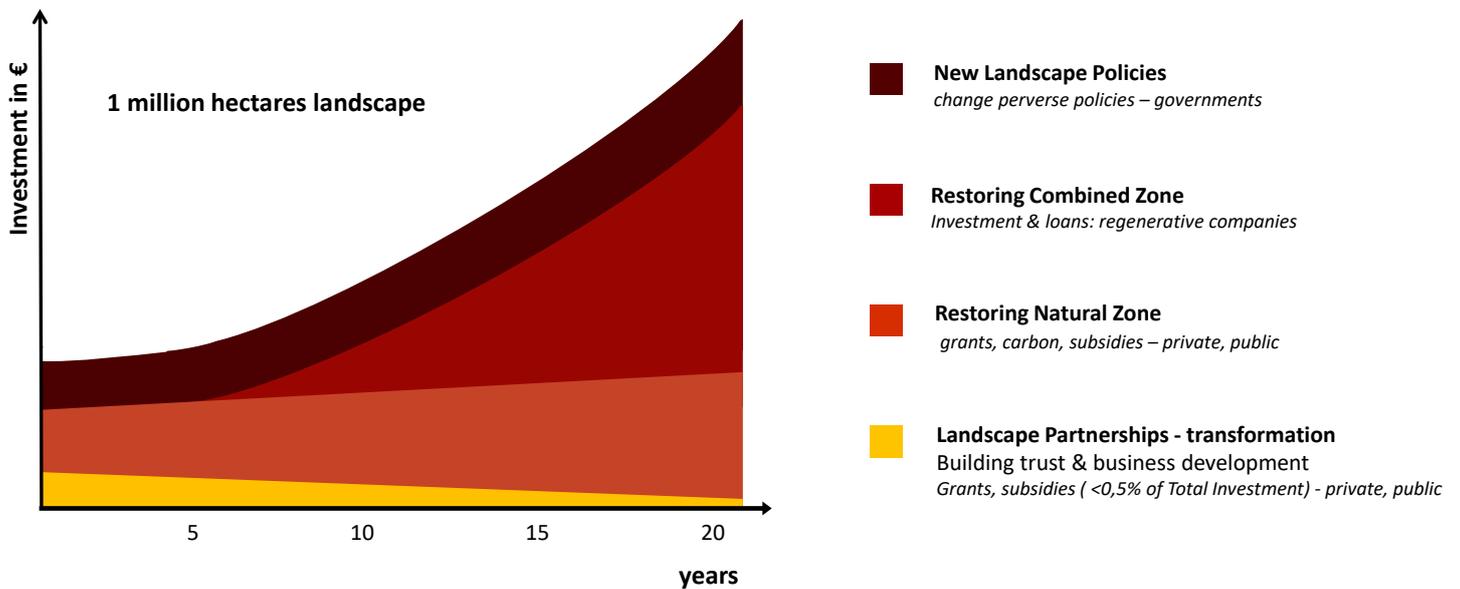
What should we expect from Landvestment?



Which model is the most suitable for the Dutch landscape?



Financial leverage over time within a landscape



Commonland, investment timeline. Graph: Commonland

He also mentioned the area funds of the MRA, with some success in raising funds from enthusiastic citizens. Big companies, for example in the financial sector of Amsterdam, however, are not easy to convince to participate in these funds, politician Job Cohen discovered in his round of interviews in 2019. Perhaps for a lack of visibility and scale of the projects. Harma Horlings (Staatsbosbeheer) mentions the independent Buitenfonds foundation, where big companies such as Shell and Microsoft are financially stepping aboard in landscape programs that the government can not afford anymore. "Yes, it can look like greenwashing - we can all imagine the CEO planting a tree in front of a television camera." But the companies commit to a 12 year contract, which is something we don't expect from the public sector these days.

David Kloet (Karres & Brands landscape architects) questions the small scale of many donation-based initiatives. Many larger rural landscapes, the non-weekend destinations, are in desperate need of a renaissance. How can we scale up

the donation model to this end? Willemijn de Jongh (Commonland) reminds us that donations are a good tool for family-owned businesses. Commonlands 20 year landscape regeneration projects often use donations as part of the financing mix. It is quite a long timeline compared to most crowdfunding and business models. "Long term landscape planning is a good match with family businesses, which have a multi-generation perspective, and which do not get scared of long term investments."

— "Long term landscape planning is a good match with family businesses, which have a multi-generation perspective."
- Willemijn de Jongh

Crowdfunding

Public engagement is essential for sustainable investment, use and maintenance of the landscape on the long run. Crowdfunding initiatives are therefore great examples to look at and learn from. The experts wonder how the crowdfunding can scale up in volume, spread over a larger area, and go viral online and offline. We also discussed the importance of a clear concept and identity of landscape programs or strategies, a key element in any marketing campaign in order to engage people, make them political and to create a jumpstart.

When a landscape initiative is run by a complex network of stakeholders, clear communication can sometimes become an obstacle, explains Eline van der Veen (Seats4Silence). Crowdfunding, some experts think, might be an instrument to make landscape development more democratic: governments and NGOs could use it to get popular ideas and topics on the landscape and financial agendas.

Bertus Cornelissen (Utrecht Province): "The most interesting thing about crowdfunding is that



Nationaal Park Utrechtse Heuvelrug. Website: www.regio90.nl

it connects people, both from the city and rural areas. Apart from the funding, which is sometimes limited, this potential of connecting social groups is an important result of crowdfunding.” Seats4Silence, an initiative that connects rural property owners to urban workers in need of a quiet workspace in a green environment, shows this aspect very well.

In a time when urban regions experience a large growth in housing, offices and other facilities such as energy production, the need to connect urban dwellers to the surrounding green areas is growing as well. The Corona-crisis has amplified this need for a green and attractive living environment even further.

The experts emphasize the personal connection to landscapes close to the city. “If you invest as an individual in a project, it is your personal choice, demonstrating a powerful involvement in that landscape.”

Precisely this personal touch, paradoxically, often makes it difficult to combine these projects into larger programs, to scale them up and make them stable on the long term.”

— **“The most interesting thing about crowdfunding is that it connects people.”**
- Bertus Cornelissen

Business Model

Investing in landscape as part of a business model is an attractive idea for several reasons. It not only demonstrates a healthy interest of companies in their surroundings and community, but also breaks with the traditional idea that landscape is a cost instead of a great source of added values. Could business models help develop Dutch landscapes?

Martine Sluijs emphasizes the lack of government funding to maintain National Park Heuvelrug (Utrecht). In the context of a yearly deficit of €1,5 million, investing in the park for the long term sounds like a luxury. Stakeholders around the park seriously look for business models, such as in the housing and recreation industries. Sluijs believes that only scaling up such business models to the scale of the landscape unit itself will make this a success. In this area, collaboration between a larger variety of financers and other stakeholders should be organized.

Joost Hagens and Leo Pols strongly agree, but add that in any case there will always be a need for public funding of the landscape. And there is a paradoxical effect of turning



Landvestors Expert Meeting, July 2020. Photo: Vereniging Deltametropool

a park into a network of business models including parking fees, restaurants and leisure: these tend to occupy more and more space and promote the idea that we need to continuously consume our landscape in order to afford it. A big question is therefore how to organize broader partnerships, with better cooperation and collaboration among investors as well as the owners and users of the land. A solid financial vehicle is needed on the scale of the landscape, which involves different sources of private and public financing. Landscape-inclusive urban development might be another way to involve businesses, such as real estate developers, in landscape projects. Leo Pols, with his colleagues at the Environmental Assessment Agency (PBL), works on new taxation and compensation models for CO₂ and recently also nitrogen emissions. While carbon mostly accelerates climate change, nitrogen is responsible for unhealthy air pollution near infrastructure and ecological damage near livestock farms. If nitrogen would enter the same taxation and compensation

system as carbon, it could motivate landscape investments. Paul Gerretsen reminds that such systems are merely an attempt to deal with the problems we created in the last 50 years. "We should do much more and anticipate." As a cultural landscape, almost the entire Dutch territory is made for a purpose, often to produce an income. The side effects can no longer be ignored. In the 17th century, there was still a balanced mix of culture and basic nature functions, a balance which is barely present nowadays. Perhaps only radical change can bring us back to such a balance. If a large part of the Dutch landscape were owned by the state, province or a municipality, public entities would take away the burden of the high land price from farmers and stimulate more sustainable land management. Crowdfunding initiatives such as Land van Ons already experiment with land co-ownership by citizens.

— "There are still some pure philanthropics in the country. [...] We should appoint an ambassador to gather CEOs of large national companies, defying them to sign a declaration and co-finance, with the national government, a concrete plan on improvement of soil, biodiversity and landscape, inspired by the existing Deltaplans."
- Marijn Bos

Grand reveal

At the end of the expertmeeting, not a single type of landvestor is revealed as the ideal solution for the Dutch landscape, which is desperately in need of additional funding and stewardship. Instead, experts agree that the largest potential lies in combining business models, crowdfunding and donations with existing and new public funding for the landscape. Lessons from all landvestor models, including opportunities and pitfalls, need to be taken into account to make it work.

Awareness

Public awareness is necessary to build up a critical mass for any initiative of landscape development. Communication and marketing can obviously help to achieve this. Successful examples are the OERR campaign by Natuurmonumenten - targeting children and their parents with the idea that playing outdoors and getting your hands dirty is fun, and the recent crowdfunding campaign by Land van Ons that went viral. Even better, however, is the lip service of a growing group of politicians and CEOs, who point at the importance of an excellent living environment and landscape, for a broad concept of wealth: including both economy and quality of life. They affirm that we are all responsible. No leading company can afford to lag behind if this becomes the mainstream attitude. In this 'new normal', joint projects and area funds can be more easily developed. A clear communication of the landscape development process, and possibilities to contribute as small and large stake- or shareholders is a key to success.

Ownership

In all three landvestor models - donations, crowdfunding and business models - a sense of ownership is a crucial trigger. Ownership reflects both on the moral side of care, engagement and responsibility as well as the legal side of power and control. As a citizen, institution or company, the awareness and sense of urgency as described above can stimulate action if the conditions

are favorable. Companies for example can show moral ownership by setting higher environmental standards of production and supplies, investing time and money in community activities in the direct surroundings and focusing Corporate Responsibility funds towards the landscape. At the same time, citizens can increase legal (co-)ownership of the landscape by participating in land trusts, cooperatives and crowdfunding initiatives for nature development and landscape inclusive farming.

Public initiative

An important condition for these forms of ownership is the clearly visible initiative of public entities in landscape development. On the one hand, the devestment of the national government in landscape projects, since 2010, has been an important reason for citizens and some companies to become landvestors. On the other hand, scaling up landvestment initiatives seems only viable through strong partnerships with local, regional and national governments. All experts we spoke with agree that landscape, being a public good, should always (partly) be shaped, facilitated, coordinated and developed by public entities and funds. The government is the largest land owner, and public involvement is necessary to represent all social groups of landscape users, not all of whom are able to contribute as a landvestor. Governments can also improve legislation to stimulate landvestment and create space for a variety of forms of collaboration.

Long term and big scale

Besides showing the way and performing their democratic duty in taking care of a public good, public entities have the power to guarantee continuity of development programs on the long run, and back them by tax payer money. Even during economic crises, such as the coming Corona recession, governments can opt for landscape financing from reserves and bonds on the capital markets. The work by Commonland shows that also for landscape developments with a private funding, longterm engagement (20 years) is very important, and over such a period a changing mix of investors can help a project to scale up.

Large corporations, as we have seen in the examples of Big Tech in the Peninsula Open Space Trust of Silicon Valley, the airport in Regionalpark RheinMain and Shell's investment in Dutch forest projects, have their own strategic interests. As supersized landvestors, in principle they can be a great ally. In practice their commitment ought to be evaluated in a larger context. Is the amount they contribute proportional to the positive public image and license to operate, tax cuts and building permits they receive? Experts agree that most of them could easily afford to do a lot more. Especially family-based firms, not run by the shareholders, seem promising, since they have by nature a long-term multi-generational perspective, and often a tradition of maintaining relationships with their surroundings.





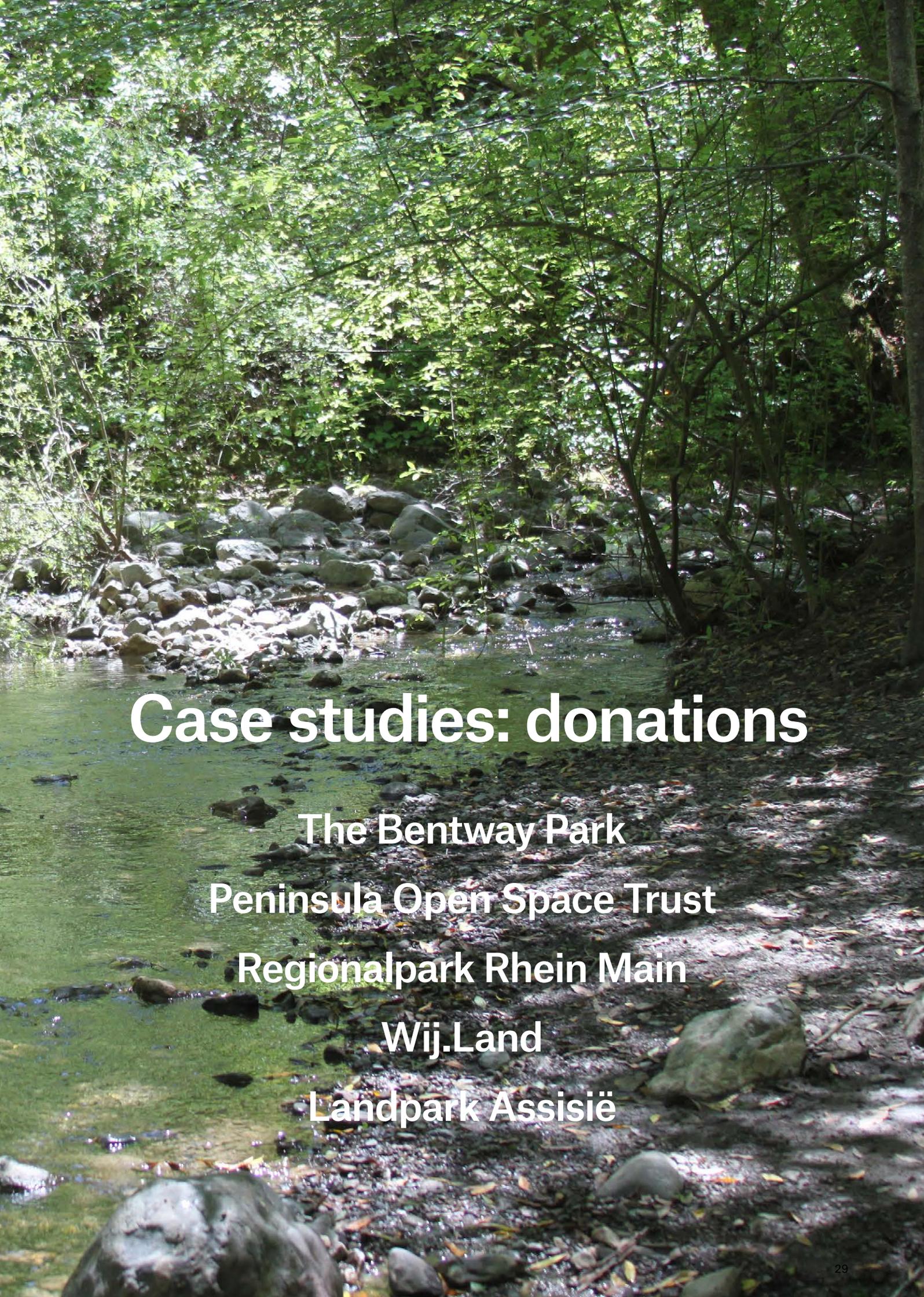


Adobe Creek, Palo Alto, California

"Landscape is Corporate Identity" Blind-Spot, Deltametropolis Association, 2016

The Adobe Creek in Palo Alto, California, was the inspiration of Charles Geschke and John Warnock for when they started their software company Adobe Systems in December 1982. Made from earth and organic material, 'adobe' was one of the earliest known building materials in the region. Based in the San Francisco Bay Area (San Jose) with over 13,000 employees worldwide, the company positions itself as a sustainable enterprise. It is among the larger contributors and supporters of the Peninsula Open Space Trust (POST), which buys and maintains land to protect the famous redwood forests and creeks in the region. This way, Adobe guarantees the quality of life for its employees in the future, as well as the preservation of the creek that gave the company its name. One of Adobe's inventions, the PDF, has been used over 50 billion times worldwide. The company claims that a digitally signed PDF has a 91% lower ecological footprint than the same document would on paper.

