

Le financement des parcs péri-urbains:

Comment impliquer les acteurs clés des parcs dans le financement de ceux-ci?

Funding periurban parks:

How to involve stakeholders?



Bilan de la réunion technique de Rome (Italie) / 28 octobre 2005

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Fédération Européenne
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INTRODUCTION

Public funding, from various sources, has varying levels of importance for the various members of Fedenatur. This funding has an impact on both general functioning and the opportunity for development.

However, in all cases, this public funding is becoming more and more difficult to obtain and this sometimes prevents proper administration of the parks concerned.

Many people are trying to get round this problem by generating resources through private activities such as the introduction of services paid for by park users, partnerships with companies operating in the parks, sponsoring and communication, benevolent associations and societies for friends of parks, the sale of products from the parks, the hiring out of areas, and other diverse activities.

These initiatives, to generate private finance, are numerous and varied for they are strategic to the future of these parks.

It is important not only to analyse the strategies but also to analyse the expenditure involved in the running of the parks: How much it costs public bodies and how much this cost increases on a yearly basis.

The technical information day on finance included the presentation of some interesting and innovative cases analysed and debated in detail in order to measure from them the interest, the limits (and the derivatives possibly).

Two particular aspects were discussed: the cases where European finance has been used for investment and the financial impact of the decisions made by governing bodies regarding certain groups : agricultural workers and forest workers, companies operating on or having links with the parks, (financial partnerships and management methods), users associations, sponsors.

The various people responsible for parks (directors, financiers, politicians...) looked at specific, innovative cases and discussed proposals for containing or reducing expenditure while enhancing the productivity and organisation of parks.

Josep Perpinyà Palau
President of Fedenatur

Financial Resources and Management

Paolo Giuntarelli, (Director of the Regional Organisation RomaNatura)

Financing for Protected Areas

- Although the protected areas operate under different methods of management and types of authority, they share a common objective- the conservation of biodiversity- and financial resources are necessary to cover the direct and indirect costs of management but above all to contribute to effective conservation.
- Governments have started to try to finance protected areas by means of agreements, policies and environmental and development strategies. : World Heritage Convention, CITES, Ramsar Convention, Convention on Biological Diversity (Global Environmental Facility)
- The main sources of international and national financing are in a state of crisis in spite of the expansion of protected areas. This reflects a change in development priorities and a reduction in the nations' budgets.
- The increasing importance of social objectives and poverty reduction has caused a decrease in the level of commitment to the environment particularly in developing countries.
- The achievement of goals for the conservation of places with protected areas involves time periods which are incompatible with the need for financial balance.
- It is clear the current flow of funds cannot support the expansion of the parks system. Conventional sources of finance will have to be supported by other means.

Achieving sustainability

- Financing a protected area does not only require money. It requires good management and the ability to attract the necessary funds to meet the challenge of conservation.
- Ensuring adequate financing is necessary for optimum management but this in itself is not enough. It is necessary to consider quality, method, time period, target public, use of and sources of finance.
- The evaluation and achievement of financial sustainability require several conditions :
 - 1) The building of a « portfolio » composed of diverse sources ;
 - 2) Management and administration of funds in order to promote cost –efficient management. ;
 - 3) Identification of obstacles at market level, prices, lag political and institutional responses which hinder the sustainability of protected areas;
 - 4) Generation of resources by means of management plans and processes and from appropriate professional bodies able to draw on diverse sources of finance;
 - 5) A clear vision of the costs and the benefits.

Financial sustainability for protected areas means the capacity to ensure stable long term financial resources in sufficient quantity. It does not only mean allocation of these resources in the appropriate ways and time periods in order to cover the costs of managing protected areas (both direct and indirect). It also means optimum management where institutional objectives and conservation objectives are concerned. It must be seen not only in quantitative terms but also in qualitative terms.

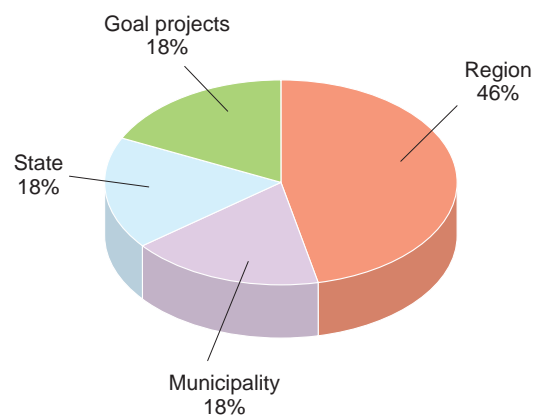
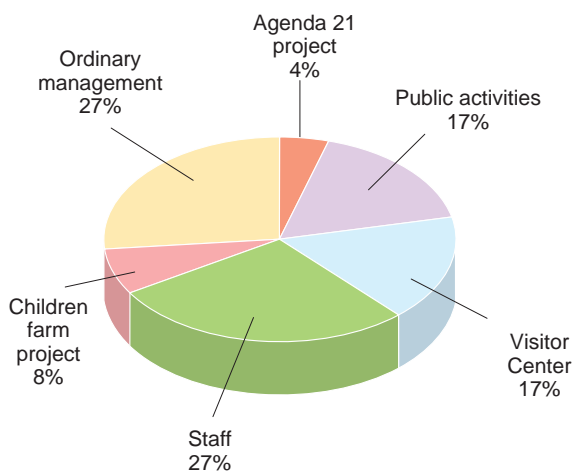
Financial mechanisms for protected areas

- Over recent years, different, innovative, financial mechanisms have been created for protected areas.
- The financial mechanisms can be classified according to their type, from those using private sources to

those using public sources, with a final distinction between mechanisms based on external funds and on self-generated funds.

