



## Landscape Management Plan Methodology

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**With support from the INTERREG IV C program and the European Union, the 14 partners of the European project EUROSCAPES were able to share and exchange ideas on the theme of sustainable spaces and natural and cultural landscapes of urban and suburban areas.**

Three years' meetings, study visits and seminars, as well as the identification of the best practices - easily transferable and applicable by others - have resulted in a productive cooperation which led locally to the set up of relevant Landscapes Management Plans fitted to the partner' territories specificities.

These cross-analyses have identified multiple issues of the need of a better green spaces management, taking into account the particular contexts of each partner. Furthermore, out of this inventory and thinking came up the idea of developing a common methodology to summarize and synthesize three years of research and exchange. With the help of Deni Ruggeri and Anne Jaluzot, and the collaboration of the entire partnership, a thorough analysis has been conducted to identify the key aspects inherent to the implementation of a consistent and effective management plan. This publication dedicated to the communities wishing to get involved in the differentiated green spaces' management issue, results from the study of the work developed by each locally, directed interviews as well as the analysis of the best practices.

Besides, beyond the Landscapes Management Plans and their implementation, many thoughts were brought on the use of Geographic Information Systems, the establishment of citizens' consultation and consciousness raising as well as their integration in the local / regional planning policies. And these examples - applied by our

European partners across their own territories - are grouped in a more specific publication dedicated to the best practices.

Indeed, the diversity of territories has highlighted a variety of key concepts in the management of cultural and natural landscapes. And, putting the issues into perspective, beyond their antagonism and the different « scales » of the landscape, appears as an essential point of landscapes management - from the attention to the visual character (often associated with tourism and quality of life) to the biodiversity preservation in specifically identified sectors.

Lastly, exchanges, sharing of expertise and the partners' investments' quality demonstrate the relevance and the importance of collaboration and partnerships at a European level; in particular when international issues are involved. EUROSCAPES objectives focus on improving management - maintenance, preservation, protection and improvement - of green spaces (parks, gardens, squares, heritage plants, aquatic areas and river banks), cities entries, private green spaces and cultural landscapes (cultural and historical). These topics are certainly local, but can also be discussed internationally to see what happens « elsewhere » and to provide the best solutions to our citizens.

For some, the exchange and shared projects have redefined methods and streamline some management practices. For others, they pushed the revaluation of awareness devices, for both public and private structures (schools, cultural facilities...) including a great impact on the population. On a more general note, the project EUROSCAPES allowed all partners to consider another landscape management and enhance the strengths of their territory's values.

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## **1** Introduction

### **Purpose and sources for this report**

This report presents the key methodological findings arising from two expert reviews of the 13 on Landscape Management Plans produced as part of the Euroscapes project.

Initiated in January 2010 thanks to financial support from the European Regional Development Fund INTERREG IVC Programme, the Euroscapes project involves partners from 13 different EU countries (see list in Appendix 1). The project aims to support the implementation of the European Landscape Convention by developing new management models for natural and cultural landscapes in urban and periurban areas.

*"Through the implementation of Landscape Management Plans, the objective is to rationalise practices, protect and enhance landscapes in a coherent territorial and sustainable approach."*  
Source: Euroscapes website

In July 2012, six months prior to the date when the Euroscapes project was due to complete (scheduled for January 2013), two external experts were commissioned to review the draft Landscape Management Plans and supporting

good practice materials each partner had produced (see list in Appendix 2).

Deni Ruggeri, Assistant Professor of Landscape Architecture and Director of the PhD program in Landscape Architecture at the University of Oregon, OR USA led a desktop review of all materials that had been made available at the time. Vanessa Nevers, Vanessa Walton, and Deven Young, Masters' students in the department of Landscape Architecture at the University of Oregon also contributed to this work. The partners' documentation was critically assessed using a set of environmental, social and economic criteria primarily drawn from two US-based benchmarking frameworks for evaluating landscape in the context of new developments:

■ The Sustainable Sites Initiative (SITES) – created by the American Society of Landscape Architects, the Lady Bird Johnson Wildflower Centre at The University of Texas at Austin and the United States Botanic Garden, SITES™ provide “voluntary guidelines and performance benchmarks for sustainable land design, construction and maintenance practices”, that is comparable to what LEED, BREEAM, HQE or DGBN provide for sustainable buildings.,

■ The Landscape Architecture Foundation Landscape Performance Series – designed as a library of case studies submitted on a voluntary basis by a self-selected sample of designers and planners, the 'Performance Series' follows a template designed to highlight and analyse in relative details the sustainable performance of each project.

Conclusions from this review were compiled in a report titled Euroscapes Partners' Documentation Review and Analysis\*.

Anne Jaluzot, Green Infrastructure Planning Consultant based in London, UK analysed the approach, outcomes and learning associated with each partners' Landscape Management Plan. This work was based on extensive semi-structured telephone interviews with one or several members of each partner's team. The written materials that had been communicated by each partner provided the background briefing for each conversation that followed a template questionnaire. Findings from this review together with summaries for each interview were compiled in a report titled Euroscapes Landscapes Management Plans Review\*.

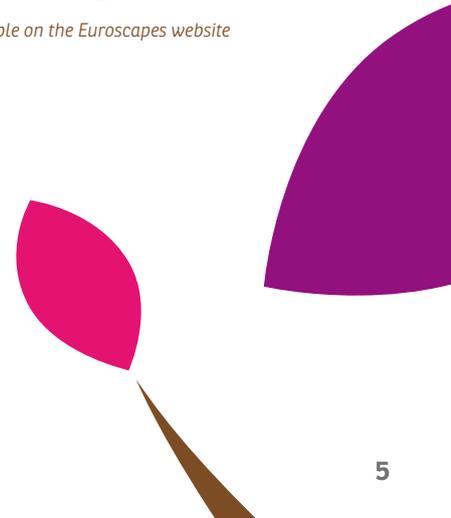
These two reviews provided the basis for the methodological conclusions provided below.

## Content of this report

This report is written as a best practice guide, based on the Euroscapes partners' collective experience, on how to successfully develop and implement a Landscape Management Plan (LMP).

The first part of this report offers a definition of what an LMP is, and what it might be used for. This is followed by an overview of the key activities involved in developing an LMP. The last part of this report highlights a selection of useful principles, tools and techniques that have proven effective – if not essential – to ensure success. ■

*\*available on the Euroscapes website*



## 2 What is a Landscape Management Plan?

### Landscape Management Plan definition

What is a Landscape Management Plan? The answer to this question was much debated amongst Euroscapes partners. Below is an overview of where the dust seems to have settled in respect to each of the words used in the 'LMP' phrase, and for the term as a whole.