Photo: Dan Gregson, Flickr CG, 2011



Case studies: donations

The Bentway Park

Peninsula Open Space Trust

Regionalpark Rhein Main

Wij.Land

Landpark Assisië

Bentway Park

 Bentway Park - Toronto

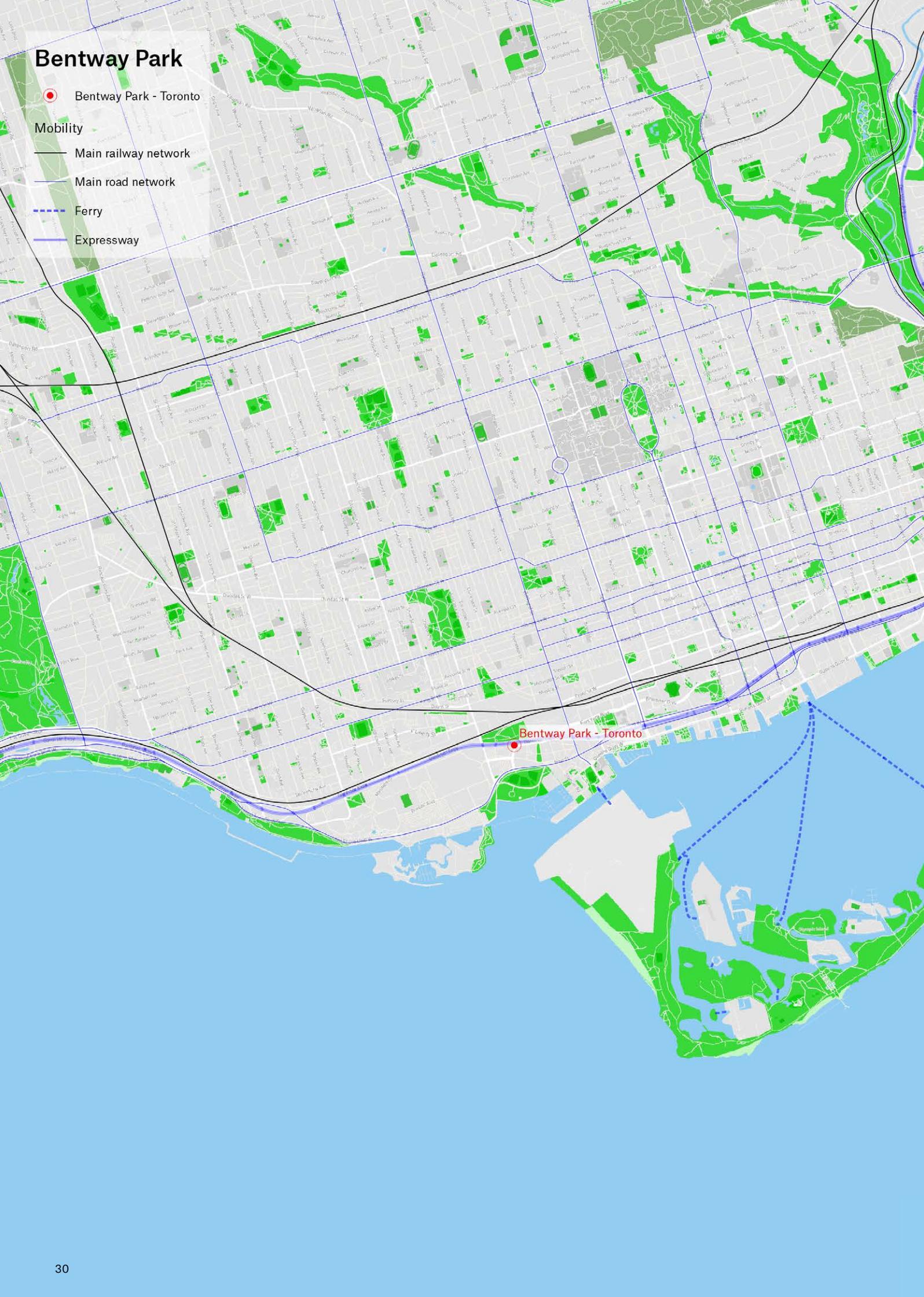
Mobility

 Main railway network

 Main road network

 Ferry

 Expressway



The Bentway Park

Like many cities, central Toronto had its own elevated highway project in the 1960s, the Gardiner Expressway. For decades, the residual space underneath was not used, and the experience of this historically important site was not possible. The need for park space and quality of life have become important items in the planning debate of the city since the 2000s. Since the construction of the Gardiner in 1966, the space remained off the radar until planner Ken Greenberg recognized its potential. After years of studying the space underneath the expressway, including a prestigious competition with famous design firms such as OMA, West8 and BIG, a large donation made it possible to envisage realization of the Bentway Park in a matter of years. The new innovative public space of 1,75 km long was proposed in 2015, and in 2019 it opened its doors to the city's growing population.

Rediscovering history

The area surrounding the Bentway Park is layered with a rich and important history. The site sits on the traces of the former shoreline of Lake Ontario, once an important junction for trade and a gathering place for Indigenous peoples, including the Haudenosaunee, the Huron-Wendat and the Metis. It is also the site of the Treaty lands of the Mississaugas of the Credit. These lands are part of Fort York National Historic Site, which is recognized by the Government of Canada as being of national significance, yet until recently rather inaccessible in the middle of the elevated highway complex. Considering the great potential of the area yet still to be explored, the philanthropists Judy and Wilmot Matthews decided to approach the Mayor of Toronto, John Tory, with a remarkable proposition: a \$25 million donation to transform the neglected land under the expressway into a new central park for the city, designed by PUBLIC WORK.

The rhythm of the concrete columns, according Greenberg, resembles the famous colonnade of Palmyra, "and we got that for free". The Bentway Park offers activities and events throughout the whole year. It also includes gardens, skate trail, recreational amenities, public art, special exhibitions, theater festivals, musical performances and more. Its programming is accessible and participatory, it aims to explore the site's unique histories, features and possibilities.

The organization

The initial phase of the park project covers the area from Strachan Avenue to Bathurst Street, serving seven local neighborhoods with more than 70.000 residents. The park provides these communities with a gateway to the waterfront, while providing all Torontonians with access to important attractions and destinations of the city such as: Fort York National Historic Site, Ontario Place and Exhibition Place, the Harbor front Center and the CN Tower. Today, the Bentway Park is maintained, operated and programmed by the Bentway Conservancy, a collaboration of a range of city-builders and experts including the city of Toronto, Toronto Waterfront, Judy and Wilmot Matthews (the co-founders), Ken Greenberg Consultants, PUBLIC WORKS, Fort York National Historic Site and Artscape. On their website, the Bentway Park affirms to be a proud member of the High Line Network, an international network of projects that transform industrial infrastructure into new urban landscapes. Half of the conservancy's budget, \$4 million in 2018, comes

Bentway Park, 2015

Type of organization: foundation

Landscape focus: metropolitan landscape, residual infrastructural space

Scale: 1,75km long

Contact:
<https://www.thebentway.ca/>

Financing model: private donations and public subsidy

the bentway park

donation



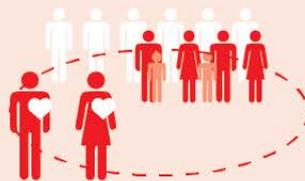
urban park downtown Toronto
rehabilitation of residual area under expressway



investment from philanthropists Judy and Wilmot Matthews: €25.000.000



private public agreement: generous tax benefits and concession of co-ownership



private public alliance of various stakeholders: 'Bentway Conservancy'
and part of the international 'High Line Network'



The Bentway Park. Photo: Wyliepoon, Flickr CC, 2018

from start-ups operating funds, one fourth from donations. The other fourth comes from different groups such as government grants, corporate partnerships, event rentals and others, as well as interest earnings. Half of the budget is being spent in programming, visitors' experiences and facilities, marketing and development. The other half goes to staff, administration and other overhead costs.

Lessons learned

The right money at the right time in the right place: The Bentway Park obviously shows the power of philanthropy to accelerate a plan for something that a city desperately needs and wants. In the years before the main donation by a wealthy couple in Toronto, a crucial role was played by a city planner who had warm connections with the city's institutions and politicians. The program is a striking example of joined forces between public, semi-public and private entities; it also combines subsidies with donations on both national and international level (Highline Network).

An interesting point that we couldn't fully figure out is how the motivations of each party get to be accommodated in the general goal of the initiative and to what extent the outcome benefits public or private interests.

Philanthropy in Canada is commonly rewarded with generous tax benefits and in this case also with a model of co-ownership. The details of this public-private arrangement are not easily accessible and might be worth exploring.

Regardless of this lack of transparency the plan is a great example of strategic urban development. The rediscovery of residual spaces around, on top of, or underneath existing infrastructure can be a gamechanger. Such places are often difficult to develop viably into real estate, but provide existing structures, even roofs, for public activity in terms of sports, culture, open air markets, fairs and leisure. "You just need to find the space." The Bentway shows that landscape investment projects are not only possible in the usual green areas outside of the city, but also in places where you would least expect them. The central location provides opportunities to engage various urban communities, also those who cannot donate money, but may have some time to spend in voluntary activities.

Potential

There are many residual spaces waiting for better use and development. With the right physical access, societal public/private initiative and funding, a project

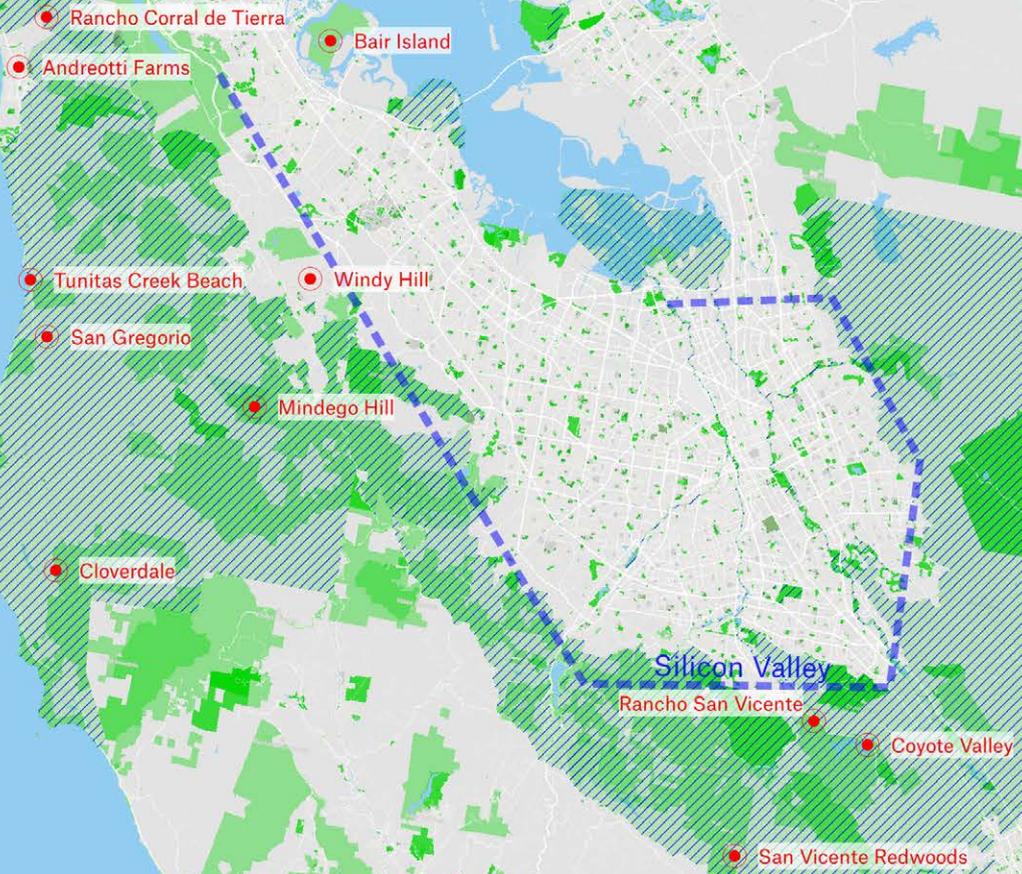
can be realized within a few years. International groups such as the Highline Network make it easy to learn from each other's practice and share experiences, also concerning finances. There are many iconic and historic examples to learn from, from the Promenade Plantée in Paris, the temporary use of the Minhocão expressway in São Paulo, to the celebrated Highline in Manhattan. Dutch examples of this type are often brought about in the public sphere, such as Roel Langerak Park in Rotterdam, which includes a highway flyover area. Or semi-public, as in the case of the Hofbogen, also in Rotterdam. The Corona crisis has made citizens and local governments very aware of inner city green spaces and opportunities to increase them. Joining efforts with urban climate, health and recreation programs can help to realize new initiatives. The role of philanthropy is not very prominent in contemporary Dutch culture. An older generation of philanthropic funds is still financing current projects, for example by foundations such as Verre Bergen, which spends the yearly interest revenues on 20th century gifts of port-related enterprises in Rotterdam. How can we find and engage the new generation of millionaires, for example in tech and finance?

Peninsula Open Space Tust (P.O.S.T.)

● P.O.S.T. locations

--- Silicon Valley

/// Priority Conservation Areas San Francisco Bay



Peninsula Open Space Trust

The Peninsula Open Space Trust (POST) is a donation platform that aims to buy natural land in the busy (and expensive) San Francisco Bay Area, and preserve it as a landscape network for the benefit of the different communities, the environment and the economy. Founded in 1977, POST protects over 31.500 hectares of permanent open spaces, farms and parklands in the areas of San Mateo, Santa Clara and Santa Cruz counties, in the San Francisco Greenbelt area that is very sensitive to urban sprawl. POST accepts donations from private individuals, companies, foundations and grants. Some big actors of the Silicon Valley are actively participating, such as HP, IBM, Google, Microsoft and Adobe. Apart from a green image, these companies also acknowledge the need for an attractive landscape as a location factor, in order to retain their highly contested knowledge workers.

Regional collaboration

Besides POST, many other land trusts are active in the Bay Area. To achieve their goals, they all typically set up partnerships with both public and private parties. The Peninsula Open Space Trust has managed to collaborate with the National Park Service, The Coastal Conservancy and the U.S Fish and Wildlife Service. In the private sector, foundations of companies such as the Hewlett Foundation, the Silicon Valley Community and the San Francisco Foundation have joined. The regional planning context of the entire Bay Area (population 7 million) is of great importance, in terms of landscape, transportation, urbanization and greenbelt policies. Like the Netherlands and unlike Paris or London, the Bay Area does not have one metropolitan authority. The Association of Bay Area Governments (ABAG) currently includes public representatives

from 100 cities in 9 counties, and the State of California. For the topic of landscape specifically, there also exists the Greenbelt Alliance, which monitors construction plans and other activities that might be incompatible with the greenbelt function. And there is the Open Space Council, which promotes the conservation, accessibility, routing and educational/leisure activities in Bay Area landscapes. The Council network maintains thousands of kilometers of routes and supervises publicly accessible parks. When it was established in 1990, land trusts and public authorities were still struggling, so the first activities were to collaborate on better financing, making regional maps and sharing tools and innovative methods.

Today, the Open Space Council has members from 65 public authorities, small land trusts and national leaders in the field of landscape conservation.

Peninsula Open Space Trust, 1977

Type of organization: NGO

Landscape: metropolitan landscape, greenbelt (agricultural, forest, beach)

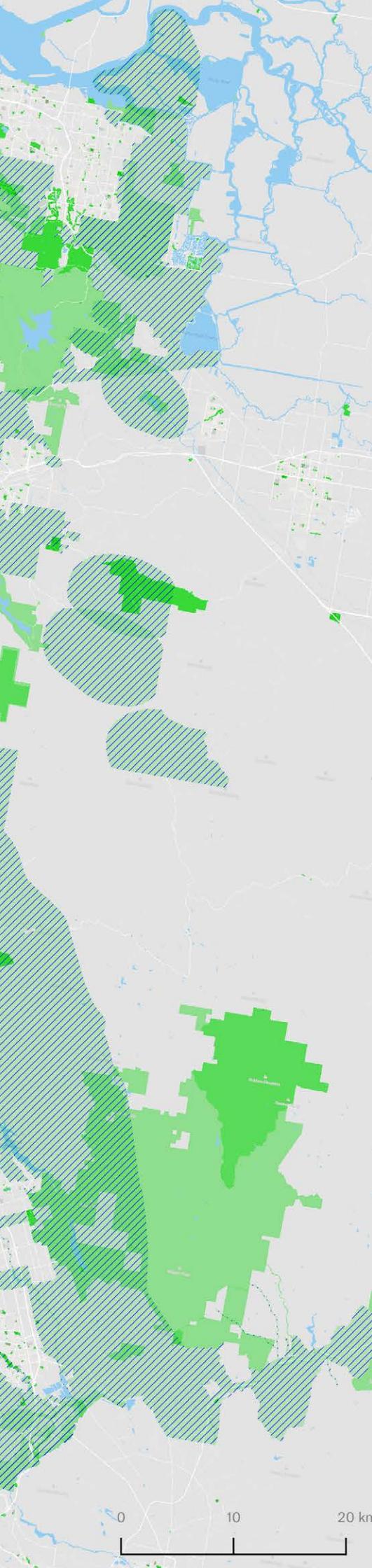
Scale: +- 31.600ha

Contact:
<https://openspacetrust.org/>

Financing: private donations

Donation

An important capability of the land trust is to have enough liquidity at the moment when important areas of land become available for purchase. Today, POST works on 11 project areas throughout the Bay Area, such as farms, islands, ranches or beaches. These are supported by more than 6.000 donors. The publicly available financial reports state that POST's capital and yearly budget have grown steadily in recent years. Their assets, half of which concerning investments and a third concerning land, grew from \$275 to \$315 million between 2016 and 2019. Yearly revenue, most of which are contributions and grants and about a fifth comes from interest



P.O.S.T

peninsula open space trust
donation



network of protected land around the san francisco bay area (~32 ha)



investment from philanthropists, governmental institutions and silicon valley companies



private public agreement: tax deduction for investors; land permanently managed by public agency



task #1 identify and prioritize
evaluate property's conservation value



#task 2 protect properties
acquire land
conservation easements



task #3 partner and transfer
land for permanent management



Silicon Valley. Photo: Jitze Couperus, Flickr CC, 2018

and dividends, grew from \$31 to \$32 million. Of its budget, POST spends 75% on programs, 16% on fundraising and 9% on management and support. As soon as land is bought by POST, it is protected. After a transition period with the POST stewardship team the land is transferred to a public agency for its permanent management.