- The decision to grant funds is influenced by social or personal politics, by objectives or principals which attach value to the conservation of protected areas -for example, for their intrinsic value or for their cultural or natural aspect.
- This classification includes a group of financial mechanisms which can be grouped starting from the way in which the funds are collected and used :
- mechanisms and approaches which attract and manage external flows of funds including state finance, voluntary private donations and funds from non-governmental organizations, sources which are both national and international.
- mechanisms which generate funds in order to begin conservation activities , including the sharing of costs and profits, investment funds and for companies, fiscal instruments and agreements for the management of private or community protected areas.
- mechanisms which use market instruments for assets and services provided by the protected areas such as taxes for the use of tourist and natural resources.
- Bilateral and multilateral financing.
- Financing for companies actively involved in the area of biodiversity.
- Biological investigations
- Projects which compensate for carbon dioxide emissions
- Exchange of credit
- Environmental funds
- Fiscal instruments
- Foundations
- Taxes on extractions
- Taxes for use by tourists

RomaNatura



The financing of Italian protected areas

- L. 394/91 and L. 426/98
- Survey about awareness of policies in the Acts L. 394/91 of 24 September 1997
- Survey about awareness of the administrative management system of the National Parks Organisations of 26 June 2002
- It is necessary to have an extensive range of sources of income for the entire system of protected areas.
- Creation of ecological taxation, useful for the running of parks whether it be a visitors' tax or another type of contribution.
- Self financing is understood to be additional and complimentary to Regional and State financial involvement and it must generate resources from a business activity which is strictly environmentally-friendly and functional for local residents.
- Allowing the use of « ecological brands » can have very positive effects in addition to boosting the business of the company in the area. It is also beneficial for the income of the Park Organisation. Firstly, because companies using these brands could be asked to pay royalties in return, and secondly because these products bearing the brand name of the park make the area more attractive from a tourism point of view.
- Another instrument which could boost the spending power of Park Organisations is for local authorities to make more use of article 7 of L.394/91 which states that local council areas and provinces included within the territory of a Park have priority for EU, state and regional funding for carrying out certain activities inside the Park. Until now this facility has hardly been used.

The importance of information and the value of financial sustainability in the management of periurban parks

Bruna Brembilla, (Councillor for Environmental Resources, quarries for the Province of Milan and Chairwoman of Parco agricolo Sud Milano)

The speech that I would like to make today is based on a document which was prepared with other Italian parks in partnership with Fedenatur at our first meeting in Milan last month.

The main point that we need to address is the how to make protected areas more dynamic in their economic and management policies; this was a major issue during our meeting in Milan when we looked at different situations in Italy.

We all agree on the main function that parks serve with regard to the European metropolitan areas that we represent here ; they are areas of diverse forms of natural life, agricultural areas and areas of nature, places where the countryside and nature meet the town and vice versa. The configuration of these areas merges with

the physiognomy of the urban landscape in which they are immersed and by which they are surrounded. These observations give me justification in affirming that the necessary strategies for development of the areas where we live and that we run will only be created if we start again beginning with the parks themselves using policies that we have divided into two categories :

1. the culture of conservation of periurban areas;
2. the need to find new ways of financing.

These two aspects are strongly linked and for politicians like me, involved in running the area, they are, along with conservation of the environment, essential for the development and appreciation of our territory.

The meeting last month in Milan made it clear that there are several aspects to consider in order to achieve greater autonomy in these areas in terms of financial resources.

It emerged that information can contribute enormously to the achievement of these objectives.

Information is essential in order to create and reinforce consensus among the public and in our case park residents in order to build and strengthen our identity as a vast organisation and the identity of the park as a cultural and tourist area.

Periurban parks have a specific link to information which is different to that of protected areas far from large cities.

In fact, a metropolitan park is certainly the subject of more informative « noise » by benefiting from – although this is often more apparent than real – the instruments of general information as well as niche information.

These types of information are easy to gain access to because they can be found on the territory but their external recognition is often limited and information is shared with difficulty.

With regard to the issue that concerns us today this creates an obstacle to the possible interest of someone we can consider as a financial interlocutor.

The relationship with these sources of information especially the general ones, and the capacity of protected areas to be considered as « authorised sources » of news, or what percentage of everything that the protected area would like to communicate contains something informative, could be questions for the first chapter concerning our goal of attracting the attention of possible financial interlocutors.

A second chapter could be written about the tools that each protected area uses and finances to fill news space which otherwise would not be filled. This line of study would include newspapers, magazines, videos, news on the radio and television, websites (Internet) and other methods used by protected area associations.

Finally, a third chapter could deal with communication in the widest sense (signs, visitor centres, publications by protected areas, logos, self-adhesive stickers, etc.).

For each chapter, it is essential that the study of the methods used and of past and present experiences is accompanied by an analysis of the trends and of how the situation has evolved.

In particular, it is necessary to consider this evolution within the context of the trends in sustainable development policies affecting protected areas and the trends in the media system.

An exhaustive, comparative study of everything that has been developed would provide Fedenatur with a solid framework for reference from which it would be possible to identify new national and supranational policies as well as suitable follow up measures and measures for practical coordination.

This is only the first step towards a new system of sustainable financial development; in fact, our analysis goes further and deals with themes more closely related to the search for financial resources.

Finding the resources for protected areas is not easy because these resources must be sustainable in the broadest sense possible.

In searching for sources of financing for the protected areas we must, on the one hand, have the capacity to obtain sufficient, stable, long term, financial resources and on the other hand ensure optimum management with regard to conservation of the environment. We must therefore consider in quantitative terms and above all in qualitative terms the objectives of these areas as well as their needs.

Perhaps there is no perfect recipe for satisfying these requirements but through the use of different management methods it is surely possible to find the right way of achieving our objective.

Over recent years, several innovative financial methods have been created for the protected areas; they use both public and private funding and they can be classified into methods using external funding and methods using self-generated funding.

Both come from the capacity that we all have to generate interest in the concept of environmental conservation taking into account the intrinsic values of the concept of a protected area and the cultural and natural aspects. In this context, the flow of public funds from outside plays an important role whether these funds are national or international. In the case of international funds, we feel, as Italians, that not enough use is being made of the resources available from the European Union. In particular, resources for periurban protected areas have little influence on policy decisions in Europe even though there is a wide range of funding programmes on offer.

We also need to consider the question of methods and approaches which generate non public funding, financing from companies or through agreements with private organisations that will carry out the conservation activities which these areas are intended for.

We can also consider resources generated by methods which use market instruments for property and services provided by protected areas such as certain types of compensation for the use of resources or the use of territory which is natural heritage property.

In this context, we can look at some of our own experiences in the Parc Agricole Sud Milano, with mitigation-compensation interventions linked to the planning and operation of the high-speed railway line and relations with the owners and managers of the extraction areas who this year will prepare an economic financial report in close collaboration with the park in this way contributing to the park's financial resources relative to extraction capacity.

Finally, as part of our range of options, let us look at a scheme that we are implementing at the moment along with certain urban districts applying by urban and regional regulations.

Through this scheme there is the possibility of introducing an equalisation programme in those zones nearest to the metropolitan area. These will allow the purchase of zones by designating them for public use for various nature activities which in the specific case of the Parc Agricole Sud, will be orientated towards conservation of the environment.

Financial sustainability in the management of parks can come from different types of resources which are dependent on the circulation of information, economic development, and the preservation of the protected system; as a consequence our parks cannot avoid playing an active role in economic development policies in the area.