**Landscape** – defined in the European Landscape Convention as a unique synthesis between the natural and cultural characteristics of a region, the word landscape has a complex and layered meaning that inexorably shifts in response to the context in which it is used and to the background of the user:

- For an environmental planner in municipal area under the influence of a large metropolis, the landscape might be the natural assets, the remaining farmland and the urban green spaces
- For an urban designer in an historic urban centre, the landscape might be the streetscape
- For an architects focusing on rural areas, the landscape might be a series of views that need to be preserved...

The Euroscapes project included ordinary landscapes, working landscapes, outstanding landscapes... Beyond these differences, all shared the experience of conflicts between the different local landscape stakeholders and/or custodians and the belief that resolution, or better arbitration of these conflicts, would positively impact local quality of life.

**Management** – in the context of landscape, management is defined in the European Landscape Convention as “action, from a perspective of sustainable development, to ensure the regular upkeep of a landscape, so as to guide and harmonise changes which are brought about by social, economic and environmental processes”. It refers to the technical implementation of maintenance measures as well as more widely to the use of policy (protection regulation, development control regulation) or non-policy-based (negotiation and cooperation measures) instruments allowing to shape and regulate landscape change.

**Plan** – in the context of landscape management, a plan refers to a detailed programme action for implementing a range of management measures. The term also conveys the ideas of bringing foresight and coherence to the action programme being documented.

**A Landscape Management Plan (LMP)** articulates the practical set of actions, methodologies, instruments and programmes that will be used, as part of a sustainable development approach, to maintain and enhance the values of a specific landscape.

### Purpose of a Landscape Management Plan

Euroscapes partners have used an LMP to:

- Facilitate joined-up decision-making by social and institutional actors in the area
- Guide and enhance the upkeep of a defined land estate
- Address concerns about the impact or urbanisation on the conservation of natural and/or cultural resources
- Ensure new development contribute to landscape quality
- Increase the landscape capital of a specific area, landscape being understood as a forefront economic (and natural and cultural) resource
- Provide focus and operational instruments for the delivery of landscape quality objectives
- Provide criteria and tools for identifying and protecting landscape quality
- Enhance economic prospect of an area, in respect of landscape quality ■



### 3 The Landscape Management Plan development process

#### Overview

The process outlined below provides a summary of the key activities and techniques Euroscapes partners relied on to produce their LMPs. Not all partners carried out all activities listed. Rather than being conducted in a serial fashion, tasks were often undertaken with a significant degree of concurrency and overlap, allowing some 'quick wins' to be realised while other landscape management issues were still being analysed. Some partners also chose to use iterations, initially focusing the approach on a proportion of the territory before rolling it out to other areas: here again, this facilitated rapid progress generating 'proof by example' that build up the credibility of the project. It also gave the flexibility to refine the approach from one iteration to the next.

*"Quite early on in the process we started implementing some aspects of the recommendations that were emerging from our LMP, particularly with our arboriculture work... It generated some sort of snowball effect: local authorities liked what they saw and wanted to*

*do the same, they wanted to become part of it." San du Val Maubuée (P1)*

#### Inception

When documenting their approach, few Euroscapes partners articulated in details the work they conducted to start and 'set-up' their LMP project. Yet, upon reflecting on success factors, many pinpointed the importance of dedicating time to:

- **Defining an initial broad goal statement and spatial scope** (both can/should be later refined) that provides a compass for the work
- **Mapping key stakeholders** – with a view to lay the groundwork for recruiting potential project partner and scoping other audiences that will need to be engaged. Questions that might guide this stakeholders analysis include:
  - Who has regulatory control over the landscape?
  - Who has political control?
  - Who are the landscape custodians?
  - Who are the beneficiaries? (from an economic and a social perspective – e.g. recreational user, businesses who's activities are affected by or reliant on landscapes)
  - Who are the knowledge holders? (including those holding data the study might need access to)

**Example:** To initiate their LMP for the Belvedere Area in East London, TGLP (P.14) conducted a thorough stakeholder mapping exercise. *"Stakeholder Mapping provides a mechanism for identifying those individuals and organisations that are key to ensuring project success and those who have an interest and influence in the study."* Varying levels of interest and influence were mapped into a 'Participation Matrix'. This helped identify stakeholders who were interested in the outcomes and who would want to shape the process, although they were not going to be involved in the implementation (ie. high level of interest/low level of influence). It also helped identify those who would ultimately be responsible for implementation and who therefore needed to be involved in the decision making process (low level of interest/high level of influence). A strategy for effectively engaging these 2 audiences was then produced.

- **Recruiting an inter-disciplinary team and partners** – The European Landscape Convention states the need for inter-disciplinary and inter-professional work in protecting, managing and planning the landscape. With specific reference to landscape management, this need is even greater – successful management relies on the ability to emulate sustainable landscape outcomes

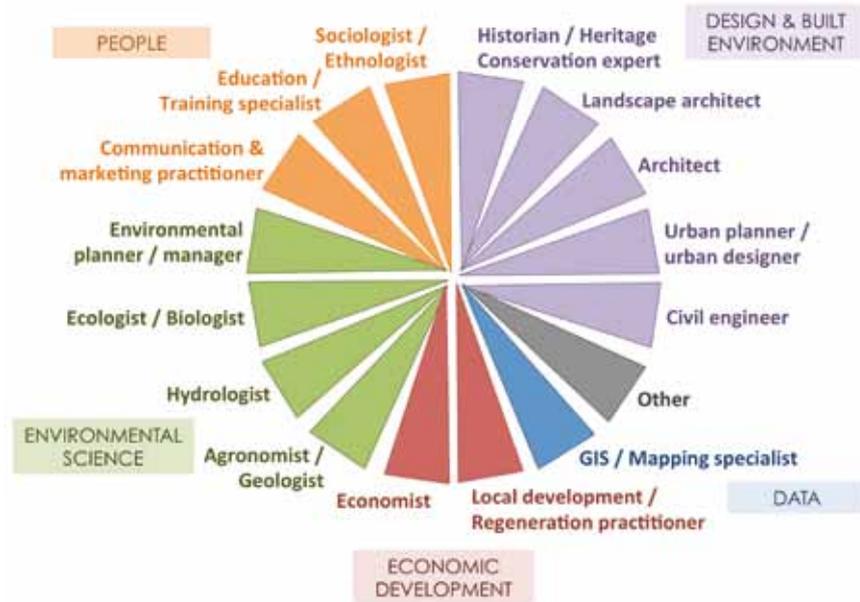
by means of mobilising and influencing all the operators involved in the landscape. The range of broad 'knowledge areas' that have proven useful during Euroscapes to make a significant difference in a team's ability to succeed include:

- Built environment skills
- People skills
- Environmental science skills
- Economic development skills
- Technical skills: data management / GIS
- Other – eg. Legal

With regards to partners, agreeing a clear distribution of roles and responsibilities, and contributions is important (eg. Data sharing, access to important skills or services that might not be represented within the core team, such as marketing).