Lessons learned

Collaborate: preserving and developing landscape structures of a certain scale in complex and dynamic metropolitan areas is only possible with the help of regional public and semi-public entities. Collaboration with NGOs and other land trusts for political and financial leverage, sharing of knowledge and experience, and agenda setting is necessary. Public-private partnerships can create a more robust and resilient financing for landscape.

Combine interest: POST demonstrates how the conservation of natural and cultural heritage areas can be combined with recreational and educational use of landscapes. They also offer large companies a way to invest in the local community and improve their image and license to operate.

Adapt the tax system to stimulate donation: The USA tax system allows for more deduction of donations regarding for example land trusts. This means that donating becomes cheaper for companies and citizens, and that the government matches all money spent on donations without determining exactly on which that money is spent (they trust the donors). This is a big difference with the Dutch situation, where another type of accountability is expected from government spending and less opportunities are given for donations to guide landscape investment.

Potential

The numbers of the many land trusts in the Bay Area are impressive at first glance. But how can we judge their effectiveness and transport lessons to the Dutch context? The effectiveness in the Californian context is clear. At the current rate, they will have the proposed greenbelt complete in a matter of decades. On the other hand, if we take into account the accumulation of capital by big tech companies in Silicon Valley, who increase their stock value by the billions each year, the POST

balance sheet is dwarfed. A single one of those companies could easily finance the entire greenbelt at once. So it is clearly a matter of what we can or should expect from private companies in a certain context, as consumers and inhabitants, and what they expect from each other in the regional competitive business culture. Clichés have it that American companies and citizens donate more because their governments don't invest in common goods like landscape, and they have a more favorable tax regime to do so. This is far too easy. California has a progressive government, both in terms of investing and taxation. Let's make a comparison with the Dutch land trust Natuurmonumenten. In 2017 individual donors raised €32 million to help conserve and manage 107.000 hectares of land, while the contribution by companies was only €0,8 million. Big tech, big finance and big trade in the Netherlands are not sufficiently on board.

Rhein Main

Regional Park Rhine Main: perimeter route

• Cities in the vicinity of the airport Frankfurt am Main

✈ Airport Frankfurt am Main

Airport Frankfurt am Main: noise contour

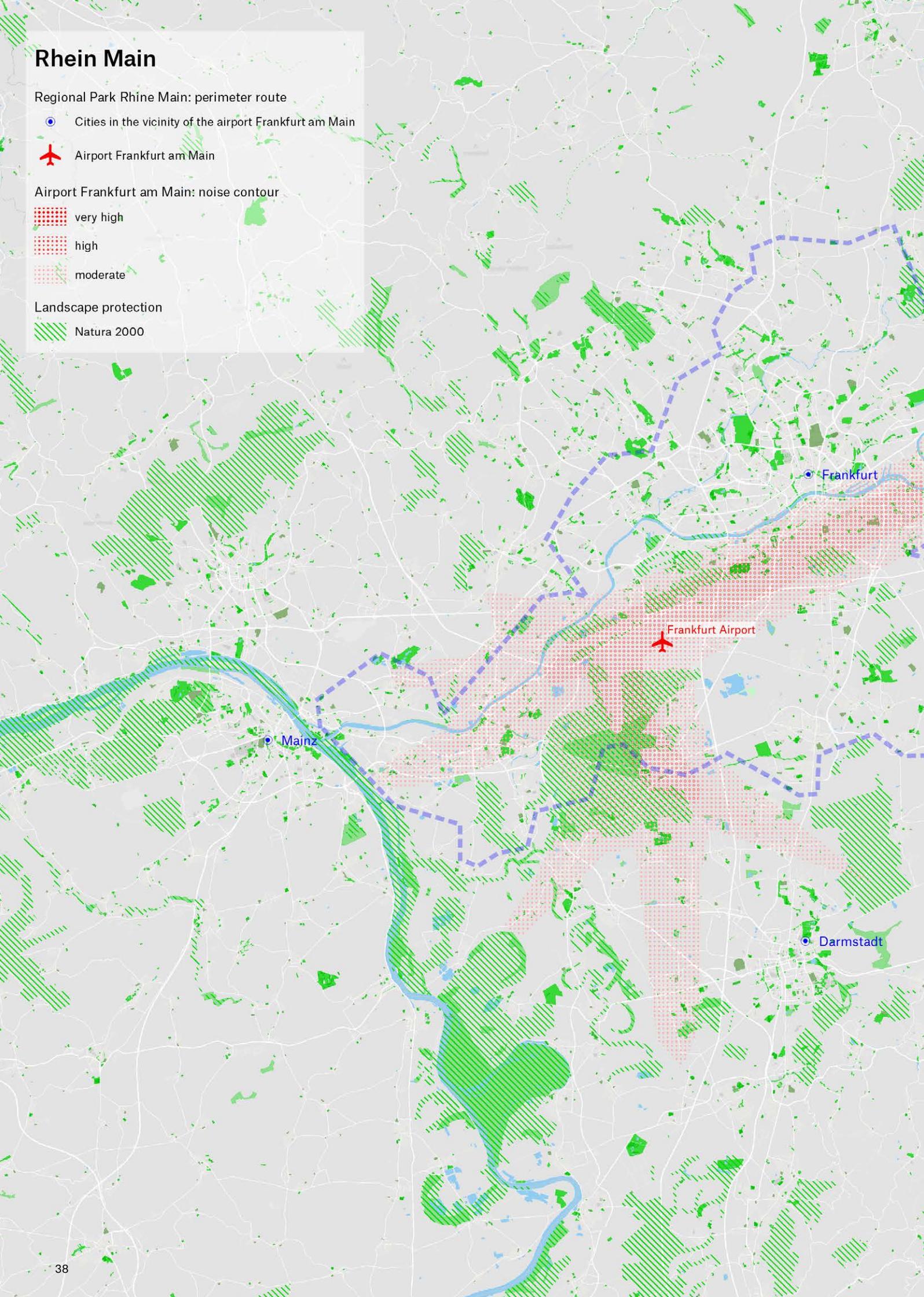
very high

high

moderate

Landscape protection

Natura 2000



Regionalpark Rhein Main

Frankfurt am Main is known as Germany's financial capital, with its high-rise buildings, banks and airport hub. The region also offers beautiful landscapes, history and recreational opportunities. These qualities are preserved, developed and linked by the Regionalpark Rhein Main. The park was founded with the idea of protecting the open space between the urban areas in the Rhein Main agglomeration and improving the synergy between nature, agriculture and recreation. The idea of a regional park for the Rhein Main area originated in the early 1990's. At that time, regional planning was primarily intended to limit urban expansions that would come at the expense of the landscape. This was accomplished by designing so-called green areas and strips to protect open spaces between settlements. Since then, many municipalities have joined the park organization. The budget of the park has had public and private contributions, including the Frankfurt airport operator company.

Metropolitan setting and organization

Based on the idea of green strips, the concept for a regional park was developed by the regional organisation Umlandverband Frankfurt. Since 2005, the organisation Regionalpark Ballungsraum Rhein Main has taken over coordination of the park. The Frankfurt Rhein Main Regional association has about 2,3 million inhabitants spread over 75 municipalities and an area of almost 25.000 km². The Regionalpark is supported by 15 partners, including 7 Landkreise (districts) with 123 municipalities, the Regionalverband Frankfurt Rhein Main and the State of Hesse.

The area covered by these different partners counts more than 3 million inhabitants. Preserving and valorising the landscape as important quality of



'rundroute' www.regionalpark-rheinmain.de

the region is central to the design and development of the Regional Park. Researchers recently concluded that Regionalpark Rhein Main is not appropriately institutionalized to serve as an effective regional greenbelt, resulting in localized initiatives and the delegation of greenbelt planning to municipalities (McDonald e.a., 2020).

Network

The regional park is conceptualized as a combination of networks: natural, cultural and recreational. Through attractive routes, forgotten parts of the regional landscape are made accessible and perceptible. The route network guides visitors through ancient rural landscapes, idyllic places, industrial heritage and important historic gardens and sites. The routes are designed with respect for the local environment and nature and in order to stimulate experiences of both young and old. More than 200 projects have been realized so far and the park's route network extends over 1.250 km.

Regionalpark Rhein Main, 1991

Type of organization: public

Focus: metropolitan landscape

Scale: 25,000km², 2,3 million inhabitants, 75 municipalities

Contact: Kjell Schmidt
www.regionalpark-rheinmain.de

Financing model:
subsidies, annual contributions and private investors (including environmental compensation)

Read more: Sara Macdonald, Jochen Monstadt & Abigail Friendly (2020): From the Frankfurt greenbelt to the Regionalpark RheinMain: an institutional perspective on regional greenbelt governance, *European Planning Studies*

regional park rhein-main

donation



recreational routes



landscape protection rhein-main



prevention of urban sprawl



Dachgesellschaft
7 Landkreisen
State of Hesse
European Union



Frankfurt airport

Region
FrankfurtRheinMain



Frankfurt
Airport



Frankfurt am Main Airport as main sponsor of the park: shared interests with the region



#1 regional routes: 190 km 'rundroute'



#2 iconic heart: 'Flörsheim - Weilbach'



#3 urban greenbelt: Frankfurt



Regional Park Rhein Main. Photo: Sergei Gussev, 2019 - Flickr CC

Lessons learned

Regionalpark Rhein Main is financially supported by 15 partners, including 7 Landkreise (districts, including 123 municipalities), the Regionalverband Frankfurt Rhein-Main, and the State of Hesse. Each shareholder pays an annual contribution of €75.000. In addition, the organization receives a State subsidy of €150.000 and contributions from third parties. Frankfurt Airport is the largest supporter of the Regional Park, with an annual contribution of €800.000 and a total amount of 17 million invested by 2019. The annual spending in projects has been around €2,4 million.

An important factor in the development of the park, is the German environmental law, which requires the responsible actor to compensate for green space destruction. In this case, the extension of the airport has yielded large investment in the Frankfurt Greenbelt and the Regional Park. Recently, however, the airport has announced to reduce the contribution to €400.000 in 2020 and withdraw as contributor altogether in 2021. In the Netherlands, similar legal and strategic factors should be taken into account, when large companies such

as Schiphol Airport become partners in landscape development projects.

Potential

The Regionalpark Rhein Main is an example of strong conceptual scaling and landscape network planning. After a few decades, the area already includes many designated natural and cultural landscape entities, including the Frankfurt greenbelt. It is questionable whether this would have been possible without such a strong public initiative. It seems that it is possible to engage important private economic actors in landscape investment, such as the airport, as long as the laws stimulate or require this. An additional factor has been, that because of the airport extension and noise pollution, the company has had an incentive to invest in a regional license to operate, a good image. Furthermore, as Kees Christiaanse concluded in his book *Noise Landscapes* (2017), airports and large landscape projects share a common goal and enemy: they need to contain urban sprawl in order to maintain themselves. Developing the airport and landscape network of the future should therefore be an integrated challenge in the Netherlands, including public and private stakeholders.



Photo: Sergei Gussev, Flickr CC, 2018

Wij.Land (Commonland)

● Wij.Land | Commonland locations

▭ Region Amstelland

Agriculture

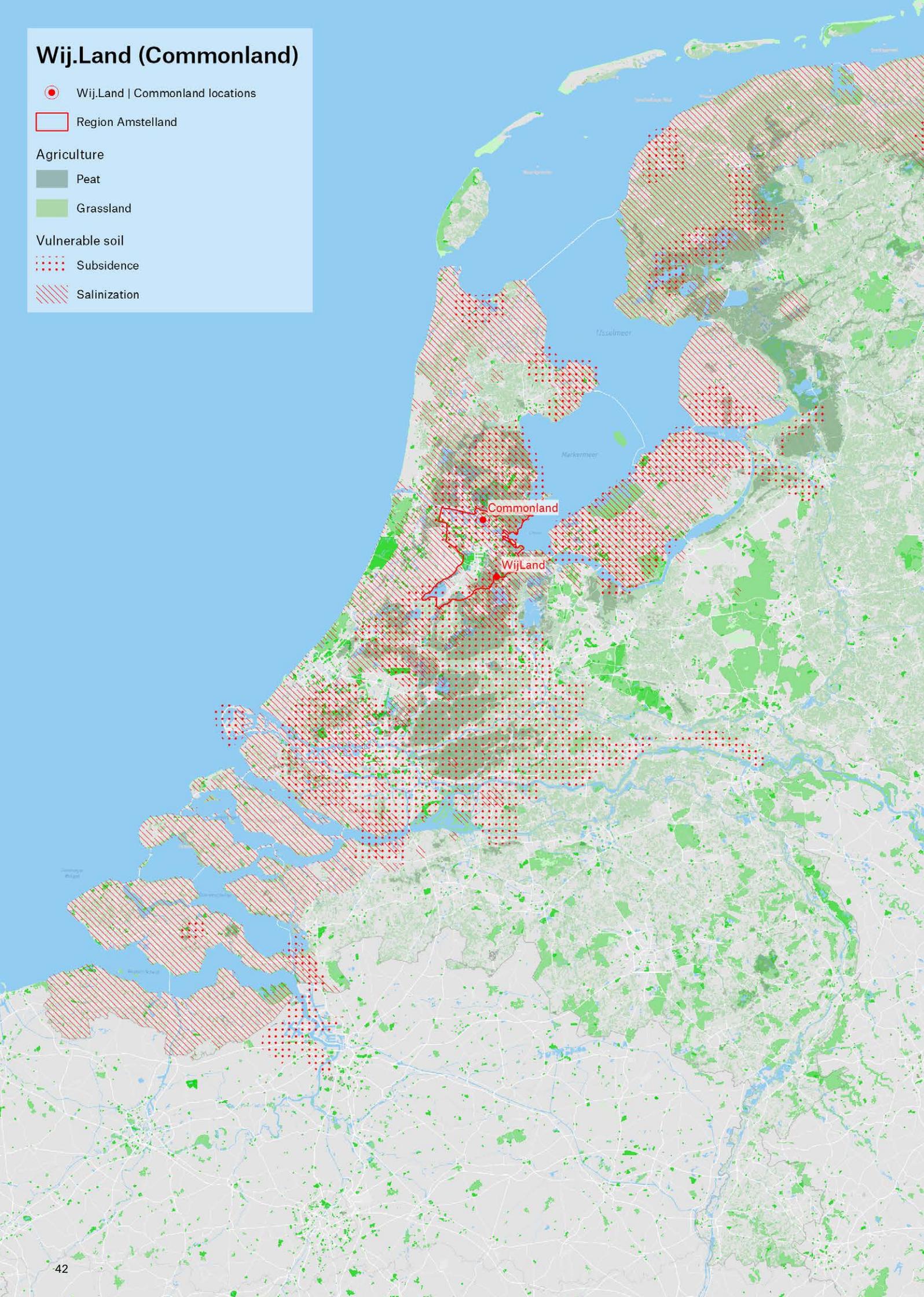
■ Peat

■ Grassland

Vulnerable soil

▨ Subsidence

▨ Salinization



Wij.Land

The Netherlands looks quite 'green' on the map, but its ecosystem is heavily degraded. Biodiversity is dropping, especially in the countryside, while the peat soil in the West of the country subsides by roughly 1 cm per year and emits large quantities of CO₂. Since 2017, Wij.land promotes the landscape restoration of the Green Heart and Dutch Water Line area (Nieuwe Hollandse Waterlinie), areas characterized by over-intensification of livestock farming. More than 7 million people inhabit the West of the Netherlands. Wij.land was founded by Commonland, an international organization based in Amsterdam that has initiated large scale international landscape restoration projects. Its philosophy includes four returns: inspiration and social, ecological and financial capital; and three types of zoning: nature, a combined zone of sustainable farming and ecological recovery, and an economic zone (including urban and business functions). The commitment to the landscape recovery is 20 years.

Linking learning to farming

The Dutch postcard landscape of the peat meadows has been the subject of dozens of studies and visions, while few of them actually led to concrete action. Wij.land collaborates with experts on topics such as soil, herbs and nutrient cycles, who give advice to farmers. The next step is to organize experimental pilot projects, in which learning and doing are combined, for example regarding herb mixes in the field, bokashi fermentation of mowed grass and worm compost. An important result from the pilot projects is the Regenerative Agriculture Model, in which farmers produce somewhat less milk with a different type of landscape management. This model is continuously improved by the farmers and experts, until it is proved to be effective and viable. But we will have to collectively Some proof-of-practice already exists

among individual farmers today, but it is far from mainstream practice. Since the regenerative model requires fewer external inputs of feed and pesticides, it is able to generate better and more reliable business margins. Additionally, entrepreneurs can take advantage of these new resilient landscapes by offering other landscape services to customers.

Paying for transition

Two-thirds of Wij.land's budget is financed by philanthropic donors, while the rest comes from subsidies and other governmental support. Three types of funding exist, depending on the project and the phase in which it finds itself. The first supports the 'kick start' of pilot projects and their operating (mostly costs for materials, machines and sometimes advisors). The second one is the Transition Fund and is ment to support farmers in transforming their farm from a conventional to a biological or regenerative farm. Often this support entails creating a new nature-business plan, together with experts. The third fund targets the ground. More extensive farming requires sufficient land, and in the Netherlands, land is a costly business. Farmers can lease extra land through the 'Grondfonds' foundation with feasible prices, under resilient landscape management conditions. This 'Grondfonds' will be launched September 2020.