Aiming at the promotion of local development is of major importance; it involves identifying potential methods for financial development on which we can work and it involves improving our capacity for dialogue and for giving value to local resources. It also involves the promotion of services through policies and actions which favour the introduction of new ways of preserving the environment and of obtaining funds.

Social audit and the protected areas

Giving value to the work of parks

From construction to use: results and perspectives

Riccardo Gini, (Director of the Parco Nord Milano)

1. Objectives of the Social Audit

An explanation of who we are and who makes up our organisation.
How we spend our money. The Park, territorial facts (the network)

Some of the objectives we set when preparing the Social Audit:

- We considered as a « social » activity not only activities aimed at individuals or groups of individuals but also the development of the green heritage of the Park.
- We wanted to create a document using clear language, useful on different levels (politicians, « friends » of the park, associations, citizens).
- We wanted a document with graphs and figures which could be read on different levels, with graphs which aimed to give substance to the contents (accessible institutional communication).
- A basis for feedback = Social Audit, a document on which to draw to promote lively communication (e.g. calendar) and consolidate relations with the « friends » of the park.

2. Results: the work carried out and the feedback obtained

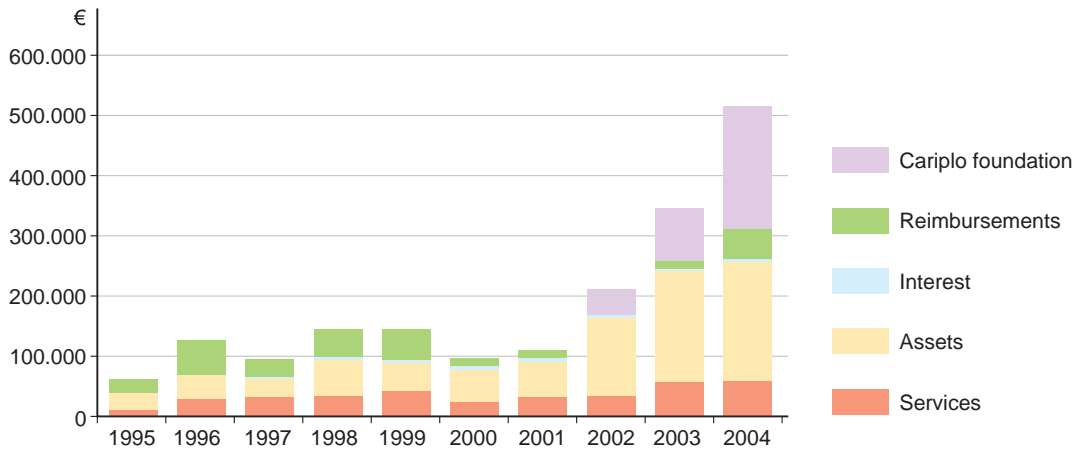
The team:

- Service Managers
- External Consultant
- Internal Coordinator (responsible for financial services)
- Supervisor (Director)