**Example:** To decide where to focus their LMP between different options that all showed landscape management issues, the South East Region development Agency of Romania (P5) used Robert Arnkil's 360-degree Learning Space Method. This evaluation technique identifies five dimensions which a project must successfully negotiate in order to be successful in the long run:

- The internal (team) activity of the project
- Customer/ citizen dimension (customer



- service, engagement and contact with the customer, beneficiary, citizen)
- Horizontal partnerships (permanent and temporary partners, networking)
- Vertical dimension: Governance and management dimension (different levels and bodies of management, governance, funding)

- Time dimension (past: learning and continuity from earlier work, present: real time learning, and future: sustainability and mainstreaming).
- Each potential site was analysed in light of these 5 key dimensions, considering what was possible, and what was necessary.



## Data collection

Data collection ought to be selective and geared to pinpoint the territorial configuration and provide the essential parameters for the landscape diagnosis and, ultimately, for landscape management activities. Risks of getting lost in the endless options available to acquire information – spending unnecessary time and budget – are quite real. What information is needed as well as how, when and by whom each piece of information will be used are 4 useful 'health check' questions to consider before embarking on data acquisition. Another useful guide is to bear in mind that, this work needs to respond to the fact that each landscape is unique, and facilitate the identification of those features that give a locality its 'sense of place'. The Euroscapes project has shown that 3 primary types of information are likely to be required:

• **Relevant legal and planning framework** – this proved an essential starting point for most LMPs: partners often found that plans weren't being implemented, or if they were, that the approach was so 'siloed' that the results lacked effectiveness. LMPs in this context provide a tool for 'sorting out' dysfunction in the implementation of a regulatory framework

## • Functional characteristics of the territory

- Location components: siting, accessibility, geographical context
- Geo-morphological components: relief structure, hydrological system, topography, geology;
- Biophysical components: soil, climate, vegetation, and associated habitats, wildlife and ecosystems;
- Socio-economic components: settlements, infrastructure networks, land use, demographics, economic activities and flows (including products from the land)
- Historical and cultural components: built and land-based heritage, land ownership, land custodians

## • Perceptual dimensions

In addition to the more 'objective' aspects above, many Euroscapes partners have also sought to describe the subjective dimensions of how a landscape is perceived through collecting information on:

- Visual and other sensory aspects – lines, structures, colours
- Perceptual aspects – scales of perception, points of observation
- Values – Involvement of local communities in this work was essential (for examples, see 'Community participation' under 'Techniques and tools' below).

• **Pre-existing data** – the challenges here are to identify sources, secure agreement from the data holder to release the information, and adapt the data format to make it useable for landscape analysis purposes

**Example:** As part of their 'inception' activities, the Lake Balaton Development Coordination Agency (LBDCA - P8) signed a partnership agreement with the Water Agency, which included provisions for data sharing. This ensured the LBDCA would have free access to the datasets and GIS layers the agency already held regarding past vegetation study, hydrology, shoreline, etc.

• **Field work** – the challenges here are to define data collection protocols and ensure quality assurance

## Diagnosis

Most Euroscapes partners used the data they had collected together with interactions with local communities and stakeholders to produce a landscape diagnosis pinpointing:

- Key components of the landscape or landscape units
- Key values that make each unit unique
- Trends/dynamics and factors driving these trends
- Issues and opportunities for the future



Methods used for conducting a diagnosis include:

- Cross tabulation and expert analysis of the data collected using GIS
- Interviews and site visits with communities and stakeholders

**Example:** As part of their diagnosis work, the LahnPark team (P3) invited local communities and stakeholders to book site visit appointments during which they could show and discuss what they perceived to be important landscape issues. The team was taken to see an illegal dumping site, a lake affected by use conflicts between different types of recreational users, etc. This approach to learning about landscape issues enhanced the credibility of the LMP work at a grassroots level but also gave the LahnPark team a first hand understanding of local communities' priorities and sources of concerns for the landscape.

- Workshops with communities and stakeholders

**Example:** In their work on the North Viterbo province, the Rome University of Sapienza (P7) organised 'technical workshops' with local communities and stakeholders – see more details below under 'community participation'.

## Objectives

In addition to the overarching goal or a mandate that helped kick-off their work, Euroscapes partners also developed a range of specific objective to guide landscape management action and articulate the expected landscape outcome.

**Example:** The LMP developed by the SAN du Val Maubuée covers 3,800 hectare of suburbs on the East side of Greater Paris that were developed under the impetus of the 'New Towns' movement of the 60s era. The overarching motivation and goal for the LMP was to help ensure landscapes fully support and contribute to the transition the area wants to achieve towards a more sustainable approach to territorial development. From that starting point, and based on the analysis and diagnosis work that was conducted, the following key LMP objectives were identified:

- To ensure the unique character and traits associated with each of the 3 main landscape units (the wooded landscape, the water landscape, the urban gardens landscape) will get reinforced rather than lost going forward
- To enhance the ecological connectivity of the landscape
- To take a 'differentiated' (rather than blanket) approach to management that is

sensitive and responsive to local character (the 3 units), as well as balance people and wildlife needs

- To turn infrastructure corridors into assets that link and articulate the different neighbourhood they cross rather than create ruptures and barriers
- To ensure landscapes provide amenity value for residents and businesses, actively contributing to building positive social dynamics
- To raise awareness amongst local communities about the key features and values that characterise the local landscape

This was supplemented by site-specific objectives for each of the key green spaces the SAN maintains.