Lessons learned

Combining challenges of greenhouse gases, biodiversity, culture and the earnings of farmers has worked very well to join forces of governments and private sector investors and entrepreneurs. Also the scale

Initiative: Wij.Land (2016)

Type of organization: Foundation

Landscape focus: Dutch peat, meadow land

Scale: 560 ha (2019), 58 farmers, 70 pilot activities

Contact: Matthijs Boeschoten
<https://wij.land/>

Financing model: private and public funding

Wij.Land

donation



business models for sustainable agriculture



NL subsidy: 1/3



donation: 2/3

partnership with public and private stakeholders



1 - pilot fund: new machines/tools



2 - transition fund: facilitating the experiment



3 - ground fund: land loan



Wij.Land connects, instructs and supervises agreements between farmers, entrepreneurs and nature organizations

ambitions seem to help. Wij.land clearly aims to scale up, not only to make business models for farmers and entrepreneurs more reliable, but also to guarantee the landscape transformation. On the website the organization keeps track of several 5-year targets, which are usually met. The Commonland landscape restoration philosophy is explicitly aimed at large areas (Wij.land aims for over 1.000 hectares in 2022) and long-term commitment (20 years). There is a good notion about the risk that farmers can take. Landscape transformation does not come at the cost of goodwill of farmers, it can happen because there is a financial safety net. The three different funds motivate and support the transformation process.

Potential

How will this growth ambition work, financially? In 2020, the 'Grondfonds' plans to launch 15 million Euros worth of bonds on the financial market. Additionally, Wij.land explores the potential of carbon credit offset, it develops impact models to reduce financial risks of landscape investments, and promotes diverse and viable entrepreneurship. The carbon credit market remains uncertain for now, but expectations are high. Furthermore, the Corona crisis has heated up the debate regarding the quality of our immediate surrounding landscapes, regional production chains, and upcoming entrepreneurial niches. In that light, the Dutch peat meadows may become a much broader provider of landscape services, while transforming its agricultural practice to become sustainable.



'Samen voor leefbare landschappen'. Website 'Wij.Land', Still from video



'Van pachter naar partner'. Website 'Wij.Land', Still from video

Landpark Assisië

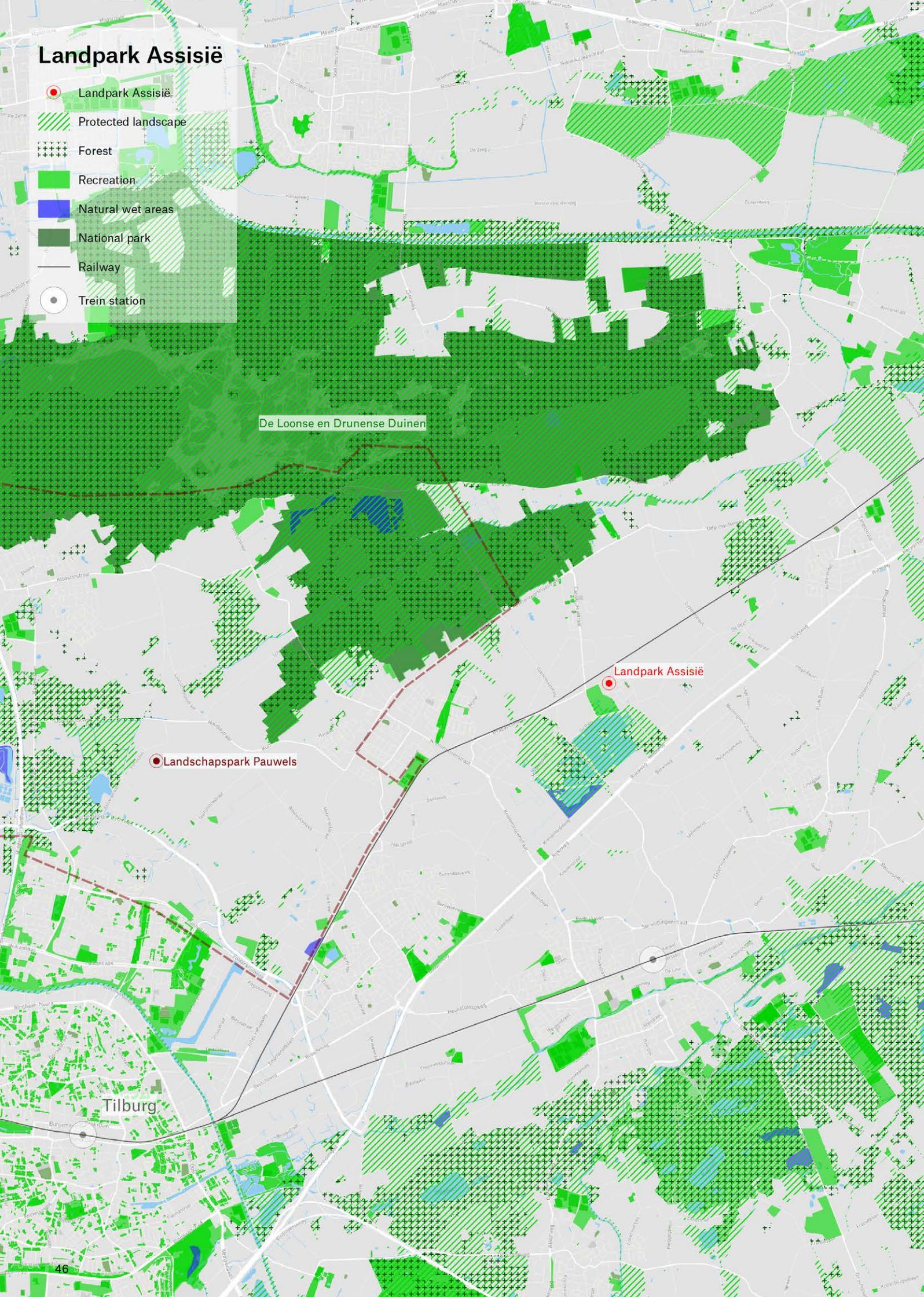
- Landpark Assisië
- ▨ Protected landscape
- ▨ Forest
- Recreation
- Natural wet areas
- National park
- Railway
- Trein station

De Loonse en Drunense Duinen

Landpark Assisië

Landschapspark Pauwels

Tilburg



Landpark Assisië

The picturesque Landpark complex in Biezenmortel, a village close to the city of Tilburg, was the result of a large donation. In 1901 a woman, whose father had been nursed by local catholic brethren, decided to donate an area of 45 hectares including three farms to the church, to build the hospital Huize Assisië. In 1904 the first patients with a disability moved to the complex, where nowadays 220 people live, close to the Franciscan chapel built in 1908. Assisië also had a school for mentally impaired children between 1922-1980. Since 1996 Assisië became part of a larger care provider, Prisma. The current organization of the Landpark combines on the site an institute for mental healthcare and daily activities for those with mental disabilities, with an enterprise for leisure, hospitality and business meetings. The result is a lively yet tranquil village with great landscape quality, where literally everyone can feel at home and do inspiring work.

Landscape plan

The site of Landpark Assisië lies near the nature reserve Loonse en Drunense Duinen. It is part of the recently founded Van Gogh National Park, a large area including various cities of Brabant and landscapes where the famous painter worked. It is also part of Landscape park Pauwels, whose masterplan (2017, Strootman landscape architects) includes a variation of economic and ecological functions and landscape types, including water treatment sites, renewable energy, agriculture, nature and recreation. The masterplan for the Landpark Assisië area (2016, MTD) follows similar lines, featuring reuse of heritage, retaining rainwater, recreational routes, biodiversity, nature development and room for artistic expression. The conservation and development of the landscape is an integrated part of the business strategy of the Landpark, combined with the care and leisure functions.

The business model

Health care is the most important economic activity. The interesting part of the concept, however, is the overlap with the business meeting rooms, park management and restaurant, as the personnel consists largely of (day)care and activity clients with a mental disability. Besides creating room for these individuals to participate in society, the concept provides leisure and business users with a pleasant and refreshing atmosphere. The income is a mix of fees from health insurance and other care payments, donations, subsidies and business revenues from hospitality and leisure activities. Several partnerships add non-monetary value to the model. Since 2016 the larger share of the more than forty building complexes on the site have a function for activities or park management (instead of stay facilities), increasing the livelihood of the village.

Initiative: Landpark Assisië, 1901

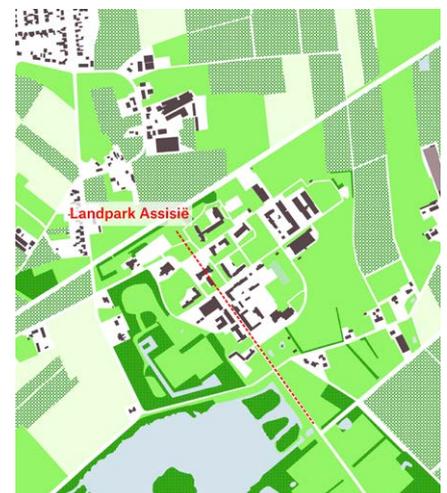
Type of organization:

Landscape focus: heritage village, forest and rural landscape

Scale: 57 ha

Contact: www.landparkassisie.nl

Financing model: private donations, public subsidies and business revenues from care and hospitality



Read more: <https://www.prismanet.nl/>,
https://www.josvdians.nl/publicaties/PETER_NOUWENS_40%20jaar_vooruit_minibiografie-spread.pdf
<https://www.vangoghnationalpark.com/>
<https://www.strootman.net/project/landscapspark-pauwels/>

Landpark Assisie

donation



Historical architectural and landscape complex where health care meets other social uses



Initially from a generous donation and then from the help public subsidies, business revenues from care and hospitality



Combining health care facilities, the rental of meeting rooms, horeca, park management and leisure activities



Long term development with health care + landscape



'Een bijzondere buitenplaats'. Website: www.landparkassisie.nl, Still from video

Lessons learned

Landpark Assisië shows the strength of long-term development in health care in combination with landscape. Their 110 year history demonstrates that these concepts can change to match the Zeitgeist, and that inclusive and social programs can have a place in the business world. Work and interaction between societal groups provides other non-monetary values as well. The success depends largely on good collaboration of health care provider Prisma with Greenport Midden Brabant, Common Ground / Studio Assisië, Water board De Dommel and Brabants Landschap. There are also various partnerships with local entrepreneurs, associations and initiatives. On the premises, there is space for socially important businesses such as a thrift/charity shop and maker space.



'Een bijzondere buitenplaats'. Website: www.landparkassisie.nl, Still from video

Potential

The model of Landpark Assisië may be suitable for many more heritage complexes in the Netherlands, such as old courtyard monasteries, churches and school complexes. The potential for new attractive models of health (and elderly) care in an ageing country such as ours cannot be underestimated. The institutes providing care for disabled or elderly are under great pressure and change rapidly according to new trends in lifestyle and care. Furthermore, broken contact with ill relatives during the recent Corona crisis has made people think about the place of care institutions in society and in our daily (urban) environment.



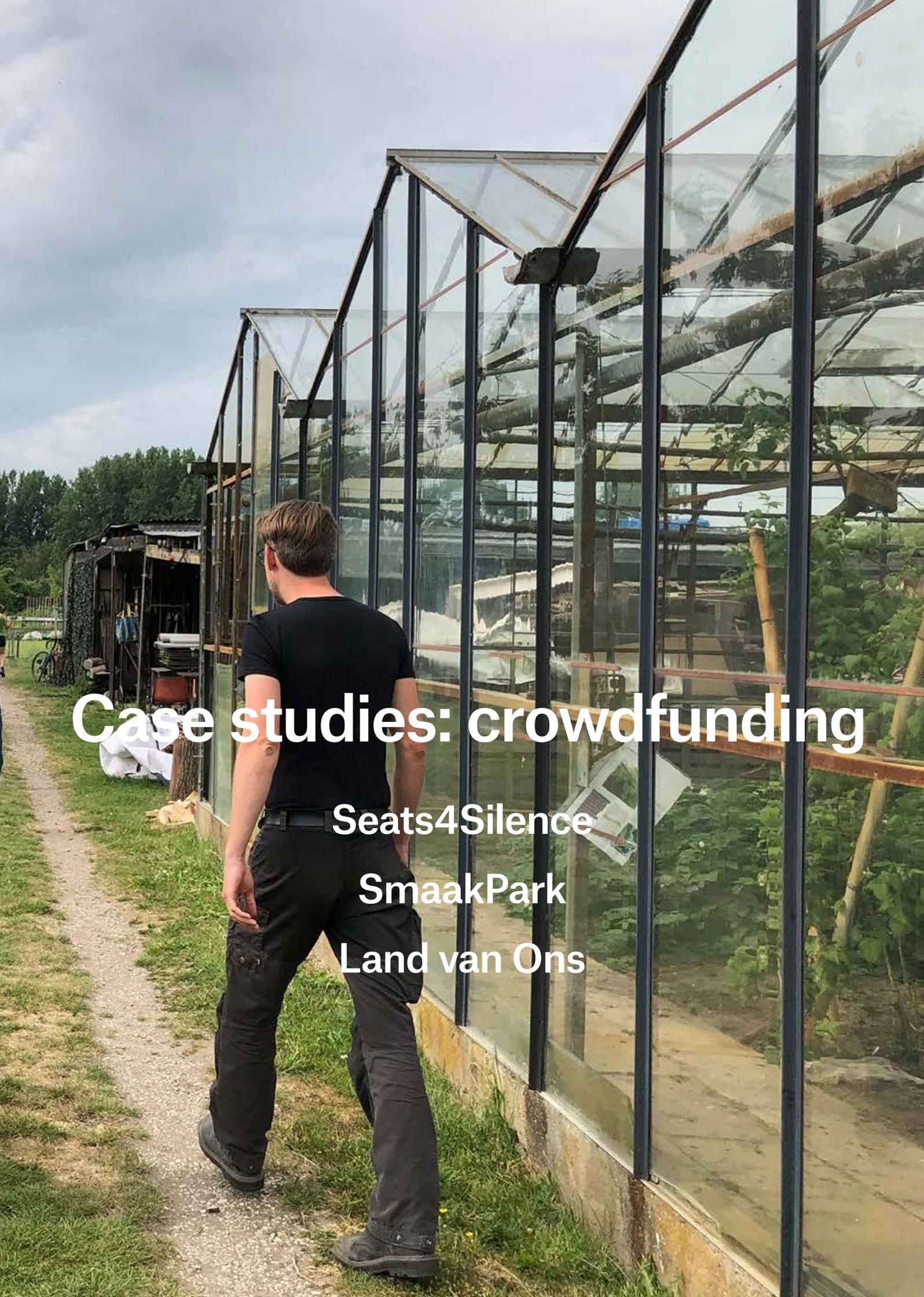
'Een bijzondere buitenplaats'. Website: www.landparkassisie.nl, Still from video



Koningshof, Utrecht - Seats4Silence

mission: connect Utrecht with local healthy food (markets, events, workshops, films, debates)

Koningshof Utrecht - Location Seats4Silence, Facebook post may 2020



Case studies: crowdfunding

Seats4Silence

SmaakPark

Land van Ons

Seats4Silence

● S4S locations

■ Built area

Mobility

● Train station

— Railway

Recreation and nature

▨ Dutch Nature Network (protected)

■ Recreation

▨ Forest

■ Wetland



Seats4Silence

Seats4Silence, initiated by Eline van de Veen, is the green little sister of Seats to Meet (S2M). S2M focuses on meeting spaces in the knowledge economy. The S2M concept offers knowledge workers a free place to work, if you share knowledge with others. This creates campus-like environments, which can sustain commercial activities such as rental and catering of meeting rooms. Even though the business model of both S2M and Seats4Silence (S4S) is based on social capital, the main idea behind S4S is not to create the maximum of buzz, but rather to connect the urban hubs to a network of quiet outdoor working locations. S4S started in the Utrecht region, because of its busy center with natural surroundings. The population is very aware and interested in nature in general. The ambition is to restore the natural relationship between cities and the surroundings countryside, and contribute to lively outdoor areas and healthy city life.



'De Seats4silence droom van Eline van de Veen' uploaded on youtube by Jurjen de Vries, 2016

Small scale

The success of the busy beehives of S2M in a way created the demand for the opposite: quiet workplaces to reflect and concentrate. S4S offers these places in a natural setting, but the exchange of values goes both ways. City dwellers need basic things to remain healthy, such as more contact with nature, silence

and healthy food. Entrepreneurs located outside the urban centers also need good networks, inspiration and customers that would like to help them with landscape and nature management. The urban/rural network of S4S aims to organize this network and contribute to landscape and ecological upgrades in rural areas.

The current S4S locations are mainly small-scale and authentic in a green environment with a variety of possibilities. The hosts are involved in different ways in their environments and each have their personal stories. Both hosts and guests must enjoy welcoming and reception, unexpected encounters, sharing knowledge and experiences as well as working together. Building this new community is a way to strengthen any company or collective, whether it is a rural estate, an innovation incubator, a meeting space, a B&B, a tea garden, a country shop, a care farm, a farm, a wellness company, etc.