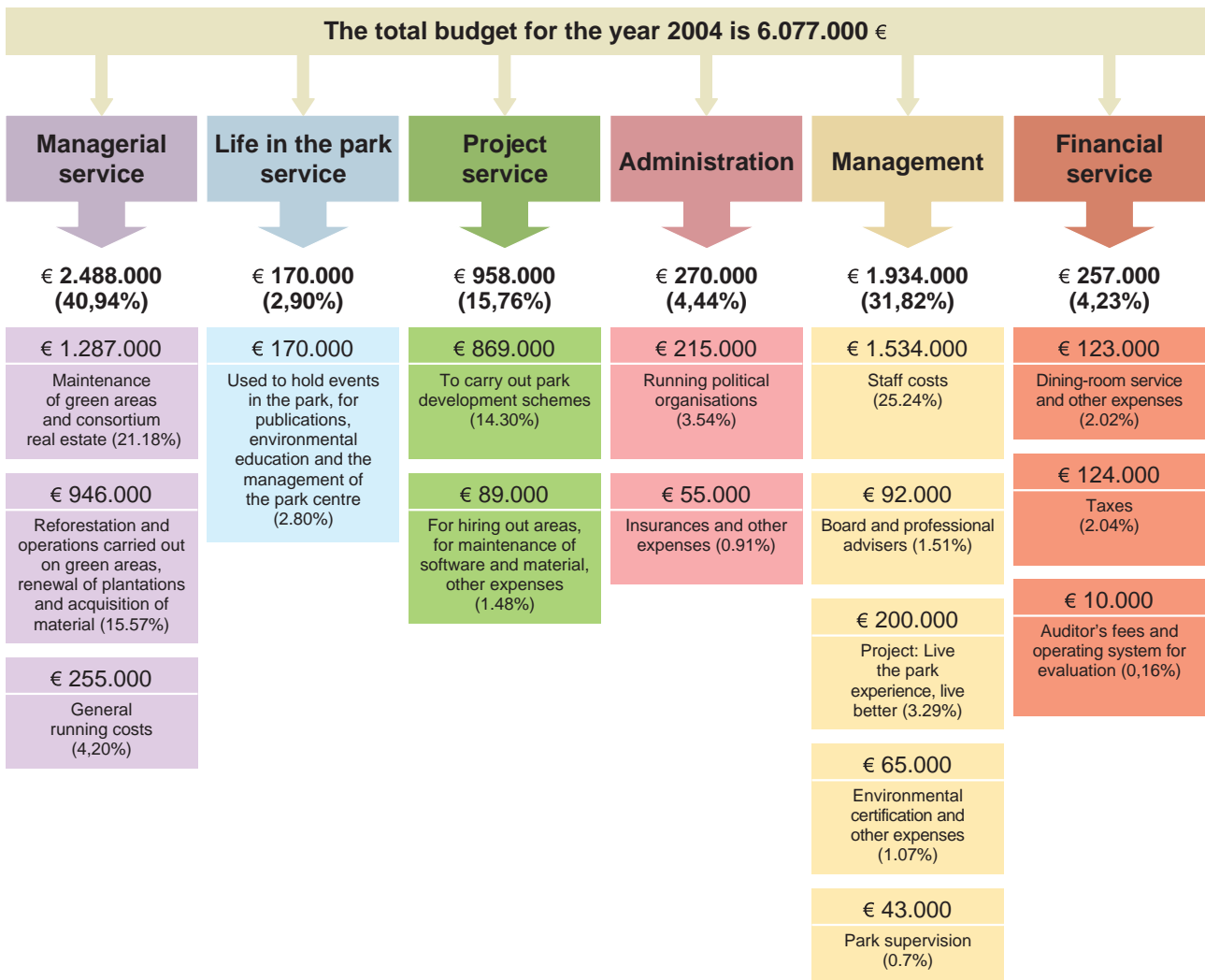
Summary of Revenue 2004

Organisation	Year 2004 in €			Year 2003 in €		
	current	investments	total	current	investments	total
Region	340.000	327.000	667.000	275.000	608.000	883.000
Province of milan	1.440.000	-	1.440.000	1.385.000	77.000	1.435.000
Municipal area of Milan	1.404.000	-	1.404.000	1.306.000	-	1.306.000
Bresso	144.000	190.000	334.000	134.000	104.000	238.000
Cinisello	266.000	352.000	618.000	248.000	193.000	441.000
Cormano	54.000	71.000	125.000	50.000	39.000	89.000
Cusano	50.000	67.000	117.000	47.000	186.000	233.000
Sesto San Giovanni	241.000	319.000	560.000	224.000	175.000	399.000
Sanctions	26.000	-	36.000	35.000	-	35.000
Real estate	192.000	-	192.000	178.000	-	178.000
Other income	75.000	28.000	362.000	37.000	-	37.000
Cariplo foundation	200.000	-	200.000	90.000	-	90.000
Total	4.442.000	1.613.000	6.055.000	3.982.000	1.382.000	5.364.000

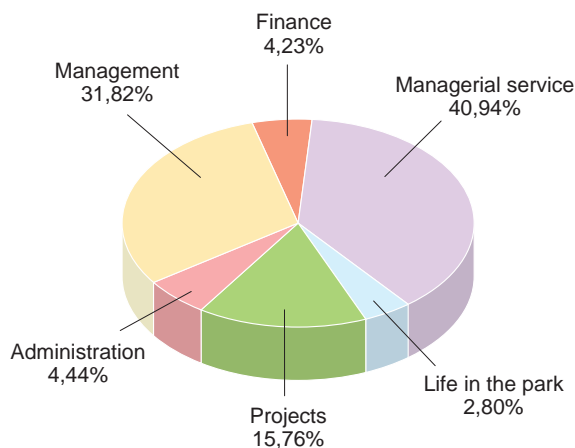
Percentage of investment by partners



Distribution of budget by service



Distribution of budget by service (2)



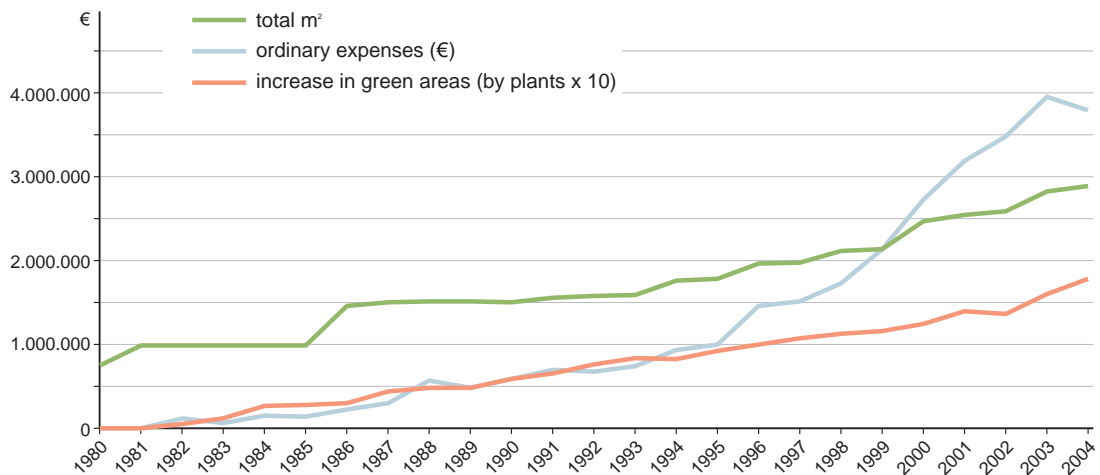
Growth trends in the amount of usable areas, in the planting of greenery and increase in general expenditure

- The number of usable areas has increased slightly (11 000 m²) in comparison with acquisitions made the year before
- The number of green areas has increased recently with the planting of almost 14 000 plants and bushes
- In spite of the increase in green areas, general expenditure has been reduced by more than 200000 euros, maintenance costs per m² being lower than those in 2002

Year	yearly acquisitions in m ²	commodatums or concessions in m ²	Total m ²	total current expenses	average expenses per m ² in €	number of trees and bushes planted
1980	705.276		705.276	38.114	0,05	0
1981	291.782		997.058	28.455	0,03	0
1982	0		997.058	105.294	0,11	0
1983	0		997.058	61.315	0,06	9.457
1984	0		997.058	115.183	0,12	22.670
1985	0		997.058	124.970	0,13	24.915
1986	0	421.435	1.418.493	182.458	0,13	27.473
1987	443.285		1.440.343	272.233	0,19	38.560
1988	24.920		1.465.263	505.711	0,35	44.428
1989	9.600		1.474.863	458.263	0,31	44.428
1990	0		1.474.863	576.476	0,39	52.952
1991	46.102		1.520.965	684.050	0,45	63.197
1992	27.530		1.548.495	666.345	0,43	72.227
1993	8.620		1.557.115	744.797	0,48	79.022
1994	159.938	127.114	1.717.053	910.792	0,53	79.432
1995	24.040		1.741.093	980.231	0,56	88.325
1996	174.551		1.915.644	1.421.832	0,74	96.452
1997	27.495		1.943.139	1.471.567	0,76	105.097
1998	25.180	102.300	2.070.619	1.676.950	0,81	109.670
1999	63.927		2.134.546	2.061.663	0,97	110.924
2000	264.540	79.640	2.478.726	2.695.961	1,09	121.722
2001	44.146		2.522.872	3.193.559	1,27	135.459
2002	38.850		2.561.722	3.438.487	1,34	135.459
2003	255.042	70.352	2.816.764	3.902.750	1,39	155.861
2004	11.070		2.827.834	3.686.745	1,30	169.704

Reversal of trends

The reversal in the trend in expenditure which occurred in 2004 can be seen quite clearly : after a constant increase from the year 1999 (the year in which the large woodland maintenance operations took place), last year saw a reduction in general expenditure without having any detrimental effect on the increase in green space.



Methods used :

- each person responsible suggested 2 topics to explore,
- each person responsible worked on one or more chapters,
- texts, tables, graphs and pictures were reviewed and coordinated under one management team.