**Example:** Also designed for a suburban landscape, the LMP developed by Thames Gateway London Partnership (P14) focuses on a 200-hectare land area, encompassing a derelict industrial estate (the Belvedere Employment Area) and a protected wetland (Erith Marsh) in East London. Born out of the ambition to capitalise on landscape quality to help regenerate this employment area, the Belvedere and Erith Ditches and Dykes Management Plan is designed to deliver the following 9 objectives, broken into 2 time horizons:



Short to Medium Term Objectives (1 to 5 years)

1. Achieve optimised conveyance and drainage potential through sustainable channel maintenance
2. Remove all litter and rubbish including fly tipping
3. Eradicate invasive species
4. Sustainably manage ditch margins and banks to maintain biodiversity
5. Maintain Water Vole habitats
6. Long Term Objectives (over 5 years)
7. Deliver long term sustainable habitat and drainage management
8. Enhance as a community resource
9. Enhance habitat to encourage water vole colonisation and connectivity
10. Improve ecological diversity of riparian habitat

## Action Plan

The action plan establishes tasks to be carried out for realising the strategy set out through the LMP objectives. This should include who will be responsible for carrying each task, clarify the resource required, and provide a timeframe for completion.

## Implementation set-up

A range of instruments can be mobilised to facilitate and support the implementation of the

landscape management objectives and actions formulated:

● **Planning policy:** Embedding their LMP into statutory local planning documents (eg. Master plan) has been a primary focus for Euroscapes partners, as this provides a powerful mechanism to ensure future developments will contribute to, rather than take-away from, local landscape quality.

**Example:** The Municipality of Sigulda has integrated its LMP within its territorial plan. For each of the key 'cultural' and 'visual' landscape units the LMP has identified, new development will have to support and contribute to the character definition the LMP provides, and abide to the associated development guidance.

● **Training:** Lack of knowledge and understanding can become a powerful barrier to successful implementation. Delivering an LMP inevitably relies on a much wider range of individuals than those who were part of the core team that led the plan-making process. Ensuring everyone has the knowledge required to embrace the actions defined in the plan is therefore essential.

**Example:** The core team who produced the Municipality of Torun's LMP (P12) designed and delivered some training workshops

for their colleagues from the Building and Architecture department and the Green Space and Environment department to ensure they all knew why and how the LMP was developed, what it called for, how its delivery was to be monitored and how they are expected to input into this monitoring effort.

**Example:** The SAN du Val Maubée involved frontline green space maintenance staff throughout the LMP development process. Volunteer members of the SAN's 80-strong greenspace maintenance team were interviewed on landscapes uses and perception (analysis & diagnosis work). A larger group also took part in workshops focused on translating in operational landscape maintenance terms the LMP objective for one of the key large parks the SAN manages (action planning work). These workshops also included discussions on knowledge gaps and training needs, which allowed to design a training programme that was initiated soon afterwards, before the LMP had been finalised. When interviewed, the Head of SAN's Green Space department emphasised how much momentum this collaborative and learning oriented approach created for the LMP: *"from a change management perspective, this has been an outstanding success: now 80 percent of our landscape maintenance*



*front line staff wants to go further in the adoption of diversified and sustainability driven landscape management techniques."*

• **Dissemination:** information doesn't make decision, but decisions without information is likely to be not as constructive as it could be. A communication strategy catering for the diversity of social sectors potentially interested and diversifying the information in accordance with the main features and interests of each sector (the whole general public, civic entities, the school population, etc) is an essential component for an LMP. The ultimate goal of the communication and dissemination efforts is to create a social climate conducive to the development of the LMP, and to create a genuine landscape culture boosting the appreciation of landscape values and improving personal and social attitudes to the landscape. The paragraphs on 'community participation' in the 'Tools and techniques' section below provides examples of how Euroscapes partners have conducted awareness raising and information programmes on their LMPs.

• **Governance:** In order to carry out the activities scheduled in the LMP, a steering group or even an ad-hoc lightweight body may need to be established to provide for

sustained capacity for coordination mediation, consensus-building efforts.

**Example:** In Hesse, Germany, the LMP to provide a shared approach to the management of the 'LahnPark', a 1,400 hectares stretch of farmland and natural asset located along the River Lahn forming the 'green heartland' and 'shared backyard' for 4 municipalities. As a result of the plan, the 4 municipalities have committed to contribute €6,250 every year (ie. total 25,000€ yearly budget) so that the "inter-municipal working group" which led the development of the LMP is maintained to drive delivery forward. *"This project is not so much a planning-driven process, but rather a multi-stakeholder management process. It's been really successful at creating a light structure to manage this type of periurban landscape – which is not associated with one phase of planning, but rather with a long-term process."* The inter-municipal working group will be supported by three task groups, each focusing on focus on a specific topic: agriculture, tourism/leisure or nature conservation. Each task group will meet at least once a year and provide a forum to:

- Look at new projects that ought to be taken on
- Review the yearly delivery programme, and define the programme for the next year
- Monitor the long year delivery plan

• **Monitoring:** results monitoring is part of any management process – in the context of landscape management evaluation, monitoring is best conducted on 3 levels:

- Landscape outcomes
- Landscape management outputs
- Landscape management process

See the 'monitoring' section under 'Tools and techniques' below for further details on the findings arising from the Euroscapes programmes on this.

## Sustained community participation

Society is not a passive subject juxtaposed to a changing and contextual landscape: it makes landscape, it is landscape, as much as the other living or physical features of the landscape. Landscape management is therefore inconceivable without society being part of all the key activities that supports it – from analysis to implementation.

The Euroscapes LMPs have shown that degrees and forms of community participation will vary depending on the task at hand and of the culture of the organisations who leads the work.

- **Degrees** – this refers to the power relationship that underpins the exchange: information / consultation / partnership
- **Forms** – face-to-face or remote; group or

one-to-one; oral, or visual media, etc.

There is a need and a place for expert leadership throughout the LMP development process. This expertise, however, ought to be mobilised as an 'enabling' force, aware of and engaged with the complex network of stakeholders who produce landscapes.

*"If landscape management remains a nice discussion between specialists, it doesn't happen."*  
Sigulda (P6)

Examples of community participation tools and techniques used and or developed by Euroscapes partners can be found below. ■



## 4 Tools and techniques for success

### GEOGRAPHIC INFORMATION SYSTEMS

Design and use of Geographic Information Systems (GIS) databases was a strong area of focus and experience sharing amongst Euroscapes partners. Landscapes are complex, multilayered and dynamic spatial systems. Managing them requires in the first place understanding 'what is there' in order to take action and monitor changes – GIS provides a very effective tool to facilitate all three.