Initiative: Seats4Silence, 2015

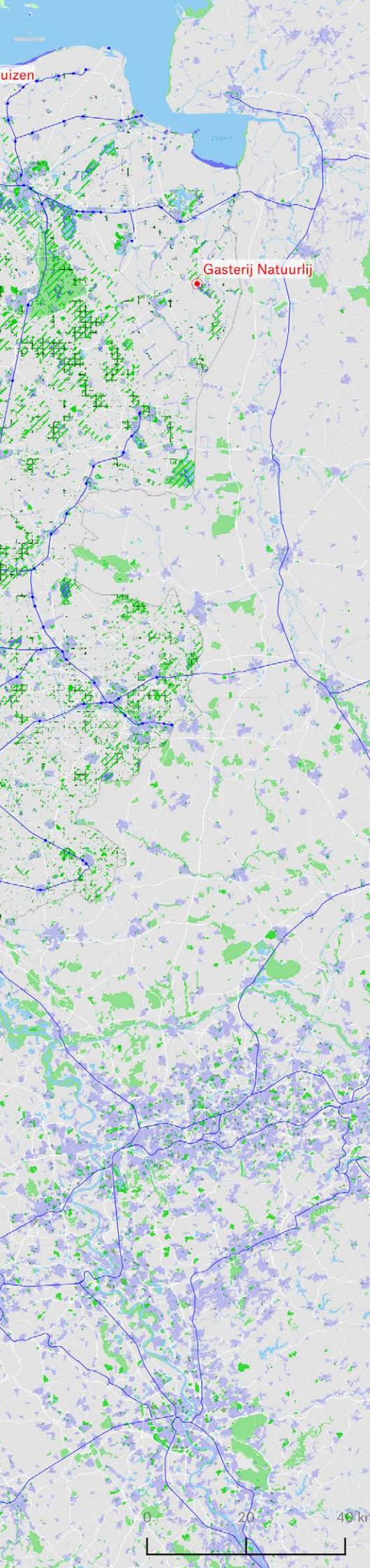
Type of organization:
Network organization

Landscape focus: Plot and
environment upgrade

Scale: 20-25 hospitality places
throughout the Netherlands

Contact: Eline van de Veen,
<https://seats4silence.seats2meet.com>

Financing model:
Social capital



Seats4Silence

crowdfunding



match demand for quiet and exclusive working environments to green hospitality businesses



Seats2Meet

service support from mother-concept



Eline van de Veen

initiator, networker



social capital, knowledge exchange



meetingspaces and events: enjoy a personal experience on small scale outdoor meeting locations



♥ match!



Seats4Silence location. Foto: Koningshof Utrecht, 2020

Experimental business model

From the above it is clear that S4S is mostly concerned about all other values, and not focused on a business model per se. Throughout the years and her different projects, Eline Van de Veen had the opportunity to build a network of many different people in the countryside. To organize S4S, S2M offered Eline Van de Veen the use of its website and other facilities, in exchange for her network of rural hosts. Eline matches hosts and guests, many times online. It is a very small and customized form of entrepreneurship. The core of the current model is the value the host could share with (or sell to) the community of knowledge workers. Depending on their expertise, it could be hospitality, farm products or something specific to their yard. The guests can work in a comfortable quiet place, concentrate and get inspired. They are generally willing to consume and pay for extra services like food. To increase visibility and to communicate, most hosts use Facebook next to the S4S website. By hosting and sharing their locations, hosts can generate extra revenue, from selling lunches, coffees, pies, services or even a good review on internet.

Lessons learned

Broad values: there are many other values than money that motivate people in both city and countryside. We have only just begun to explore this. Being able to invest more money in the landscape, however, would be desirable. Is it possible to scale up a network such as S4S? According to Eline van de Veen, a next step would be to make this fragile business model more effective and profitable for all parties. Despite her strong personal connection with the 20-25 hosts throughout the Netherlands, she believes a third party could reinforce the network and make it more attractive. This third party could manage greater groups of guests and hosts, and take care of all kinds of logistic issues, so that the hosts themselves could continue focusing only on their original practices and the availability of connected services. Network of Trust: the current S4S network is totally based on trust and personal exchange rather than profit. The hosts and entrepreneurs in the network generally do not have the ambition to increase their property, but rather wish to help conserve and upgrade the property they already own, in terms of heritage and ecology.

Potential

The successful yet fragile example demonstrates the demand for exchange of values between rural and urban entrepreneurs, as well as the demand for a network of quiet workplaces to escape from the buzz. It shows potential for landscape investment and transformation on a small scale, without the intermediating by planners and governments. It also showed the highly personal and customized nature of the current network of S4S. With the right type of incentive (financial, fiscal and legal) from the government side, the quality of diverse hosts could be facilitated. A great challenge in any scaling up of this model would be to maintain this informal trust and these landscape goals, while larger overhead costs would need to be paid to a third party. Another challenge might be to avoid the risk of this network becoming another extractive AirBnB or Uber scheme.

SmaakPark

 SmaakPark - Ede

Heritage

 National monument: public buildings

Mobility

 Train station (Intercity)

 Train station

 Railway

Agriculture

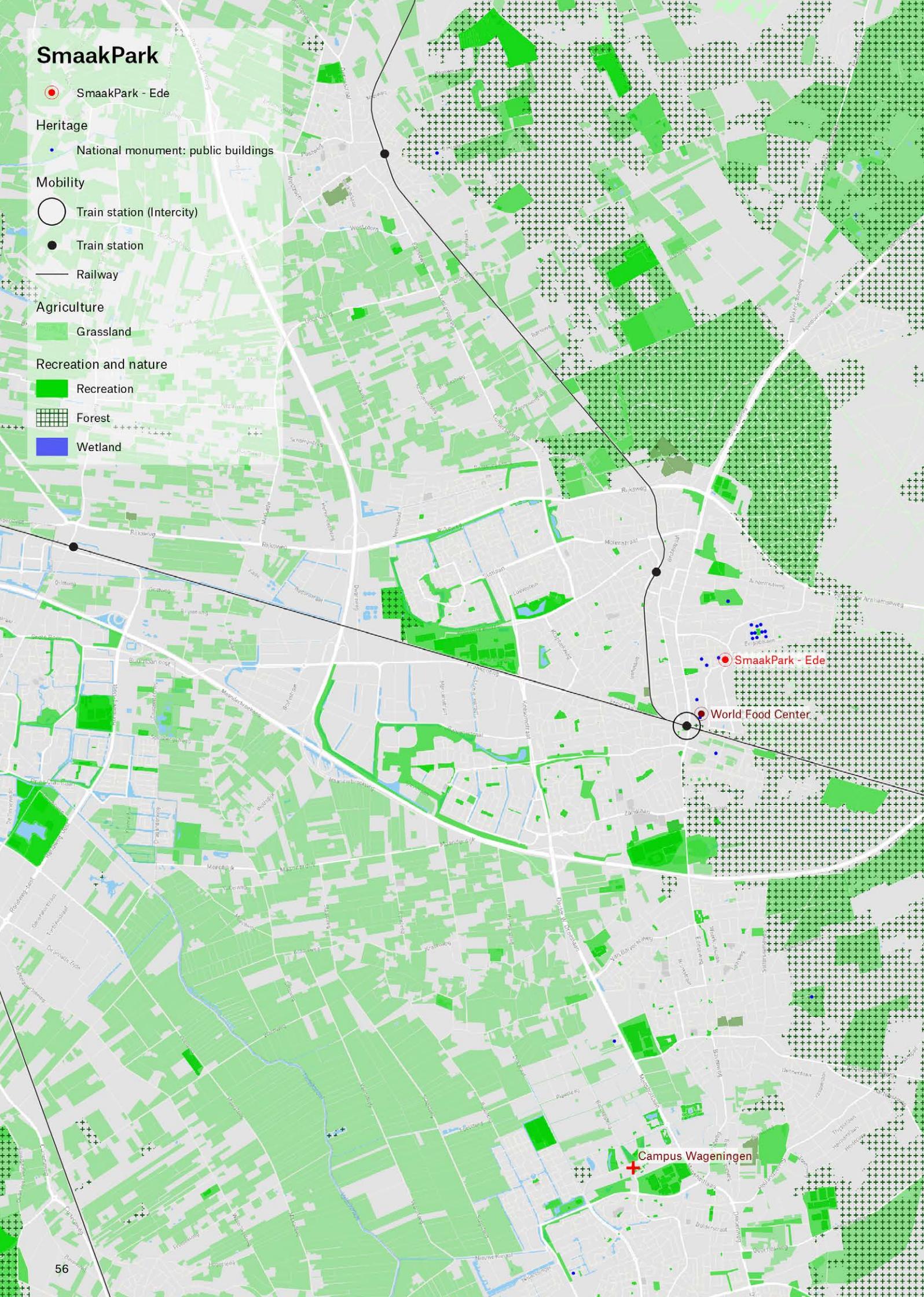
 Grassland

Recreation and nature

 Recreation

 Forest

 Wetland



Smaakpark

Christian Weij (food designer, author of fermentation cookbooks *Verrot Lekker* and *Verrot Healthy*) and Petra Busser (nutrition coach and diabetes nurse) have a passion for tasty, honest, sustainable and healthy food. For ten years, their company Puur-e prepares and serves good food, organizes workshops and festivals, and develops recipes and food concepts. In recent years however, they have been receiving more and more questions from their clients about the food that was served: where and how can they obtain these regional products, how to prepare them and what do to with leftovers. This gave them the idea for a place for people to ask these questions and – better still - to discover and experience the answer themselves: SmaakPark.

Concept development

The couple developed this idea further with the municipality of Ede, on the location of the former Maurits military base. Good nutrition is important for the municipality, for obvious health reasons but also due to their position within the FoodValley region, connected to the Wageningen university and research campus nearby. The Smaakpark project measures 7.000 m² and is organized around a food hall, including cooking studio, demo kitchen and bar. There is also space for other culinary entrepreneurs. The surrounding land is leased from the municipality of Ede and is intended as a picking garden, but also the location of two bed & breakfasts, underground greenhouses (using LED light) and experimental tower structures for new systems of food production.



Photocollage: crowdfunding campaign SmaakPark



Photo: website SmaakPark, 2020

Initiative: Smaakpark, 2020

Type of organization: Event location

Landscape focus: Food production, historical areas

Scale: 7,000m²

Contact: Christian Weij,
<https://smaakpark.nl/>

Financing model: Private investments and crowdfunding

smaakpark

crowdfunding



culinary park in the 'food valley' region (Ede)
local food production + gastronomic experience



private investment by initiators + crowdfunding in the format of investment loan (4,5% interest rate)



phase I: refurbishing monument as food hall + converting surrounding gardens



phase II (in business): events hall + cooking school (Dutch cuisine) + webshop local food production
activities in the 'Mauritskazern' (UNESCO) and green surroundings

Crowdfunding

Christian and Petra had organized the means to acquire the property and land for the project, at an amount of over a million Euro. To furnish the building, convert the garden into an inspiring park and pay for part of the renovation however, they counted on crowdfunding for the necessary € 225.000. If the crowdfunding campaign would raise more, the future owners would additionally build innovative earth greenhouses, aquaponics farms and sustainable B&B units. The crowdfunding campaign was organized through the platform CrowdAboutNow (<https://crowdaboutnow.nl/>). On this platform, individuals and companies are able to invest at least € 500 in the form of a loan. The investment is returned via CrowdAboutNow in seven years with an yearly interest of 4,5%. On top of that, Christian and Petra offer rewards such as a first stay in one of the B&Bs, ownership of a fruit tree and star chef dinners.



(Kook) Workshops. Photo: website SmaakPark, 2020

Lessons learned

Mix and change functions over time: throughout the process, Smaakpark will have various sources of income, such as cooking workshops, bed & breakfast, food and drinks, and catering in the food hall. All spaces will also be available to rent for parties, meetings, weddings and presentations. The strategy is to make all spaces as multifunctional as possible, in order to achieve a high occupancy rate.

Potential

The crowdfunding platform gathers a greater group of stakeholders with different financial capabilities and creates interest and financial gain for all parties. The interest rate, much higher than a Dutch savings account, may motivate many stakeholders to participate to this project, even if they do not have a direct link with the landscape. Could it be possible to raise funds for other landscape projects this way, even if these are less commercially driven than Smaakpark? And could more funds be raised targeting landscape-minded stakeholders with a combination of reasonable interest rate and higher landscape investments?



Still from video 'Al 54% gehaald... wow!' uploaded on Facebook by Chris&Petra, january 2020

Land van Ons

● Land van Ons - parcels to acquire in 2020

Land van Ons (national overview)

▭ Land van Ons - provinces with pilots in 2020

▨ Land van Ons - targeted provinces in 2021

□ Land van Ons - provinces with no plan of approach

Agriculture

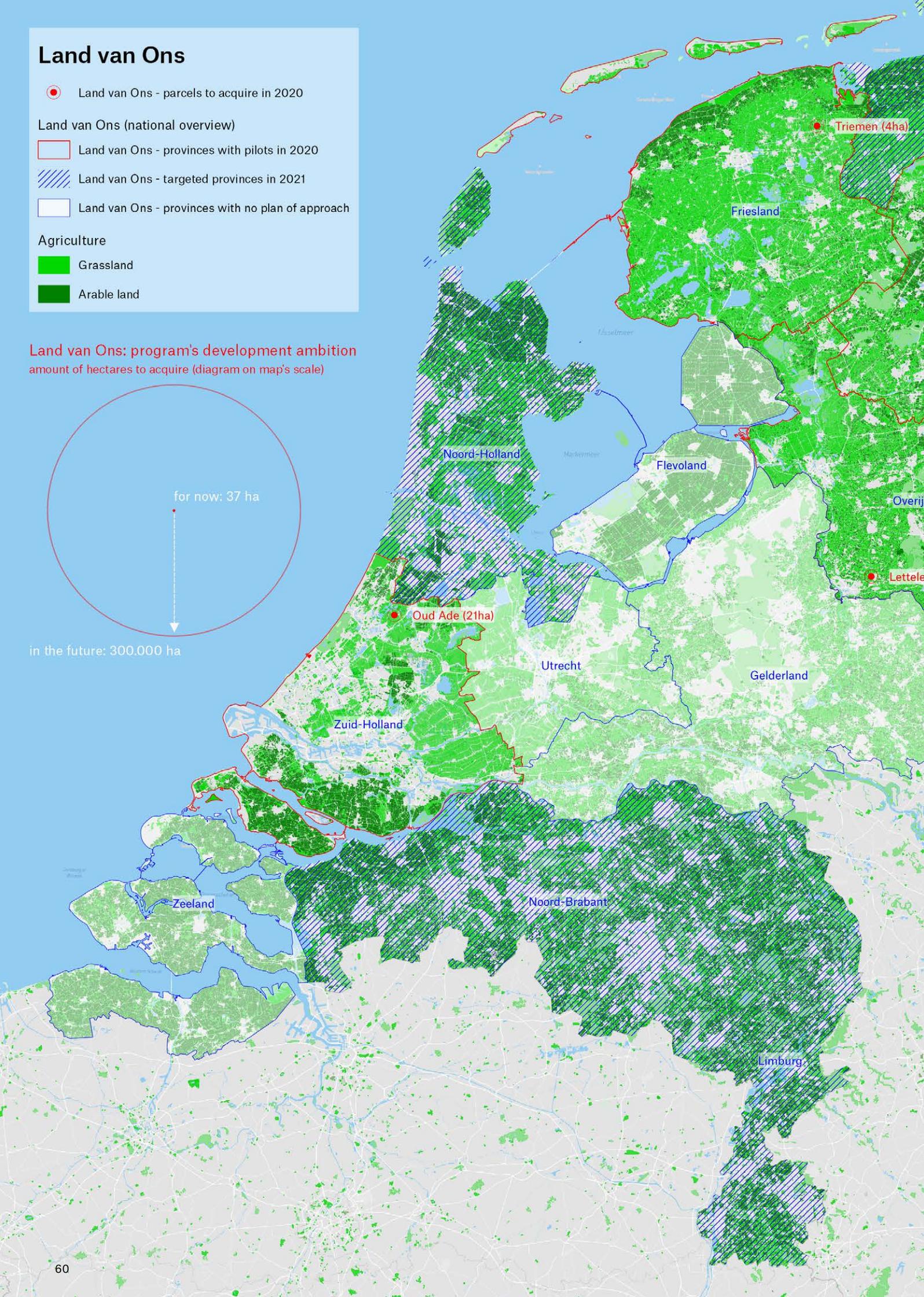
■ Grassland

■ Arable land

Land van Ons: program's development ambition
amount of hectares to acquire (diagram on map's scale)



in the future: 300.000 ha



Land van Ons

The Netherlands consists for two thirds of agricultural land. Different from other land trusts, Land van Ons focuses on the ecological value of this cultural landscape instead of the well-known nature reserves. Land van Ons is a cooperative with almost seven thousand citizen members (per July 2020). The aim is to create a new ecological main structure for the country, besides the existing Nature Network Netherlands, of ca. 300 thousand hectares of sustainably managed agricultural land. The land that is purchased by Land van Ons remains available for agriculture, but not for distribution centers, solar arrays, and intensive farming.

New kid on the block

Jaap Benschop and Frank Remerie founded Land van Ons in the fall of 2019, with the simple idea that the Dutch landscape belongs to all, and a new type of stewardship is needed to keep the cultural landscape ecologically vital. The idea went viral and by December 800 members had registered. In March 2020 the first parcel of 8 ha was purchased. The selection of parcels has a geographic spread across the country and is approved in the digital member assembly. The land is leased to farmers under special conditions, for example that chemical toxins and fertilizers, injection of manure, and monoculture of grass are not permitted. The desired land management includes the restoration of hedges, wood ramparts and soil quality, as well as the practice of crop rotation. Scientific research is performed on the lands to measure and monitor the qualities and long-term effects.

Financial arrangement

Land van Ons is a cooperative with limited liability, which means members are not held accountable in the event of bankruptcy. The daily organization of the cooperative is performed by a professional team, hired from the membership fee of €10 per year. All members have an equal vote when they approve the budget and annual accounts. In order to involve the members in the day-to-day affairs, they can apply for a position in a multi-member board. Throughout the year, this board is the point of contact for the director.

Besides the annual fee, members deposit at least €20 per year for land purchases. 95% of this amount is directly converted into square meters of land labeled to this member, while 5% is held for the accumulation of equity of the cooperative. Membership is for a minimum of two years and in this same period it is not possible to resell your land share. This equity buffer is meant for incidental setbacks or, for example, to be able to purchase a parcel of land early. Land van Ons explicitly states that members shouldn't see it as land speculation and the cooperative does not guarantee the land value. The returns aimed for are ecological and cultural. The price of agricultural land in the Netherlands lies roughly between €6 and €9 per m². To make it as fair as possible for everyone, Land van Ons works with annual average purchase prices.