Publication

Presentations:

- October 2004 – Local council budget advisers met as a consortium
- October 2004 – working party organised by the Citizenry Agency
- November 2004 – seminar concerning the Social Audit CUOA Altavilla di Vicenza
- December 2004 – Council Mayors met as a consortium
- December 2004 – employees, associates and professionals from Parc Nord Milano
- 850 copies sent to:
 - representatives of institutions (all regional, provincial and local councillors)
 - mailing list « friends » of the park
 - associations, social cooperatives
 - suppliers
- 3000 calendars for 2005 with extracts from the social audit sent to:
 - 3000 citizens in the area (with Christmas Greetings)

Benefits obtained

The document generates interest as soon as it is « flicked through » for the first time:

- an instrument to make the Park and its work better known
 - an instrument of transparency addressed to the managers and participating bodies
 - an instrument of motivation for associations and friends of the park
 - an instrument for internal communication (among employees of the different Services)
- Readers appreciated the ease with which it could be read and interpreted

Ways of financing the Conero park

Claudio Maderloni & Mariano Guzzini, (Conero Regional Natural Park Consortium)

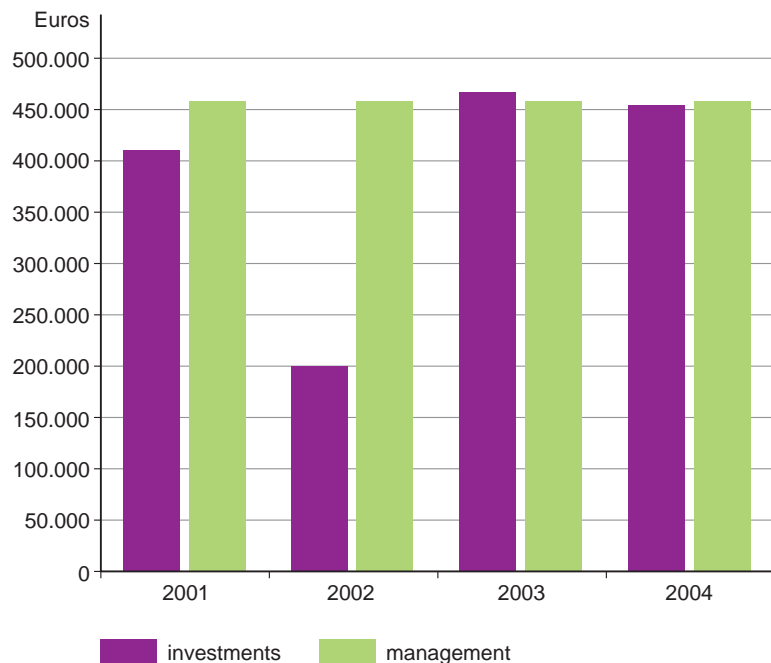
Management body: mandatory consortium comprising the province of Ancona, the municipal area of Camerano, the municipal area of Ancona, the municipal area of Sirolo and the municipal area of Numana.

Management team: the Chairperson of the Park, the Executive Committee (6 members), the Management Committee (25 members), the Park Community Association (9 members)

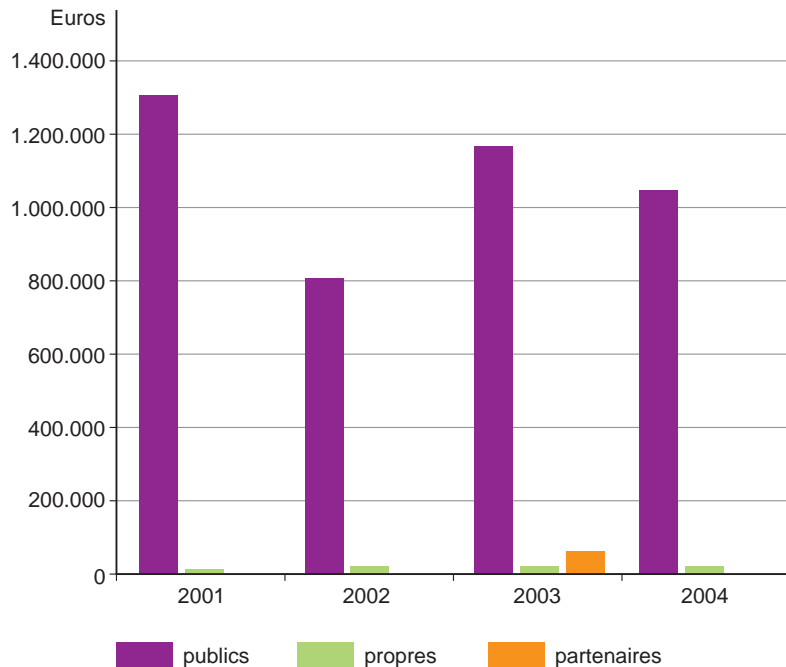
With the funds available for management, Conero park pays the staff and it pays for the maintenance of the natural areas, the infrastructure (18 pathways; 5 geosites; a nature trail; two arboretums). Management costs also include the CEA (centre for environmental education), the visitors' centre, conventions, indemnity for damage caused by wild fauna, etc.

With the funds available for investment, the park has built the head office and the visitors' centre, advanced the communication system, done research, carried out activities for the fauna, the forestry management, the environmental protection of the wet areas and the improvement and protection of the environment. These areas are also the basis for sustainable archaeological and geological tourism.

Between 2001 and 2004, in overall figures, approximately 430 000 euros were allocated to management and 460 000 euros were allocated to investment each year.



The graph shows the considerable regularity of this approach with a decrease in 2002. According to their source the funds can be divided into public funds (mainly in the Marche Region and in the Province and Municipal areas of the consortium), own funds (still extremely low) and funds from partners (non existent, except for an isolated case in 2003).



The total figures can be seen here: just over a million euros with a clear downward trend.

The «stake holders» show a very clear trend: the Region finances the vital incompressible demands but does not create systematic policies or large scale coordination (indispensable, for example, for the Life). The other

key players can not even envisage being implicated in financing which is not just random and symbolic. The main way to move from simple management to active, effective management, even when trying out innovative policies, is by involving all the key players in the financing of the park's budget.

Stake holders 2001/4 :

Public sector :

Marche Region : 3.504.941 €
Municipal Councils : 294.921 €
Province: 162.482 €
Ministry : 391.971 €

Private Sector :

Cariverona Foundation : 70.000 €

The strategies for limiting expenditure are: a minimum of permanent staff and a lot of contracts. The saving of money by using renewable sources of energy. Working in collaboration with other public organisations, etc. Bank loans are not feasible because there is yearly uncertainty about income. Certainty about income is essential to obtain bank loans.

In the situation described here, we succeed in managing our general affairs but we are below our incompressible needs. It is very difficult to transform policies of protection and adding value (« the duty of the institutions ») into a testing ground for new sustainable development.