In reflecting on their experience, Euroscapes partners have also recognised that using GIS can be a time and resource consuming endeavour. The return on the investment one gets from a landscape management focused GIS database is largely a function of the time that has been spent:

- Designing the data model based on a fine understanding of future uses
- Ensuring prospective users have been adequately trained to make the most of the resource and take ownership of all or part of its upkeep
- Establishing a simple process for future updates and maintenance

### Using GIS to facilitate data collection and diagnosis

Euroscapes partners used GIS to facilitate landscape analysis in the following ways:

- Bring into a single data repository existing information from disparate sources and formats
- Generate information on key landscape assets – e.g. infrared vegetation mapping
- Guide fieldwork, allowing for more effective and precise information to be collected
- Cross-tabulate wide ranging information to facilitate the delineation of landscape character units, measure landscape change, identify areas for priority intervention

**Example:** The Lake Balaton Development Coordination Agency (P8) and the Water Agency mapped the shoreline vegetation around Lake Balaton using infrared images. Using the base map thus generated, field surveys were conducted to confirm vegetation type, assess vegetation conditions (particularly for reeds), and identify illegal modifications to the shorelines by filling. The new vegetation information layer was compared against results from a similar vegetation survey that had been conducted 5 years previous, as well as land use, cadastral and land ownership information. This cross tabulation allowed to measure vegetation changes – which then



helped inform reed maintenance operation under the Water Agency's supervision, and identify target areas for enforcement and restoration.

## Using GIS for communicating on landscapes

Euroscapes partners have made extensive use of GIS visualisation and mapping abilities to present their LMPs and share findings with key stakeholders and community audiences. GIS can be used to produce good thematic maps focusing on landscape features (eg. vegetation, cultural features such as stonewalls, etc.), or summary maps showing the landscape units, areas of change (differentiating between type of change), recommended landscape management interventions (possibly with different displays to differentiate between types of intervention), etc.

Some partners have also made available the main GIS layers related to the landscapes featured in their LMP via their geoportal - a type of web portal used to provide internet users with access to geographic information and associated geographic services (display, analysis, etc.).

Whether for online display or publication, the graphics and representation codes used for

communication to a wider audience need to be intuitive.

**Example:** As part of the Euroscapes project, the Trikala's Municipal Enterprise for Social Development (P10) focused on creating a GIS database on Trikala's public natural and cultural landscapes that consulted by the general public via the municipal geo-portal website. When displayed via the geo-portal website, the database shows the location of all publicly owned park over aerial photography – which makes it easier for people to find their bearings. The recreational amenities (eg. footpath, playing field and other sports venues, etc.) associated with each site are also displayed. With cultural features, such as churches, museums, and listed historic buildings, the mapping tool also gives access to photograph and short narratives about the background, significance and opening hours of the monument. The visual language used, including simple colour coding and self-explanatory icons renders the mapping tool very easy to use.

## Using GIS for supporting maintenance activities and other decision-making

A significant proportion of Euroscapes partners have designed their GIS databases not simply to facilitate landscape characterisation work, but also to directly support decision-making for the

planning, prioritising and tracking of landscape management works. GIS provides the data management tools for adopting maintenance regimes that are driven by evidenced needs and performance – enhancing the odds of delivering better results for a same or lesser amount of resources.

**Example:** The SAN du Val Maubuée (P1) maintains 1,700 hectares of the green space. One of the key aspirations for the LMP was to provide a strategy to ensure the management of this resource contribute to the sustainable development objective of the area. The data collection conducted across the green spaces the SAN manages included a detailed ecological inventory, together with the mapping of vegetation cover per strata – ie: distinguishing between the groundcover, the herbaceous layer, the shrub layer and the tree layer. By cross-tabulating the information gathered, green space officers from the SAN have been able to identify areas that require different management regimes – for example an area of grass under the canopy of a tree is allocated to a less intensive mowing regime; similarly biodiversity hotspots have been targeted for tailored wildlife friendly regimes.



**Example:** When creating a set of GIS layers to support the Devín LMP, the University of Bratislava Slovakia (P5) incorporated scoring figures and notes on tree conditions, so that the municipal landscape officer could use the tree layer not only for managing planning requests regarding tree removal, but also to schedule and prioritise works on public trees. Other aspect of the data set created allows local planners to check levels of green space provision and accessibility in any given section of the municipal area, and require financial contributions from new developments that do not provide adequate levels of green space within their site.

**Example:** The municipality of Granollers structured its GIS database so that for any given land plot within the municipal boundary, local officers can display the wildlife habitats that might be present, levels of protections that apply and the associated regulation and legislation. This expedites the work of officers across the municipality who, via the intranet, have ready access to the key information they need to integrate the protection of local natural assets within their projects and decisions.

### Using GIS for monitoring landscape change

GIS also provides an effective tool for monitoring landscape change – granted data is

updated on a regular basis and performance indicators have been defined.

## COMMUNITY PARTICIPATION

Community participation is an area where Euroscapes partners demonstrated strong thought leadership and innovation. Capturing in details the process and methodologies associated with the rich range of community engagement best practice arising from the 13 Euroscapes LMPs goes beyond the remit of this report. The principles and examples outlined below provide an overview of the key findings and experiences that stood out during the LMPs review.

### Who to involve

Taking the time to identify not only how to involve (discussed below) but also who to engage is critical. During the interviews conducted as part of the LMPs review, partners particularly emphasised the following ‘tips’:

**Avoid to rely exclusively on ‘consultees list’ drawn up for statutory planning consultation procedures:** these lists might provide a useful starting point, however they will also draw a collection of small interest groups that

are not necessarily representative of the wider community.

**Example:** The consultation workshops organised as part of the development of the LahnPark LMP (P3) in Germany initially proved challenging to manage, until the project team was able to widen the range of participants involved beyond the circle of local association and NGOs who always take part: *“by relying on the list from the planning office, we got the same old interest groups. Most of these groups are not interested in taking an integrated approach, but rather in pursuing their own interest.”*

**Beware of focusing exclusively on local audiences:** in a context where people and goods are increasingly mobile, communities living not immediately within the LMP study boundary might very well have as much – if not stronger – influence on the local landscape dynamics as locals. Mapping out the different group of people who drive or influence landscape change is an effective way to start shaping a community engagement process.

**Example:** Out of all Euroscapes partners, the Municipality of Loures, PT (P2) did some of the most extensive community engagement work: close to 600 people were reached, all from the northern rural half of the municipal territory targeted by the LMP.