Initiative: Land van Ons, 2019

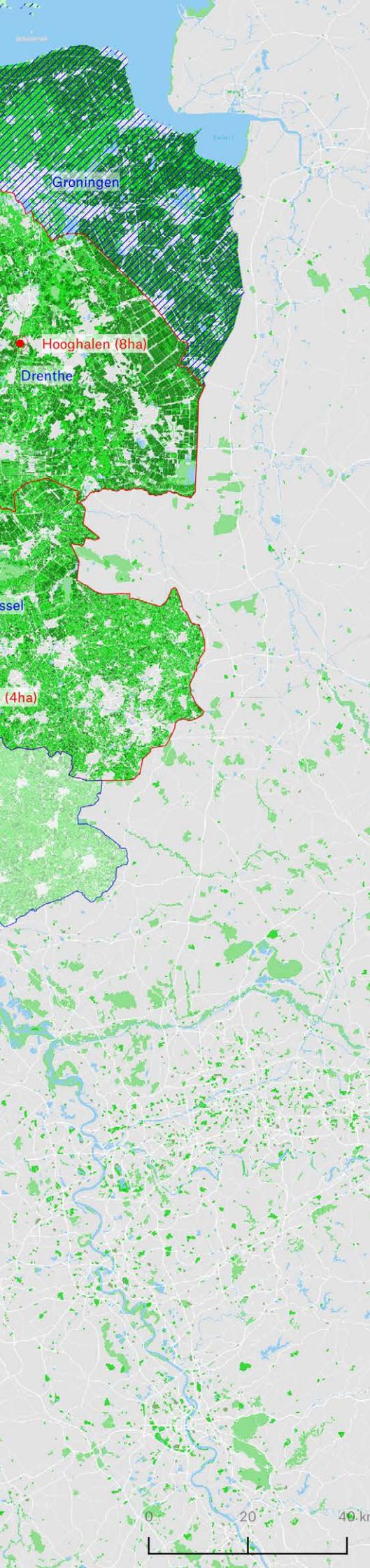
Type of organization: cooperative

Landscape focus: (agri)cultural land

Scale: 50 ha, with the ambition of reaching 300.000 ha

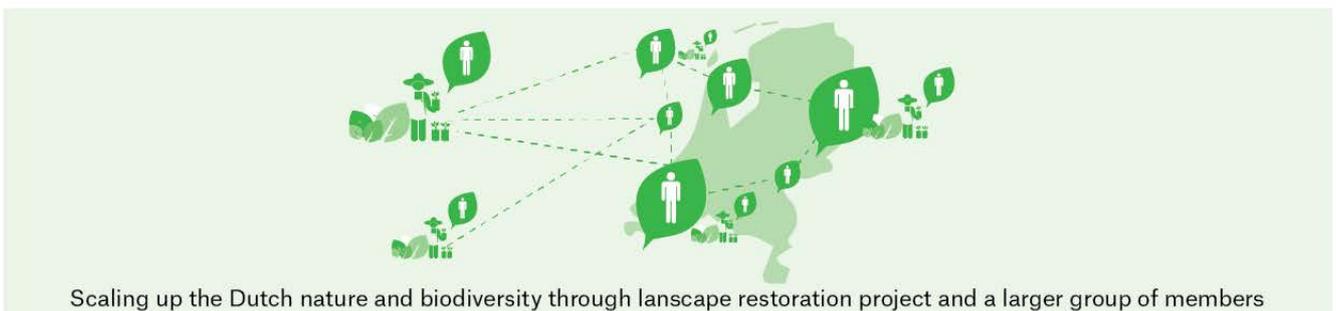
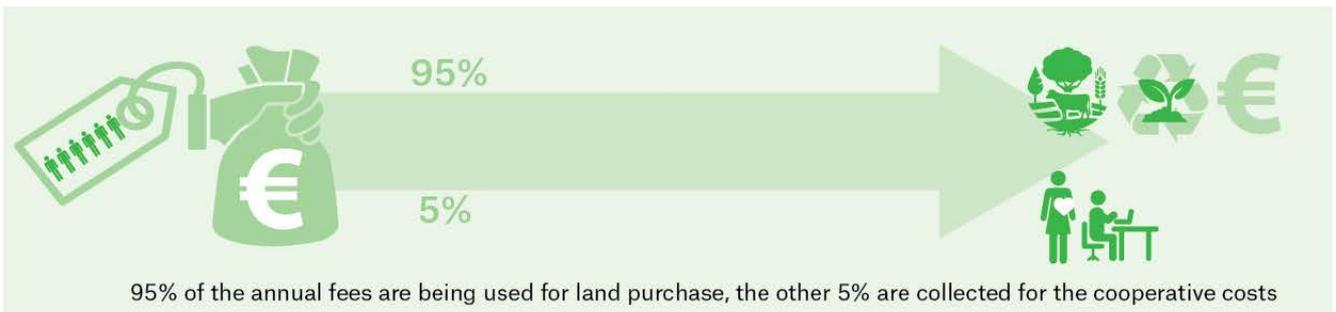
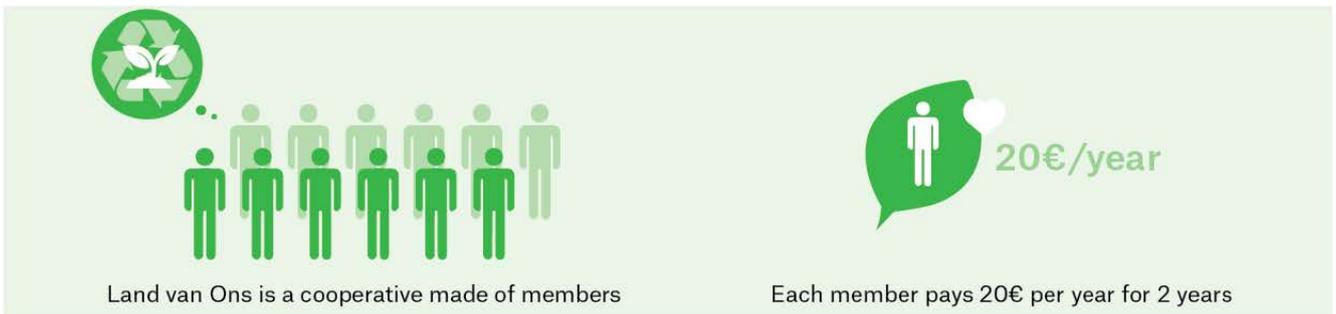
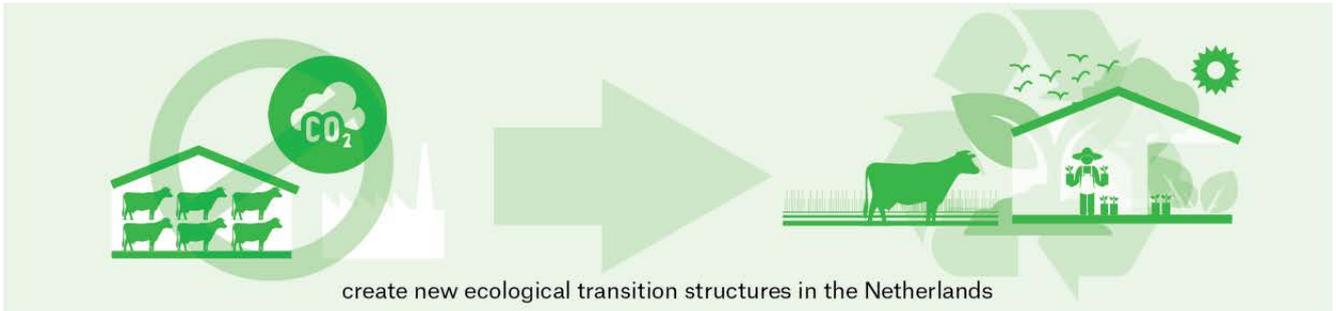
Contact: www.landvanons.nl

Financing model: private membership fees and investments combined with donations and public subsidy



Land van Ons

crowdfunding





Land van Ons. Website: <https://landvanons.nl/>

Lessons learned

Land van Ons proves it is possible to invest in landscape as a group of citizens, without the necessity of subsidies (they do use them when possible however). Compared to existing land trusts, the media presence and digital organization are refreshing. The ideas and early achievements have roamed the social media and the website makes it possible to manage membership and land purchases easily, logging into 'Mijn Grond'. It is also possible to give a two-year membership plus a few square meters of land to someone as a present. These functionalities might explain the quick growth of the initiative, while traditional nature organizations struggle to attract (young) members. Another possible success factor is the explicit focus on agriculture, an urgent topic in many public debates involving the environment in the Netherlands. By participating in the cooperative, you show you want to cooperate in helping to restore Dutch biodiversity and landscapes. It is concrete, tangible and visible.



Land van Ons. Website: <https://landvanons.nl/>

Potential

It seems early to assess the scale of the initiative, while it is still in its initial growth spur. In a recent member assembly, the maximum yearly deposit was raised from €2.000 to €20.000 and in some cases €50.000 per member. This indicates a larger than expected growth rate. The goal of 300 thousand hectares is ambitious. If it is achieved, Land van Ons will be a major land owner and player in the spatial-environmental planning in the Netherlands. One question might be whether a company would want to and should be able to join the cooperative. The initiative focuses on citizen members 'of flesh and blood', while also companies might have good reasons to support biodiversity, as part of their corporate responsibility strategy, marketing or intrinsic company values. Additionally, they may have reasons to target some problems of for example CO₂ and nitrogen emissions specifically.



Boeren Van Amstel

'Boerin Katinka'. Website 'Boeren van Amstel', Still from video



Case studies: business model

Arctic Paper - Munkedals

Boeren van Amstel

Verstegen Spices & Sauces B.V.

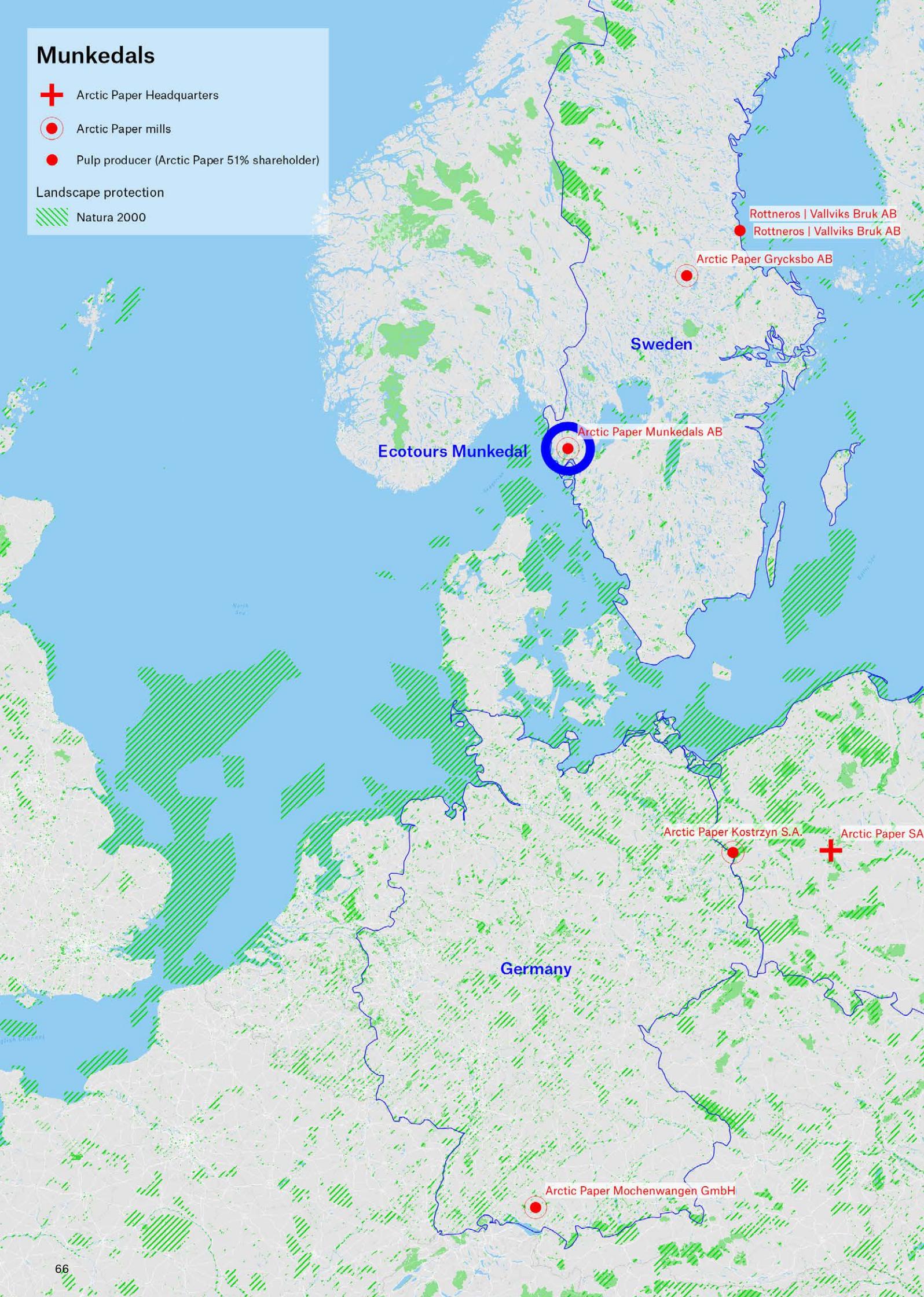
Park-inclusive development

Munkedals

-  Arctic Paper Headquarters
-  Arctic Paper mills
-  Pulp producer (Arctic Paper 51% shareholder)

Landscape protection

-  Natura 2000



Rottneros | Vallviks Bruk AB
Rottneros | Vallviks Bruk AB

Arctic Paper Grycksbo AB

Sweden

Ecotours Munkedal

Arctic Paper Munkedals AB

Arctic Paper Kostrzyn S.A.

Arctic Paper SA

Germany

Arctic Paper Mochenwangen GmbH

Arctic Paper

On a site where the Orekil River joins Gullmarn Fjord, and where monks used to fish salmon, the Arctic Paper Munkedals company was founded in 1971. It is one of the most spectacular nature areas on the west coast of Sweden and receives many visitors. For many years, the environmental impact of the paper mill remained unnoticed. In the 1960s, when the river water became turve and the fish population started to decline, it became obvious for the company that the emissions from paper production were a threat to the environment. After this wake-up call, the mills of Arctic paper were among the first to take long-term ecological measures. The company now invests in the landscape of Orekil and Gullmarn.



Arctic Paper factory in Munkedal. Photo: Bjoertvedt, CC Wiki 2016

Changing production processes

Since 1966, the pulp production, which is the most polluting part of the paper production process, is realised by another company, Rottneros. Great effort has gone into dealing with cleaning and re-using processed water, in order to minimize negative environmental impact. The purification process can be observed by customers and school groups at the Environmental Centre in Munkedals. The exhibition hall stands next to the large ponds that form the final stage of water purification. Arctic Paper Munkedals is now one of the most environmentally-friendly paper mills in the world. The process is so self-contained that no

more than 4 liters of water are used to produce one kilogram of paper, while 10-15 liters are common in other companies. The mills employ approximately 300 people and produce 160.000 tons of paper, of which 88% is exported to e.g. Germany, France and the Benelux countries.

High quality paper & inspiring landscape

Arctic Paper is a leading European producer of high-quality graphic paper. As a result of all the measures implemented, many qualities of the fjord have regained their previous status. Gullmarn fjord is now a place with lots of fish and clear air and water. Munkedal Skog & Event company has its head office in Munkedals, around 100 km north of Goteborg, and belongs to the same holding as Arctic Paper. On their lands and forests, the company has developed three unique meeting places. It also offers tours and conferences. The idea is to make it possible for customers of Arctic paper and other companies to experience the countryside and unique surroundings, together with the clean production facility. In this way, both the paper and leisure/event infrastructure become part of the Arctic business model.

Munkedals (Arctic Paper), 1966

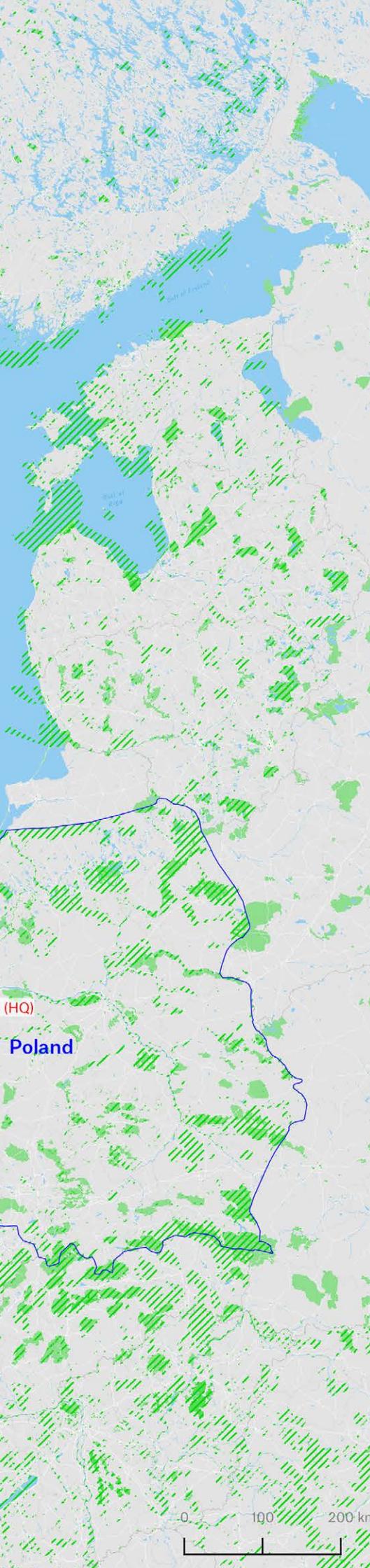
Organization: multinational

Landscape: forest, river and fjord (south Sweden)

Scale: 12.600 ha

Contact: <https://www.arcticpaper.com/>

Financing model: Private investments, decentralized production model and investments in leisure and research.



arctic paper - munkedal

business model

Munkedal, Sweden



landscape as showcase of sustainable production



own investment: restoring ecosystems around original paper factory in Munkedal following the transition towards lower environmental impact methods and outsourcing of pulp production



Munkedal: eco-tourism in the vicinity of original factory



Visitor's center, information and marketing



future: landscape as showcase also in international arctic-paper mills?