Strategies for limiting expenditure:

1. Staff: 3 full-time employees + 3 contractual employees + joint management + volunteer supervisors (contractual)
2. Renewable sources of energy
3. Sale of wood
4. Job sharing
5. A self-financed publication
6. Sponsoring

We will be able to get out of this deadlock when we have more visibility and when we achieve a new synergy. These two objectives are linked to communication and information. That is why we have decided to hold a technical information day in Ancona next autumn dedicated to these questions (communication and information).

Current trends:

- Revenue lower than incompressible needs
- Lack of visibility of management
- Need for more synergy

The financing of peri-urban parks: The Serralada Litoral (Littoral mountain range) Park Consortium

Andreu Bosch, (Serralada Litoral Park Consortium)

Organisation of the consortium

The Serralada Litoral Park is managed by a consortium made up of town councils (municipal bodies), 2 county councils (supra-municipal bodies) and the Barcelona Provincial Council (provincial body). The Serralada Litoral Park Consortium (constituted on 15 May 1992), is a supra-municipal public administration with its own juridical personality which is governed by its own statutes. It is currently made up of

14 municipalities:

Alella, Argentona, Cabrera de Mar, Cabrils, La Roca del Vallès, Martorelles, Montornès del Vallès, Premià de Dalt, Sta. M^a de Martorelles, Teià, Tiana, Vallromanes, Vilanova del Vallès, Vilassar de Dalt

Two county councils:

County Council of the Maresme and County Council of Vallès Oriental,

Barcelona Provincial Council

The Park includes the Area of Natural Interest (ANI) of Conreria-Sant Mateu-Céllecs, of nearly 5,000 ha, situated in the Catalan coastal mountain range, next to densely populated and very near the city and metropolitan area of Barcelona.

Of the municipalities which make up the consortium, three have more than 10,000 inhab., and the rest have an average of 5,000 inhab., with a range of between 725 and 8,880 inhab. The ordinary budget of these municipalities ranges between 367,109 euros and 8,470,168 euros (2002 data).

Financing the consortium

The Consortium is financed with the contributions of its members, which are structured in the following way:

Ordinary Contributions:

The town councils calculate the contributions in the following way:
30% according to the total hectares managed by the Consortium
30% according to the number of inhabitants
40% according to the ordinary resources in its budget

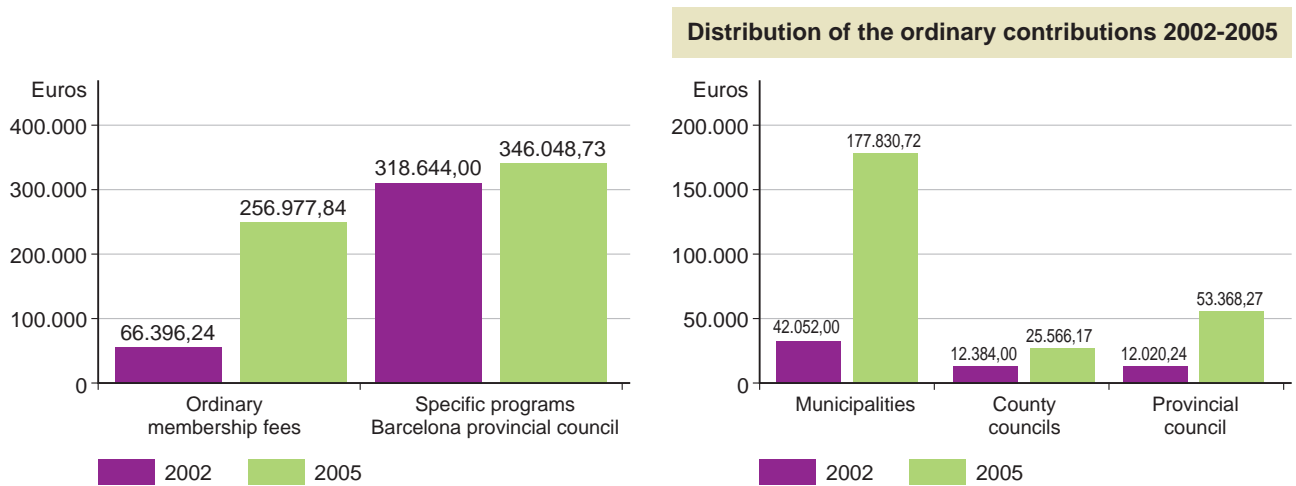
The county councils make a contribution which they approve for each financial year and which may not be less than € 6,000 (therefore, that of the CC of the Maresme in 2005 was € 18,800, while that of the CC of Vallès Oriental was € 6766.17).

The Barcelona Provincial Council contributes at least the equivalent amount to the sum of the two county councils.

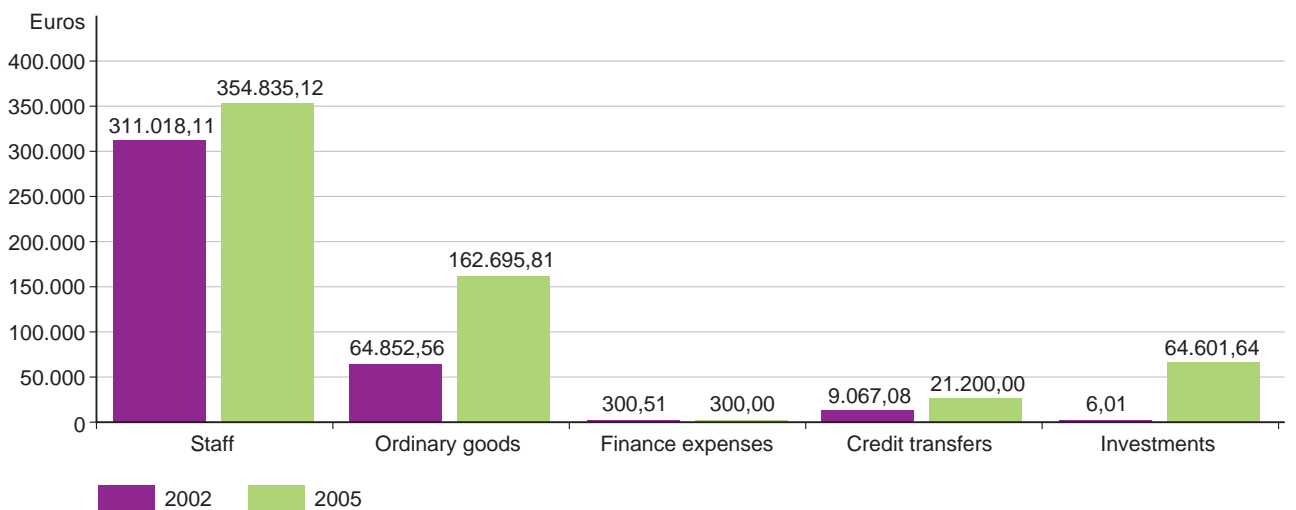
The statutes envisage extraordinary contributions according to specific programmes carried out during the year and which are agreed on at the Full Board Meeting.