In retrospect, the team involved felt a better way might have been to also reach out to city dwellers: *"if we were to do this again, we'd reach out to residents from a greater diversity of settlements, including city dwellers, to get a wider range of viewpoint – the rural and urban areas are so dependant on one another."*

**Take a 'supply chain' approach to recruit participants more easily.** Reaching out to informal community leaders who have influence over a wide local network can help save great amounts of time and efforts.

**Example:** To engage businesses in the Belvedere Employment Area in East London, UK, Thames Gateway London Partnership (P14) and the London Borough of Bexley initially focused on capturing the attention of 5 or 6 key businesses from the area who then convinced the other companies present within the industrial estate – most of whom were their suppliers – to take part in the LMP work.

**Example:** To help get wide grass root response into its survey on landscape perception, the Loures LMP team (P2) mobilised teachers who were able to ask their pupils to survey their parents. Around 20 children produced interviewed their relatives on the landscapes they live in, using

a template the LMP team had provided. In addition to facilitating the survey work, this also helped raise awareness amongst children about the landscape they live in.

### **Bringing on board some specialist skills – if possible**

All partners who used specialist input to support community activities emphasised how worthwhile this had been, both for the project and for their own professional development.

*"What we've done demonstrated how powerful and effective such engagement can be, but it also revealed the need for specialist staff or expert to lead the work... community engagement is a domain of expertise on its own" SAN du Val Maubuée (P1)*

*"The tools and techniques [from our marketing and tourism colleagues], their ability to sell the benefits of participating and to design more interactive approaches to participation produce great results. We'll definitely work more with them in the future" Sigulda (P3)*

Specific areas of expertise that proved particularly useful to the Euroscapes LMPs were:

🔴 **Marketing and communications specialists:** to identify key messages for the public, break down information in 'digestible'

chunks, simplify or adapt the language to the audience

🔴 **Events and facilitation specialist:** to design and moderate events and workshops that are well attended, highly interactive, start and finish and produce actionable materials

🔴 **Ethnologist and sociologist:** to design and lead fieldwork on behaviour, values and perception of landscapes.

Consultation can appear challenging to those who don't have experience in taking part or leading participatory processes. The temptation can be strong under such circumstances to resort to remote mechanisms (web based survey) – which might feel "safer", or to stay away completely from engaging. The two Euroscapes partners who followed these paths felt in retrospect they had missed a significant opportunity to make their LMP more impactful. The rich pier-to-pier exchanges that took place between partners showed that, even when specialist skills are not present within a given team, good practice examples can be found through practitioners networks. In other words: recruiting specialist skills is highly advisable, but when this proves not possible, taking the time to do some research on documented best practice can take one a long way. Not engaging cannot be considered an option when working an LMP. Below are some examples of some



of the community engagement best practice successfully tested within Euroscapes.

## Capturing people's relation to and perception of the landscape

People's relations to and perception of the landscape were captured through:

**Photo shooting** – this provides an opportunity for community participants to describe what, from their perspective, makes a specific landscape unique and recognisable without having to rely on language or to respond to the framing survey questions might impose. This is best used in combination with some de-briefing discussions during which individuals explain their choices and contribute to a collective analysis of the results of the exercise.

**Example:** In their work on the landscapes of the North Viterbo Province, the University of Rome team (P7) used a 2-day photo shoot to capture people's perception of what 'makes' their landscape. Publicised via articles in the local gazette as well as on the municipalities' website, the photo-shoot event drew a large group of volunteer participants from wide ranging age groups. People were given disposable cameras, and instructed to go take picture that 'describe the local landscapes'. Results

were analysed by separating 'natural' from 'cultural' images – the research team was particularly interested in how pictures of farming equipment featured significantly amongst the photos taken. This contributed to shape the next phase of the work, for which 'sustainable farming' was made into a key theme.

**Survey based on an interview questionnaire** – this gives an opportunity to collect, in a consistent and reliable fashion, information on use, values, opportunities, issues associated with one or several landscapes. The questionnaire design – particularly the choice of words – requires careful consideration, and if possible professional input.

**Example:** The Loures LMP focuses on the rural northern half of the Municipality of Loures (P2). The team that developed the plan included a sociologist who designed and conducted a survey with 180 residents and farmers from the area to be affected by their LMP. The survey questionnaire explored perceptions of rural activities, the importance given to environmental issues and type of economic support provided by agricultural activities. The survey also teased out levels of satisfaction associated with living in a specific landscape, and the degree of personal identification with the

place. Following pier-to-pier exchanges on community engagement techniques, the Municipality of Granollers (P11) and the University of Sapienza (P7) decided to borrow and adapt the Loures survey questionnaire to use it with farmers from their LMP study area, allowing for insightful exchanges around results analysis and comparisons.

## Working with communities at defining problems and solutions

**Technical workshops** – Workshop discussions involving a combination of experts and non-experts provide an opportunity to:

- Achieve a joint understanding of the complex ensemble of component part and interactions that 'make' a landscape
- Develop a set of shared objectives, as a foundation for future management
- Build on this by designing tangible ideas for projects and other actions

For such workshop to be effective, sufficient work needs to have been completed beforehand so that the discussions can be centred on the key forces for change and sources of opportunities for the local landscape.

**Example:** In North Viterbo, the University of Rome team (P7) organised 3 technical workshops, each involving between 30 and



50 participants, focusing on 'renewable energy and landscapes', 'agriculture and landscapes' and 'green tourism and landscapes'- Each workshop was structured around on 3 roundtables to discuss and identify critical issues, strengths/potential resources, and actions that could help address the issues identified, while taking advantage of the unique resources and strength of the region.

**Studio workshop** – focused on a specific site, this approach is particularly appropriate for resolving localised management issues. It might involve both a site visit and indoor 'plan-making' group work. Enabling non-technical community participant to shape proposals requires professional facilitation as well as playful tools such as models with moveable component parts, photo cards representing different maintenance styles to characterise certain sections of the model or plan being built, etc.

**Example:** As part of its LMP, the SAN du Val Maubuée (P1) held a studio workshop to establish a refurbishment and maintenance plan for a woodland edge. The workshop involved residents from houses immediately abutting the site. Participants worked in small groups, each focusing on a different section of the woodland edge.

They first built a model using illustrative plastic pawns and images to locate their house, show their garden and finally define the type of landscape they would like to see beyond their property boundary. Each sections of the model were assembled and translated into a 2 dimensional plan with the help of landscape architect and a facilitator. A collective site visit was held to confirm the detail of the recommendations included in the plan – e.g. trees to be kept, trees to be removed, spacing etc. This document now provides the basis for the future improvement and upkeep of the site.