Munkedal. Photo: CJ Aka, Flickr CC, 2019

Lessons learned

It is possible to produce more sustainably, also in a traditionally polluting industry such as paper, and use this advantage to create a better product, corporate image and preserve the surrounding landscape. It is crucial, however, to remain critical as government or project partners and look at the complete picture. In 2018, holding company Arctic Paper S.A. employs about 1.250 people with business activities in three mills. The Munkedal mill produces the smallest amount of paper, and is used as landscape and sustainability showcase, while the mill in Kostrzyn nad Odra (Poland) produces the most, followed by Grycksbo (Sweden). The company head office is situated in Poznan (Poland) with a branch in Gothenburg (Sweden). Arctic Paper S.A. is a majority owner of the Rottneros pulp producer, but does not report on its environmental performance.

Potential

It is hard to underestimate the impact of cleaner industrial production, in all sectors. Munkedal is part of a trend of companies investing in new techniques and better land management. Arctic Paper has been able to reduce waste and pollution over the years and has turned the Munkedal paper facility into an inspiring showcase and leisure area. They have cleverly used these investments to broaden their business model and create a good corporate image at the same time. Can this model be scaled up to include the entire production chain, including their paper mill in Poland and pulp facility? In principle it is, if customers and governments demand enough chain transparency and landscape quality in those production areas as well. With the complete picture in mind, the environmental achievements of the paper company seem less impressive than they brand it. On the other hand, performance is still better than competing industries, and in time we will hopefully witness the adoption of the same environmental and landscape standards in the other locations.



Munkedal. Photo: CJ Aka, Flickr CC, 2019

Boeren Van Amstel

- Boeren Van Amstel: farms
- + Boeren Van Amstel: factory

Heritage

- + National monument: public buildings

Protected landscape

- ▨ Dutch Nature Network

Agriculture

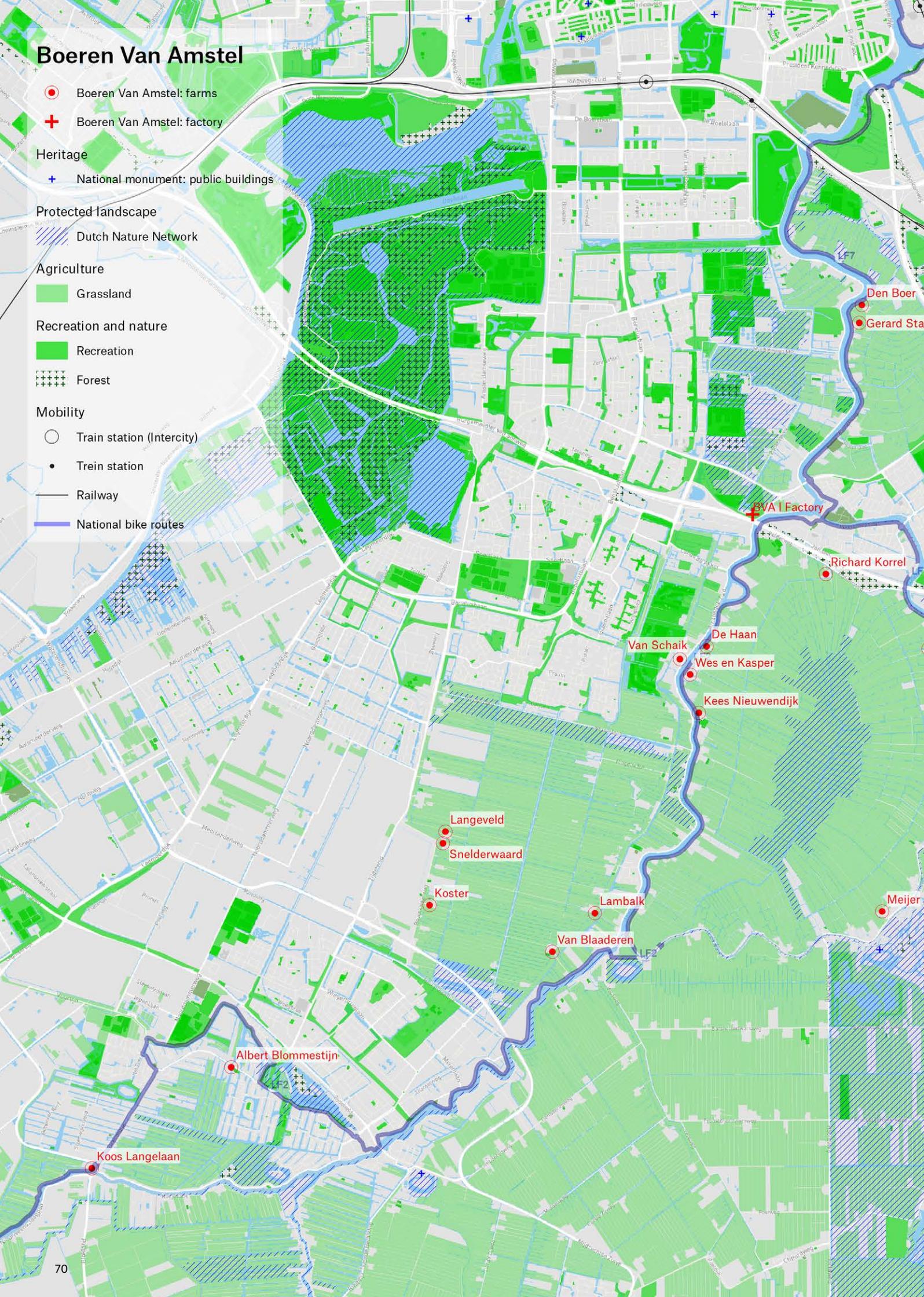
- Grassland

Recreation and nature

- Recreation
- ▨ Forest

Mobility

- Train station (Intercity)
- Trein station
- Railway
- National bike routes



Boeren Van Amstel

Boeren Van Amstel is an initiative of more than 20 different dairy farmers from the Amstelland area south of Amsterdam, known for meadow birds. The project started around 2015, when farmers faced a decreasing number of meadow birds in the area, while subsidies for nature management were insufficient. Thanks to the creation of a dairy cooperative and collaboration with NGOs and a large dairy company, the farmers were able to adjust their business operations and agriculture management for the benefit of the environment, and invest in their own production of milk, yoghurt and quark.



Meadow birds preservation in Amstelland
Photo: Gertphotography Coevorden NL

Agricultural nature management

The farmers only mow after the breeding season and maintain a high water level on their lands. This also contributes to a greater diversity of herbs and grasses, ensuring the insect population which is necessary for meadow birds. The cows are released in the fields a bit later than traditionally, allowing a longer breeding period for the birds. The farmers are rewarded based on their nature performance, monitored by Agrarische Natuurvereniging De Amstel. A rigorous point system evaluates the variety of herbs and grasses according to each terrain. This kind of agricultural nature

management used to be economically viable for farmers, because of the various subsidies and other incentives from EU and provinces. Increasingly, farmers abandon agricultural nature management for various reasons: the reimbursements have been reduced, and the business economic circumstances have intensified (higher prices for milk, land and animal feed). In addition, the province decides whether or not an incentive package or subsidy becomes available for agricultural nature management in a specific area, while the plans of province and farmers are not always well aligned.

Initiative: Boeren van Amstel, 2015

Type of organization:
cooperative

Landscape focus:
peat land, meadow birds (...)

Scale: +-180ha, 21 dairy farmers

Contact: Wes Korrel
<https://www.boerenvanamstel.nl/>

Financing model:
subsidy and commercial investment

boeren van amstel

business model



business model for sustainable dairy farming



'campina' 70%



Commonland
Nationaal Groenfonds
European Union
Province North-Holland

funding from international dairy cooperative (brand 'campina'), public stakeholders and eco-organisations

'Amstel Natuur Zuivel'
20 dairy farmers
6 polders - 180 ha
polder nature plan



own factory
boeren van amstel



#1 alliance, plan and marketing

#2 meadow bird protection

#3 collaborative production



regional identity



eco-friendly dairy production



quality guarantee

New products, branding and financing

The farmers of the Bovenkerkerpolder, Amstelland Polders, Ronde Hoep and Holendrecht Polder decided to take a different stand to dairy farming and founded the cooperative "Amstelgoed Natuurzuivel". The cooperative unites farmers with the ambition to make organic local products with companies that are committed to the meadow birds protection in the area. The cooperative was able to invest in its own factory, located in the municipality of Oudekerk. The factory became fully operational in September 2019.

The selling of high-quality products such as milk, yoghurt and soon quark - directly to the consumer, increases the profit margins of the cooperative. The products are delivered locally in order to reduce the ecological footprint as well.

Spending by governments and NGOs, however, is still necessary. The regional landscape fund has helped to finance the equipment of the dairy factory, because these investments fit the fund's ambitions to stimulate nature-inclusive agriculture. The province of North-Holland and the EU also made a subsidy available. The Netherlands Bird Protection Association supports the project, as well as Wij.land (see Donations), which helped with the financing of the factory, its structure and marketing.

In the past, the farmers would supply 100% of their milk to Friesland Campina. Today, they still collaborate with the Dutch company for 70% of their milk production, while the other 30% go to the cooperative. This flexible attitude of Friesland Campina ensures the farmers a safe revenue despite the financial risks taken for their cooperative's investments.

Lessons learned

Collaborate: Extensive farming is necessary to attain the higher ecological qualities, but this demands a much larger workforce. Farmer Wes Korrel: "a farmer can hardly take care of this by himself." Cooperatives are a traditional and effective way to do this in rural areas.

Start simple, take small steps: To be on the safe side and get the most out of their investments, the farmers have made choices regarding what they are producing. They decided to start with only machines for milk, yoghurt and quark. Butter and cheese require additional machines and processes and might become viable in a next phase. The break-even point of the investments in the dairy factory is hoped to be reached after 2,5 years. Soon they should be making profits on the dairy products.

Risks are unavoidable: The heavy loans for the investments and the plummeting dairy prices during the early Corona crisis may have a serious financial impact for the farmers. The majority of their production goes to cafés, restaurants and grocery stores, which are suffering from constraints at the moment.

Potential

Boeren van Amstel demonstrates that entrepreneurs can join forces and develop new business models, which can give financial return and invest in the Dutch landscape and the same time. The example also makes clear that it is a risky business and support is necessary from (non)governmental subsidies and larger companies who share the values of high-quality landscape and products. If we want this way of working to scale up throughout the Dutch countryside, the equivalent of Friesland Campina and other cooperatives may be needed in other agricultural and processing sectors too, such as the potato and fries business, horticulture and flowers. Is that the case? And how transparent are Friesland Campina and other large companies with regard to their business strategies? When the financing is a hybrid of subsidies and corporate support, who makes the final decisions regarding the landscape?



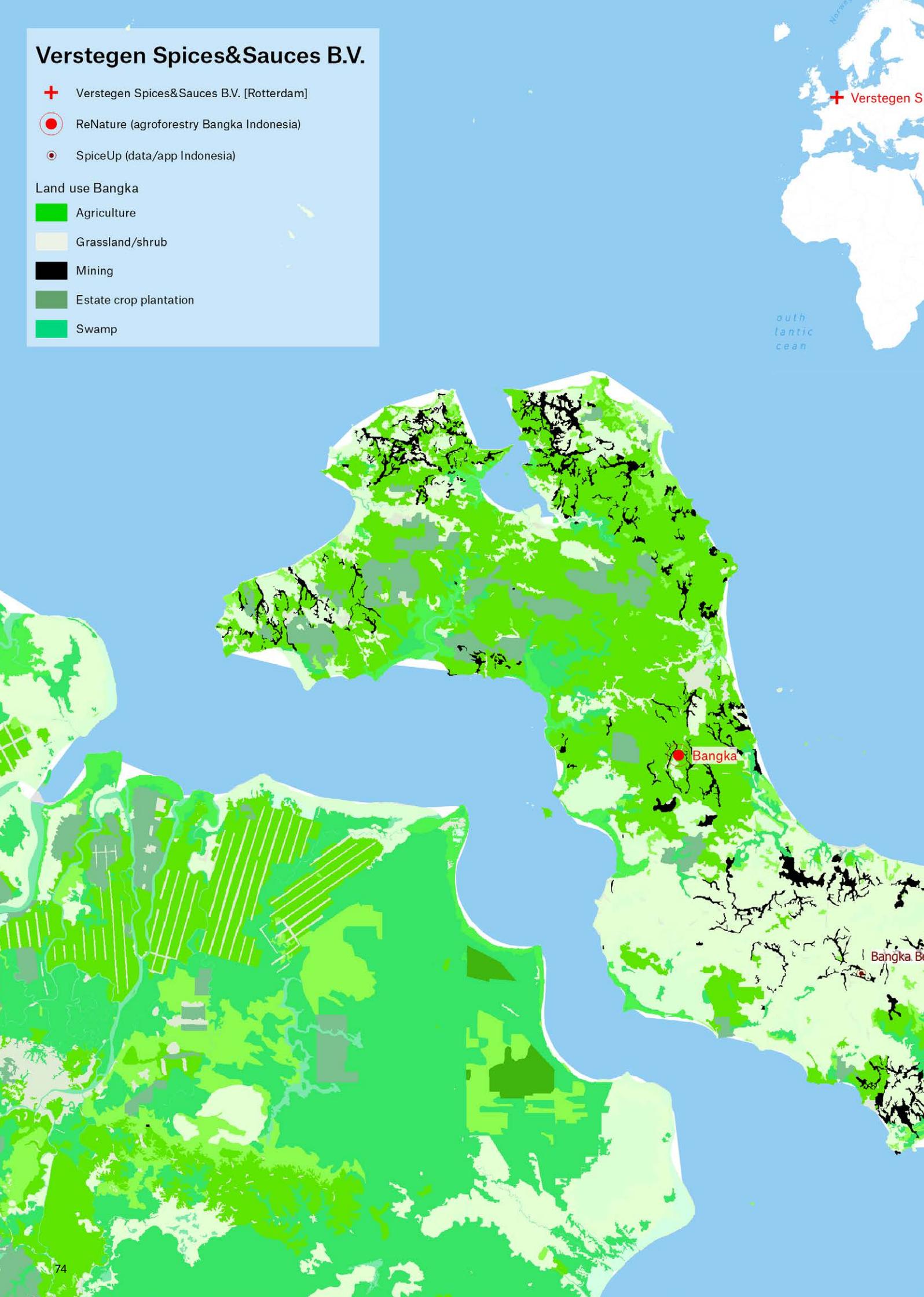
Eerste yogurt geleverd!
Photo: Boeren Van Amstel
boerenvanamstel.nl

Verstegen Spices&Sauces B.V.

- + Verstegen Spices&Sauces B.V. [Rotterdam]
- ReNature (agroforestry Bangka Indonesia)
- SpiceUp (data/app Indonesia)

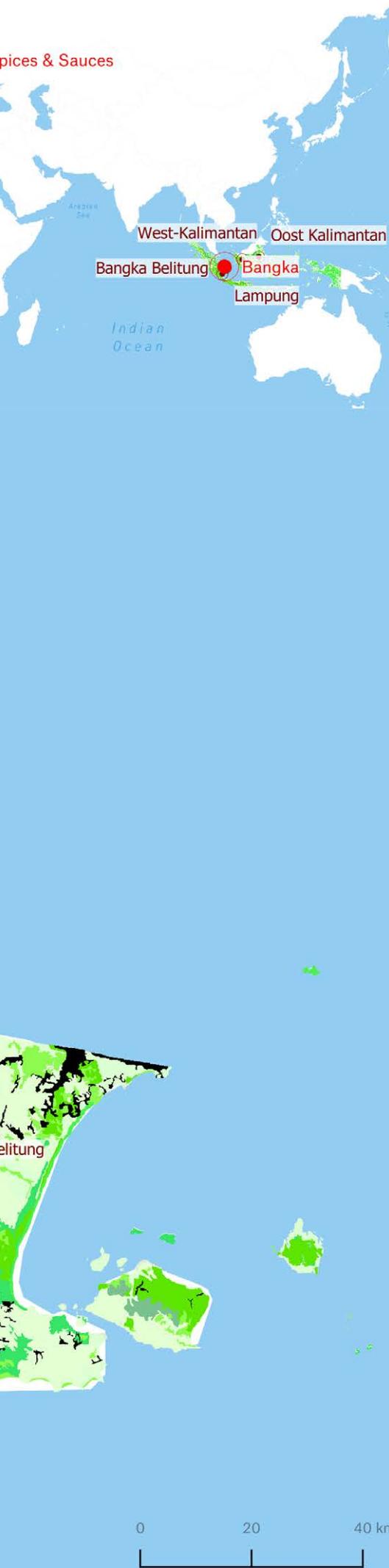
Land use Bangka

- Agriculture
- Grassland/shrub
- Mining
- Estate crop plantation
- Swamp



Verstegen Spices & Sauces B.V.