In 2002, faced with a worrying situation of the economic stagnancy of the Consortium which limited its management, it was thought necessary to increase the ordinary contributions of the consortium members so as to take on the ordinary running of the organism. In this sense, The Finance Plan was approved for five years (2003-2007) which meant increasing the first year of contributions by town councils by 100% and the application of a decreasing increase (55%, 35%, 25% and 20%) for the other years.

The table below shows the important increase in the ordinary quotas of 2005 in comparison with 2002.



Distribution of expenses 2002-2005



The growing economic involvement of the town councils in the consortium has allowed a qualitative and quantitative leap in the management capacity of the protected area, which shows that the park is starting to be identified and to form part of the major objectives of the municipalities themselves.

Gallecs rural area consortium 2006: a budget under adaptation to a new model

Victoria Caballero, (Consorti de l'Espai Rural de Gallecs)

Organisation of the consortium

- Current: Two municipalities
- Future: minimum six municipalities and three departments (ministries) of the Generalitat de Catalunya (Regional Government): Territorial Policy, Environment and Agriculture.

A/ Budget year 2005

Expenses

- Total:	518,540 euros
- Staff expenses	24,34%
- Current goods and services expenses (repairing infrastructures, supplies and insurance)	6,05%
- Dissemination, communications and promotion: website, bulletin, graphics	3,94%
- Subsidies and agreements (farmers, AV..)	2,86%
- Investments and works:	46,83%
- Projects and programmes:	15,33%
- Networks (Fedenatur, Eurosite, Custodia):....	0,65%
Total	100,00%

Income

- Europe LIFE: end 2004 (In 2004 represented 55,16%)	
- Repercussion on the total budget	
- INTERREG:	0,91%
- Region	
- Agreement without economic evaluation + staff	
- Province (Barcelona provincial council)	75,00%
- Different departments: Natural Spaces, Economic Promotion, Equality,...	
- County council	1,72%
- Municipalities involved (Mollet del Vallès and Parets del Vallès)	17,52%

Private and associative

- "Caixa de Catalunya" (Saving bank) Foundation 4,85%

Total 100,00%

Distribution of the budget by areas of action and projects

- **Agriculture 9,83%**

- Agreement with the department of Agriculture
- Technical advice and training for farmers
- Agrarian experiments (agreements with universities) – ganxet white been and autochthonous hens – 1,55% (15,76% of the agriculture budget is dedicated to experimentation)
- Support to commercialisation. Agro-markets.

- **Environment 6,50%**

- Re-introduction of the stork
- Clean energies (solar and photovoltaic): Can Blanc Mill
- Education and awareness
- Voluntaries

- **Culture and Festivals 3,53%**

- Annual Festival, traditional calendar festivals, traditional and local product markets (Christmas and ganxet white been)

- **Rural Development 8,75%**

- Programme of homemade foods, tourism and farming women
- Crop/production/commercialisation. Network
- Support for the diversification of the rural economy (region)
- Technical support for drawing up the charter of commitments for Gallecs (farmers / administration).

- **Works 67,28%**

- Can Blanc Mill
- Information Point and agro-shop
- Church square
- Tracks

- **Support to associations 4,11%**

- Residents Associations
- Farmers Associations
- Other bodies

- **Dissemination and Promotion Programmes (including the above)**

Total 100,00%

B/ Budget year 2006

Structure of the budget and criteria

1. Staff and current expenses

Objective: not to increase fixed expenses, increasing staff:
Subsidies from the department of Employment (FSE)
Long-term unemployed and/or excluded: maintenance of tracks and woodlands.
Scholarship holders – Universities

2. Investments and works: increase of 25%

Objective 1: Maintain percentage of current public investment: Increase 15% (Target sector)
Increase of 1% cultural (Ministry and region).
Greater commitment by the Catalan Land Institute (current owner of the lands)
Objective 2: Ways of private financing (patronage) for rehabilitation of listed farmhouses and environmental programmes: Increase 10%:
Target sector: Industrial sector (companies in the 6 municipalities) and agro-food companies in the county

3. Projects in the different areas of action: Agriculture, environment, tourism, culture.

Objective:

- 3.1. Agreement with the different departments in the region.
- 3.2. Maintenance of the subsidies from the province (Natural Spaces and Economic Promotion)
- 3.3. Change from annual subsidies to pluri-annual agreements (Provincial Council, County Council,..)
- 3.4. Extend agreements with bank and savings bank foundations
- 3.5. Collaboration of social sectors. Friends of Culture and Nature ...
Private individuals and families who pay an annual quota for services and/or discounts

Target Sector:

- Students and Retired people
 - Individual friends
 - Friendly family
 - Friendly company
 - Collaborating company
- 3.6. Extend 5%: Agrarian experimentation and awareness and link it to demonstration projects (nutrition, restaurants, school eating places,...)
 - 3.7...Return to European programmes

4. Introduction of improvements in the management of the expenses budget.

Reduce the payment date to suppliers.

Objective: From 5 to 3 months

Way: Treasury policy.

Expected result: Negotiation. Reduction in the cost price.

Reduce the deadline for justifying subsidies and agreements

Objective: from 2 to 1 month.

Way: improve internal administrative circuit

Expected result:: Greater treasury.

Introduce advance payment clause into agreements.

Objective: Greater economic availability.

Way: Negotiate with institutions on ways of justifying agreements.

Change from justifying a posteriori, to advance initial income.

The participation of financial bodies in the management of protected natural spaces: the example of “la Caixa” and the network of nature parks of the provincial council of Barcelona.