### Informing and raising awareness

Sharing information or raising awareness about the landscape quality might be done at many different moments in the lifecycle of an LMP:

- 🍷 At the beginning of the plan-making process, to recruit participants for later phases
- 🍷 In combination with other participatory activities to ensure a minimum level playing field in terms of participants knowledge
- 🍷 During the implementation phase to help gather support for or acceptance of particular aspects of the operational programme

Some of the most innovative ways in which Euroscapes partner have done this include:

### Organising outdoors activities – organising

events or festivals taking place in the landscape that provides the focal point for the LMP and capitalising on the attraction popular outdoors activities can provide a very effective means to attract a 'hard to reach' audience (ie. one that usually do not attend more traditional forms of consultation events) and share information in more casual and playful fashion.

**Example:** The Municipality of Granollers (P11) held a series of guided visits to the 4 landscape units the LMP had identified. These visits gave participants the opportunity to:

- Go bird watching with the support of an ornithologist
- Find their way through exploration trails,
- Visit and discuss a woodland, having both walked through the site and watched a video presenting the view of different experts on the landscape they had seen
- Have fun... and (although this was not advertised as the main purpose of the visit) learn about the LMP
- Between 25 and 200 participants took part in each event – much more than what a traditional 'information meeting' would have allowed to reach.

**Example:** To help give life to the 'LahnPark' idea in the eyes of the general public, the LMP team (P3) organised a large half-marathon throughout the 1,400-hectare



stretch of farmland and natural asset located along the River Lahn that are the focus of the plan. The event attracted 535 participants and over 1,000 on-lookers, providing a fantastic opportunity to communicate widely what the cross-boundary joint approach to landscape management the LMP is designed to facilitate could mean and deliver in tangible terms.

**Providing access to landscape data via a geoportal** – A number of Euroscapes partners including Toruń (P12), Trikala (P10) and Granollers (P11), have shared on their website the different layers of information they had assemble to map and characterise the local landscape. This offers the general public a much enhanced access to a level of information that otherwise tend to be the exclusive remit of professionals and officials. If maintained up to date, it can provide a useful tool for supporting greater accountability and democracy in landscape management decision.

### **Ensuring communities are part of the management solution**

Partnership is the ultimate level of engagement between local authorities and socio-economic partners. There is only a limited – and in austerity times, often diminishing – amount of public resources available for hands-on management.

Increasing capacity for landscape management requires the involvement of those socio-economic partners that are part of, 'use' and ultimately make the landscape. Euroscapes LMPs explored different avenues for facilitating and securing such partnership approach including:

**Community representatives in governance committee** – including communities representatives, with voting power, amongst the decision making instance that will guide and monitor the implementation of the LMP can offers a strong mechanism for maintaining good communication channels with local stakeholders and generating stronger community ownership.

**Example:** To manage the implementation of the Braila Historic Centre, the South East Regional Development Agency of Romania (P9) is aiming to set up a "Zonal Coordination Committee", answering to the Municipality of Braila, involving Braila's chief architect, a local elected member, some representatives from SERDA, the Commission of for Historic Monuments and the Environment Protection Agency, as well as representatives from the business sector, the relevant NGOs and local community.

**Securing maintenance agreements** – Eliciting commitment from private owners – whether or not formally incorporated into an association,

an NGO, etc. requires being able to articulate clearly the benefice enhanced landscape management will provide. The conditions for a win-win situation must be created for both parties to commit.

**Example:** The Belvedere industrial estate in East London, UK used to be regularly affected by flooding – causing disruptions to business operations for an average of 2 days a month during winters. The area is located on the River Thames floodplain, next to a protected marsh, and drained thanks to a network of dikes and ditches mostly privately owned. As part of the Euroscapes programme (P14), the local authority entered into a series of agreement with the local business owners, agreeing to split the costs of capital improvements to the entire ditches and swales system – including the restoration and improvement of the adjacent marsh, and committing private owners to much enhanced maintenance standards for the ditches on their property.

**Example:** In one of the large nature reserves included within the perimeter of the LahnPark LMP, the LahnPark team (P3) has partnered with the environmental NGO 'Save the LahnPark River Floodplain' to build a stork nest. The 12 meter high structure was co-finance by public resources and private donations, whilst management and



maintenance activities – included onsite guided tours, and publication of a web diary with photos and podcasts during the nesting season – are conducted by the NGO.

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## PERFORMANCE AND MONITORING

Valuable insight on how to define landscape management performance indicators came from the review led by Deni Ruggeri and his team from University of Oregon. The assessment he led based on US based landscape sustainability benchmarks revealed gaps both in terms of specific area of performance that weren't being fully addressed in the Euroscapes LMPs and, more globally in the overall approach to defining clear and measurable landscape change outcomes an LMP is designed to generate.

Monitoring landscape change outcomes is the only real test for assessing the effectiveness of an LMP. However, monitoring such changes is a long-term endeavour. It is therefore useful during the development of an LMP and the initial stages of its delivery to find mechanisms to check whether it is “on course” and creates the conditions for long-term outcomes. This is best done by keeping an eye on outputs, and, as articulated in the LMP review led by Anne Jaluzot, by monitoring adherence to good practice for process.



## Landscape indicators

One of the key lessons from the University of Oregon's review of the Euroscapes partners' documentation is the importance of defining in specific terms the range of environmental, social and economic outcomes of an LMP is expected to have. This is best achieved by ensuring the LMP objectives address these 3 “Legs” of sustainability, and tying to each objectives one or several landscape outcomes indicators.

Such landscape outcomes indicators are useful in several ways:

- **Long-term monitoring** – Clearly defined outcomes provides a basis for monitoring the long-term results of the LMP
- **Checking the alignment of operational programme** – Landscape change outcomes provide a focus and a guide for designing the LMP operational programme: actions written in the LMP need to support the delivery of an outcome. In case they don't, then this is a sign either that these actions need to be dropped or modified, or that the outcome needs to be amended. In case an outcome isn't well supported by the operational programme, this points to the need to either modify the operational programme to add or rebalance actions, or to amend the outcome.

- **Benchmarking against best practice** – Discrete and specific outcomes facilitate benchmarking and comparisons with available performance framework on sustainable landscapes or sustainable development – this is a worthwhile exercise to conduct, as it may challenge the assumptions that might perhaps be limiting the thinking of the team working on the LMP and allow to strengthen or comfort choices.