Spices & Sauces



As a family-based company, Verstegen Spices & Sauces focuses on long-term business continuity. They direct many of their investments towards quality and sustainability, in order to remain competitive in the market of the future, including ever more aware and demanding customers. This explains why they attach so much importance to transparent, ethical and sustainable production chains. In 2011 the company initiated a new project for white pepper production in Bangka, Indonesia. In 2018 Verstegen added an agro-forestry project, based on trust, knowledge exchange and experience with a supplier located in Indonesia.

Indonesian pilot project

Indonesia is a great location for white pepper production and this is the place where Verstegen has been getting most of its white pepper supply from. To increase efficiency and social as well as ecological sustainability, a subsidized project was started in 2011, to establish a more fruitful and respectful relationship with the local farmers. A smaller agroforestry project started in 2018 with suppliers and ReNature, and is still under development. Agro-forestry of white pepper turns out to be a sustainable, fair and efficient production method, which is also more profitable than traditional mono-culture. An existing plantation from a supplier was turned into an agro-forestry experimenting site, as well as an educational project for the surroundings farmers. By investing in geo-information, Verstegen and the supplier can keep on monitoring the project and making sure that the pilot crop would be as sustainable and efficient as possible. The geo-information data are shared through mobile apps and training events with the surrounding local farmers. The quality of soil, air, water and harvests

are also monitored, which is a great asset in quality control and accountability.

Safe business model

Verstegen used the financial support of (inter)national governmental subsidies such as GIZ, DHI and RVO, among other funds, to establish a new 50/50 contract with a supplier on the pilot project site. The investments risks and profits are equally shared between Verstegen and the Indonesian supplier company. The collaborating farmers in the Verstegen agro-forestry project become direct suppliers of the Dutch company, which ensures them a higher and safer income.

Lessons learned

Multinational food production chains with sustainability, traceability and ethical values as well as financial viability are possible. They can be a good investment for a family business such as Verstegen, focusing on long-term competitiveness and quality. As a kickstart, subsidies are often necessary for a large project, such as the 2011 pepper production project. Smaller projects, such as the agroforestry project of 2018, can be started by the company and its suppliers, without subsidy. Value loops: In a clever loop of consumer desires, ethical and sustainable ambitions of the company, shared risks and costs with a supplier, and a safe pilot environment for over 2.000 pepper farmers, Verstegen Spices managed to develop a production chain that brings quality pepper

Initiative: Verstegen Spices and Sauces, Supplier and ReNature, 2011/2018

Type of organization:
limited liability company

Landscape focus:
Indonesian agriculture

Scale:
Indonesian rainforest

Contact: Gilme Davids

Financing model:
subsidies and private investors

verstegen spices

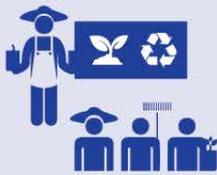
business model



sustainable agriculture/agro-forestry in Indonesia
assuring product supply quality and investment in green branding



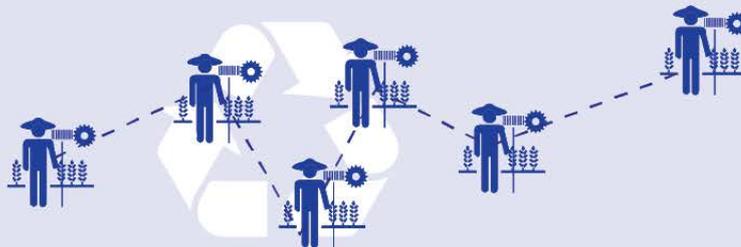
kick start: governmental subsidy
Rijksdienst voor Ondernemend Nederland



phase I: prototype crops + local educational program



phase II: link Trusts with local suppliers 50-50 deals



phase III: network of sustainable farming in Indonesia supplying 'Verstegen Spices'



Agroforestry Indonesia. Photo: CIFOR, Flickr CC, 2013

to the Netherlands and invests in the rainforest landscape of Bangka, Indonesia. After nine years, the pilot plots produce containers of white pepper each month. The longer it works, the more farmers are getting curious and want to join the agroforestry process.

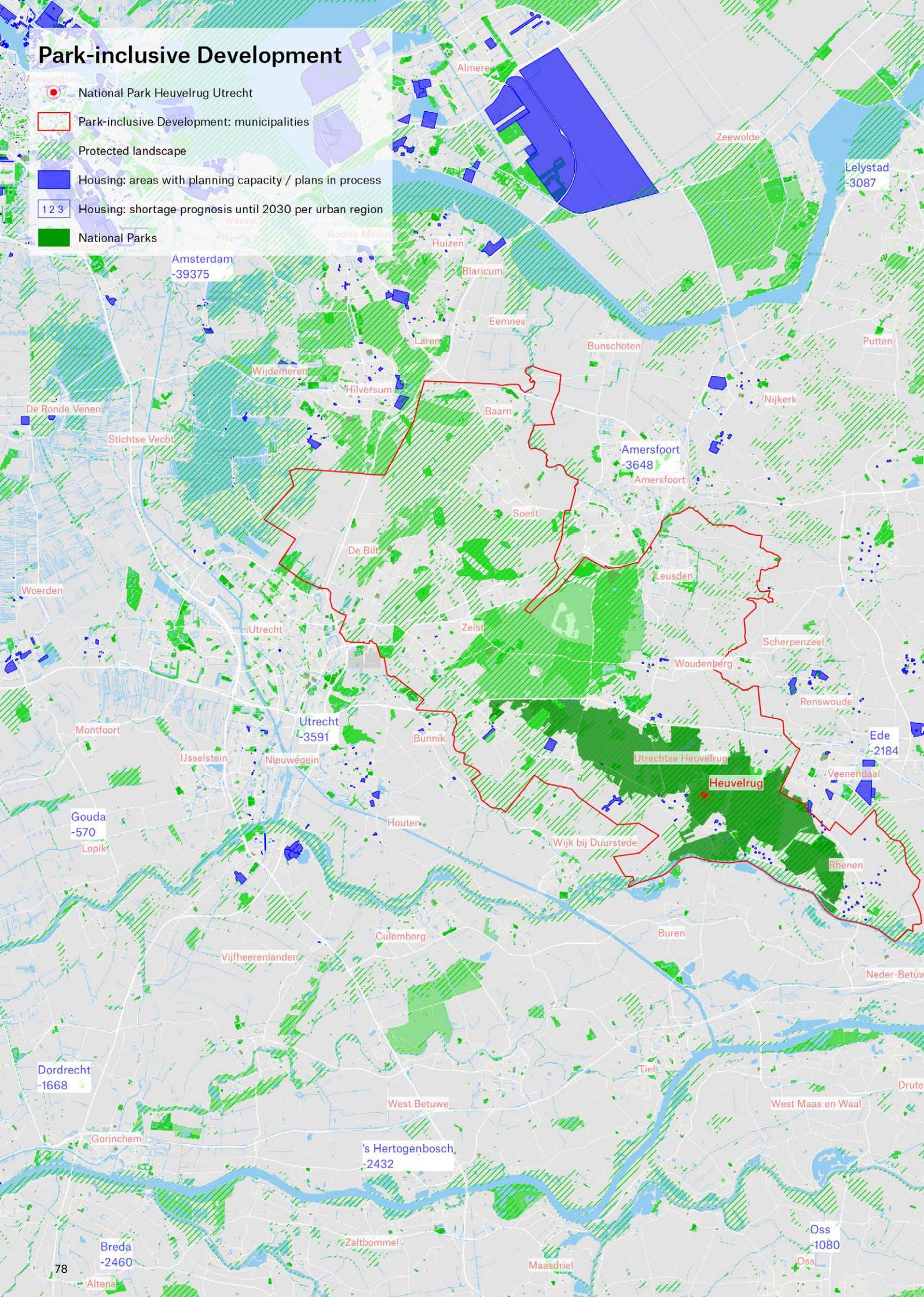
Potential

How scalable is this production method? Instead of land ownership, the business model is based on many suppliers, a chain that stretches from local farmers in Indonesia to the spice factory in Rotterdam. This not only reduces and spreads the financial risks for investments and costs, but is also more fair and safe for local producers. Verstegen's purchasing power of big supplies, helps to create the stability. The steady income from the pepper farms allow for new experiments with other spice cultivations. The agroforestry pilot is still small, but has the ambition to grow towards a similar 2.000 or more farmers. For this growth, Verstegen

might reach out to public funding again, or even micro-financing of the Indonesian farmers themselves. Would this kind of agroforestry work in the Netherlands and the Dutch landscape? In terms of cultivation, why not? It's perfectly possible to grow herbs and garlic in our climate and soil. The Dutch legal structures and land use efficiency, however, make it difficult to adopt a similar business model, says Verstegen. Additionally, land use and ownership are very fragmented here, while agroforestry requires an integrated view on land management. Dutch farmers would lose certain (EU) subsidies when they start planting trees or opening their fields to the public, because agroforestry and eco-tourism are not designated land use types in the Dutch and European planning system. Something we may need to reconsider, also because producing more garlic, onion and soy in nearby sites or countries, would reduce carbon emissions.

Park-inclusive Development

-  National Park Heuvelrug Utrecht
-  Park-inclusive Development: municipalities
-  Protected landscape
-  Housing: areas with planning capacity / plans in process
-  Housing: shortage prognosis until 2030 per urban region
-  National Parks



Park-inclusive development

Utrecht is one of the most centrally located and fastest growing regions in the Netherlands, with hundreds of thousands of housing units planned to be built until 2050. It is also a region of iconic landscape areas, ranging from typically Dutch peat meadows and 17th century estates to the forests and hills of the National Park Utrechtse Heuvelrug, which is annually used by over three million people. In the current situation, planners struggle to find suitable and available locations for these housing units, while landscape managers struggle to find sufficient funds to develop and maintain the landscape areas. Park-inclusive development intends to solve these two problems by connecting them strongly in a paradoxical concept: strengthen nature by development.

A sensible but paradoxical concept. In the financing of landscape, the costs and the benefits are usually not fairly shared. Some homeowners for example enjoy a rising value of their property when a park organization or government invests in a landscape project. So the idea of coupling development of cities and landscapes makes sense, but the idea is bound to raise suspicion. How can we strengthen the landscape in the region, while 'consuming' it at the same time by building houses? To achieve the most robust park development and the financial flexibility that is needed to spend more on landscape in the housing area itself, housing projects need to be of a considerable size and density. Something that especially the suburban municipalities find difficult, as it goes against their self-image of a village community. At the moment, existing housing areas

in the vicinity already become more and more part of the national park by clever vegetation strategies, focusing on public space and private gardens (initiative 'Heuvelrugtuin'). This links closely to the idea of nature-inclusive design of new buildings and infrastructure.

The focus of Park-inclusive Development is on spaces around, not within, the National Park. Landscape investments and raised awareness around the park are establishing green 'fingers' and other connections to the park, thereby increasing the area of influence of the park.



Park-inclusive development.
Photos: Martine Sluijs

Contact with Think Tank and advisors: Martine Sluijs (PIP), Janine Caalders (NP Heuvelrug), Jasper Kuipers (Staatsbosbeheer), Sander Jansen (Zeist), Merten Nefs (Deltametropool), Paul Roncken (Utrecht), Walter Kooy (advisor), Bertus Cornelissen (Utrecht) and Theo Stauttner (Stadkwadraat)

Initiative: Park-inclusive development, 2018

Type of organization: think tank

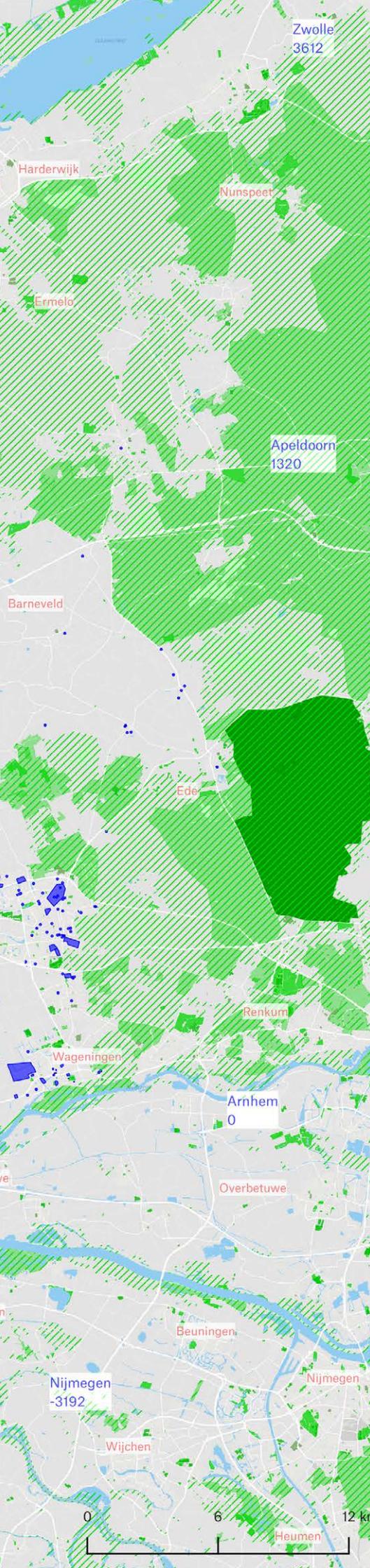
Landscape focus: national park

Scale: region

Website:
www.np-utrechtseheuvelrug.nl

Financing model: private donations, public subsidies and business revenues from care and hospitality

Read more: <https://deltametropool.nl/nieuws/parkinclusief-ontwikkelen/>
Ring ring ring! Ringpark Magazine
<https://www.np-utrechtseheuvelrug.nl/nl/Heuvelrugtuin>

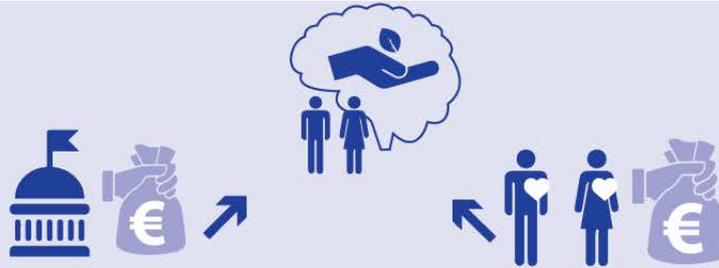


Park inclusive development

business model



coupling the development of cities with landscape development



Cash contributions to the Think Tank from private donations and public subsidies



An ecosystem of investments, from different parties



Scaling up this coupling method to other Dutch regions, test and apply it nation wide



Park-inclusive development. Photo: Martine Sluijs

Think tank

The National Park Heuvelrug, owned by 42 parties including the National Forest Service (Staatsbosbeheer), faces a doubling of users until 2030, while the budget already has a yearly gap of 1,5 million (about 10%). To tackle this problem and explore the idea of park-inclusive development, a think tank was organized, including stakeholders from local and regional governments, park managers, economists and land owners. Several cash contributions from direct use of the park are explored: charging for a lookout tower, parking facility, food and drinks, advertisement billboards along large infrastructure, renewable energy, fees from pipelines, wood production, 5G antennas in trees, a phone app to facilitate small donations from visitors. The park is already attempting to engage cycling clubs to collaborate and contribute to a program of Cycling Forests. And it creates awareness among urban dwellers through collaboration with urban 'sister-parks', which become part of the regional park network. Collective models are also explored: green mortgage/loans/savings, green bonds and green VAT, tax deduction for large donations, CO₂ and nitrogen compensation, water

storage, health care and large recreational facilities. Some of these ideas are currently still taboo for park managers and nature activists. The think tank proposes that the municipalities in the direct vicinity of the National Park form a pact for joint spatial planning and financial models, to avoid competition and random policy differences; that landscape quality is properly measured and monitored; that local initiatives and land owners are involved; and that new business models are tested.

Lessons learned

The initiative of park-inclusive development shows the new opportunities that emerge when we think in combinations of urban and natural landscapes, mixing the colors 'red' and 'green' on the map. Red can pay for green, while green can infiltrate the red so it becomes ecologically and visually part of a larger park area. With such a large pallet of options, and limited means and people to work with, the question is where to start, how to set priorities. An additional challenge is that legal and fiscal opportunities do not always match the ambitions of local individuals and groups in the area.

Potential

Many Dutch regions struggle with the same problems of scarce space for development on the one hand, concerning the realization of housing, renewable energy production etc., and on the other hand insufficient budgets for landscape maintenance and development. Therefore, solutions from the think tank for park-inclusive development could be tested and applied nationwide. The increased integration of planning in the Netherlands – combining several spatial developments in the same area – makes the integration of nature and recreation an obvious choice. The legal context has adapted to this new reality over the last decade, including the preparation of the National Environmental Act, so-called Business Development Zones, and the successful founding of many local energy cooperatives. These options can be applied to landscape as well, for instance as Nature Development Zones or Park Cooperatives.



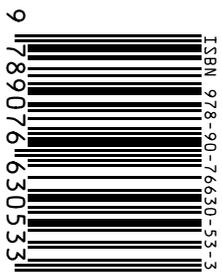
Grenspark Groot-Saeftinghe recently established a collaboration with the Antwerp Port Authority. This company will invest in the recent park, which crosses the border between Flanders and the Dutch province Zeeland. The contribution will pay for landscape infrastructure regarding the typical brackish nature, under the influence of the tides in the Scheldt Delta, and concerning the development of new agricultural practices in these salty environments.

Read more:
www.grenspark-groot-saeftinghe.eu
www.vilt.be

Grenspark Groot-Saeftinghe

Photo: Grenspark





vereniging
delta —
metropool