To serve the three purposes described above, the landscape change indicators selected ought to:

- **Reflect the unique characteristics and objectives of the project:** a clear causal link needs to exist between the range of activities being designed, planned and implemented as part of the LMP and the targeted outcomes
- **Be associated with measurable targets supported by available, or easily made available data** – selecting an indicator for which there is no clear data collection mechanisms will most likely never be used

**Examples:** One of the key landscape change outcome the Lake Balaton LMP is aiming to achieve (P8) is to ensure 30 % of the lakeshore, within each 43 local authorities around the lake is publicly accessible.



**Example:** The SAN du Val Maubuée, France (P1) defined long-term, performance metric for the section of the LMP related to the landscape maintenance activities directly under its control in the following 3 areas:

- Number of visitors to key sites,
  - Volume of non-recycle waste arising from landscape maintenance
  - Carbon footprint of maintenance activities
- At the time this report the SAN was also considering adding a foUrth indicator related to maintenance costs.

## Example of possible landscape indicators

Examples of indicators LMPs might incorporate:

### Environmental/Ecological

- Tree canopy cover evolution within the LMP boundary
- Numbers of flora / fauna (Existing and New)
- Water quality evolution
- Volume of potable consumed by maintenance activities
- Stormwater management
- Disturbed vs. undisturbed soils
- Surface area of restored habitat
- Carbon footprint or Net carbon footprint (ie. taking into consideration carbon storage by the landscape) of maintenance activities
- Waste diverted from landfill

- Use of pesticide / herbicides and fertiliser by land custodians (farmers, green space maintenance team)

### Social/ Historical/Cultural

- Number/amount of cultural monuments or structures (eg. length of dry stonewalls)
- Number and diversity of visitors/users to cultural areas/landscapes (incl. trails/path, monuments open to the public, parks) under LMP
- Number of events organised (historical, cultural)
- Number of stakeholder groups involved in landscape management activities (e.g. volunteers, NGOs)

### Economic

- Budgetary savings resulting from the LMP
- Increase in local tax base
- Number of businesses / Number of jobs / Proportion of SMEs (ie. locally-owned businesses)
- Number of highly landscape-reliant businesses (eg. visitor economy, farming, transformation and distribution of land product) and associated number of jobs; Proportion of small businesses (which is usually a good indicator of how much the profits realised remain in the local economy, as opposed to benefit outside investors)

- Housing prices within the LMP boundary
- Volume/value of land product
- Income per hectare of arable land

## Good process and indicators

Good process increases chances of sustainable delivery. Based on the evaluation framework recommended by the International Institute for Sustainable Development (IISD), the LMP review led by Anne Jaluzot has identified four key areas that underpin good process. These are listed below, together with potential indicators that can be used to guide and assess the design and management of an LMP process.

### Knowledge management :

- A review of landscape management best-practice review ensures the LMP capitalises on previous knowledge
- Different areas of knowledge areas are represented within in the team – including ‘people skills’ (communication, marketing, facilitation, education, socio-ethnological applied research), ‘design and built environment skills’ (urban planning, landscape architecture, etc.), ‘environmental science skills’ (ecology, horticulture, agronomy, etc.) and ‘economic development’ skills (rural development, tourism, regeneration, economic impact assessment, etc.)

- Learning and knowledge growth is built-in the LMP development process, including training for the LMP team core staff to address potential skill gaps (eg. use of GIS, facilitation, negotiation), and training for the wider stakeholders involved (focused on LMP content)

#### **Social dynamics management :**

- The LMP development is based on partnerships with and co-managed with other organisations,
- A strategic approach is taken to community participation to ensure, communities are engaged in all key activities in the LMP development process, and the level (information/consultation/partnership) and format of engagement is adequate to the range of audiences to be reached
- Community participation reaches a significant extent (number of people reached) and good diversity (age, race, socio-economic profile, gender) of community audiences
- The LMP action plan/ operational programme gives a significant role to social partners in landscape management delivery

#### **Economic dynamics management :**

- The LMP is built on an understanding of the economic value(s) of the landscapes
- The cost implications of LMP operational programme understood (ie. quantified)

- Business stakeholders are engaged in the LMP development process

#### **Legitimacy and accountability :**

- The LMP has secured political support and has a political champion
- The LMP is integrated within the legal/statutory process (eg. statutory master plan)
- A governance structure to oversee the LMP implementation is agreed upon
- The LMP objective is supported by landscape change indicators, and an effective process for monitoring these indicators and publishing results is agreed ■



## APPENDIX 1:

### LIST OF EUROSCAPES PARTNERS WHO PRODUCED AN LMP

- Partner 1** SAN du Val Maubuée, France
- Partner 2** Municipality of Loures, Portugal
- Partner 3** Wetzlar-Gießen, Germany
- Partner 4** Autonomous Government of Canarias
- Partner 5** Slovak University of Technology in Bratislava, Slovakia
- Partner 6** Sigulda District Council, Latvia
- Partner 7** Rome University of Sapienza, Italy
- Partner 8** Lake Balaton Development Coordination Agency, Hungary
- Partner 9** South East Region Development Agency, Romania
- Partner 10** Trikala's Municipal Enterprise for Social Development, Greece
- Partner 11** Granollers City Council, Spain
- Partner 12** Municipality of Toruń, Poland
- Partner 14** Thames Gateway London Partnership, United Kingdom

## APPENDIX 2:

### LIST OF DOCUMENTS INCLUDED IN THE SCOPE OF THE EXPERT REVIEW\*

- The **"Expectation Statement"** produced by all bar one partner about what they wanted to achieve with their LMP
- The contributions to the **"Common LMP Methodology"**, in which all partners bar two outlined how their approach fitted the 4-step LMP development framework (data collection, Diagnosis/SWOT Analysis, Operational Programme, Implementation) partners had jointly previously defined.
- The **"LMP Summary"** produced by all partners to provide an overview of the content of their final LMP document
- The **"Good Practice Sheet"** produced by all bar two partners to document exemplar project or techniques used as part of their own LMP or of another successful landscape management programme
- The **"GIS Good Practice Sheet"**
- The **full draft or final LMP document** of those who had already completed their LMPs – granted this document was in a language the author of this report could understand (ie. French, Spanish, English).

*\*these documents are available on the Eurospaces website*



The Euroscapes project results are visible in 2 other publications:

*The best practices publication*

*The final brochure of the project presenting each partner's LMP*

These publications and other information are available on the Euroscapes project website:

<http://www.euroscapes-eu.org/>