Vicenç Sureda, (Area of Natural Spaces of the Diputació de Barcelona)

Basic data on the Network of Natural Parks in the province of Barcelona:

- 12 PARKS
- 1000 Km² protected surface area.
- 100 municipalities involved.
- Representing 13 % of the territory of the province protected (20% of the Metropolitan Region)
- 80 % private property.
- 100 installations, 56 sign-posted routes and 37 parking areas.
- 35 million € annual ordinary budget



Significant data on the Caja de Ahorros (savings bank) y Pensiones de Barcelona “la Caixa”



- The top savings bank in Europe and the third financial body in Spain
- Juridical form of Foundation, which acts under market criteria but destines its profits to social causes.
- Strongly rooted locally
- The Social Works of “La Caixa” finance and maintain activities of a social, educational, cultural and scientific nature.
- Over the last 5 years, “La Caixa” has destined 915 million € to its Social Work

In coherence with its own lines of action, la Caixa and the Provincial Council of Barcelona have established a collaboration agreement in order to promote an integral management plan for the conservation of the Network of Natural Parks, whose most significant data is:

- Signed in March 2005
- Valid for five years
- Contribution of 15 million € (3M €/Year) by La Caixa. This amount is equivalent to the investment chapter in the Area of Natural Spaces
- Creation of a follow-up commission between the two bodies.
- Drawing up a Development Programme for the Agreement

General aim of the agreement:

Development and execution of the Integral Management Plan of the natural systems of the Network of Natural Parks of the Provincial Council of Barcelona, so as to organise their stability and maturity, by improving their state of conservation and reducing their fragility to perturbations

Objectives of the collaboration agreement:

- Structural action on the natural systems, affecting the aspects of conservation, public use and socio-economic revitalisation.
- Improving the planning instruments and generating new tools for the management of the parks, within the framework of Red Natura 2000.
- Developing and executing improvement projects of habitats and natural systems and active management of the spaces.
- Executing the projects with the maximum incorporation possible of collectives in risk of social exclusion (CRE)

Agreement development programme (passed by the follow-up commission in may 2005)

Three large lines of action are established:

1. The integral management plans: framework documents for the planning of each one of the parks in the Network, valid for 5 years, and which can contain specific planning documents (plans for conservation, public use, sustainable socio-economic development, etc.)
2. The management manual of habitats: guidebooks for the management of the main habitats in the Network of Parks; they propose directives, methodologies and follow-up indicators and evaluation within the framework of Red Natura 2000
3. The conservation and improvement projects: drawing up 11 projects and execution of 33 in the first year (Working plan 2005 – 2006)

Working programme 2005 – 2006.

Specific documents of the integral management plans of the parks:

- Director Plan of Pla de la Calma (Montseny)
- Management plan of the pastures of Matagalls (Montseny).
- Management plan of the hydrological resources and organisation of natural resources of the Valley of Olzinelles (Montnegre)
- Director Plan of the organisation of Vall d'Horta (Sant Llorenç de Munt i l'Obac)
- Director Plan of the organisation of La Mola (Sant Llorenç de Munt i l'Obac).

Management Manuals of habits with special value and fragility:

- Manual for the management of fluvial spaces
- Manual for the management of oak woods
- Drawing up Projects by means of agreements with university and research centres:
- Forest improvement chestnut trees (Montseny i Montnegre)
- Projects Director Plans for Pla de Calma and Matagalls (Montseny).
- Improvements in the FIRE prevention road network (Guilleries-Savassona, Montnegre, Serralada Litoral, Serralada de Marina, Collserola).
- Creation of low combustion strips (Montnegre, Serralada Marina, Serralada Litoral, Garraf, Collserola).
- Forest improvement of pinewoods and holm-oak woods (Montnegre).
- Work in areas affected by fire (Serralada Marina, Olérdola, Foix, Sant Llorenç de Munt).
- Restoring the La Fita Dump (Garraf).
- Mobility improvement works (Garraf, Montseny).
- Landscape adaptations (Montseny, Sant Llorenç de Munt).
- Making adapted route (Sant Llorenç de Munt).

A total of 33 projects have been carried out in the period 2005 – 2006

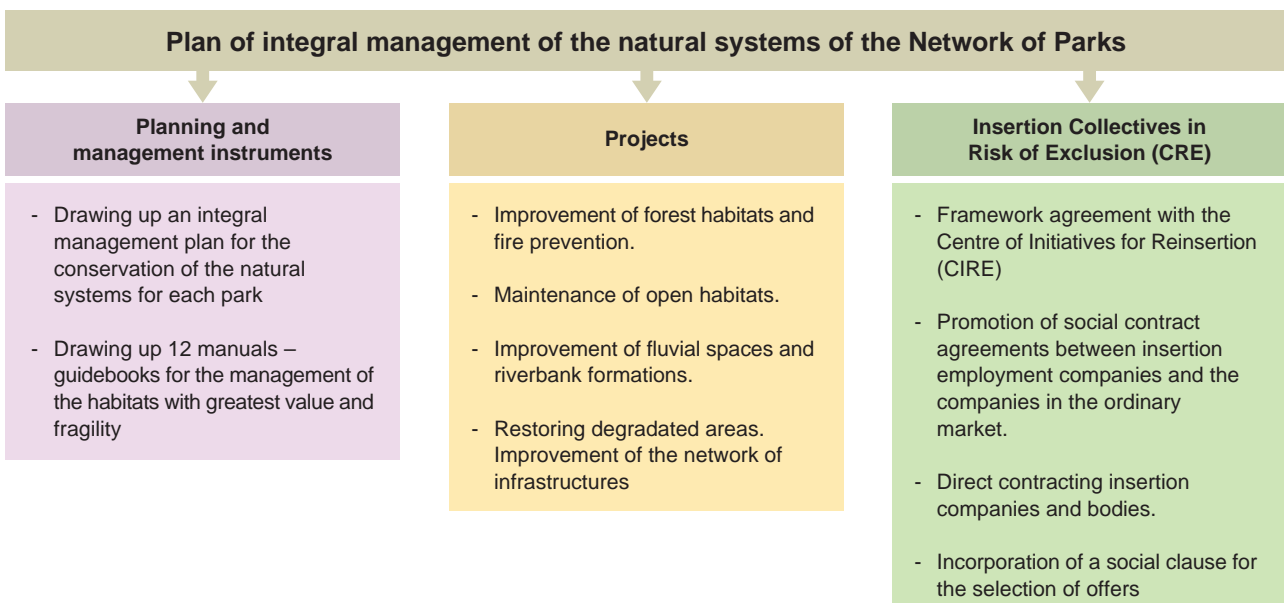
Type of company of body	Percentage (%)
Totally or partially incorporating collectives in risk of exclusion (CRE)	56,1
Other specialised companies	43,9

Budget distribution 2005 – 2006 among the companies that incorporate collectives in risk of exclusion (CRE)

	Company	Percentage (%)
Framework-Agreement	CIRE. Prisoners in the third degree	43.7
Association insertion companies - Ordinary market companies	Rebrot - Dimas. Ex prisoners	15.2
	Naturalea - l'Associació. Mentally ill	7.5
	Foga - CIRE. Third degree prisoners	2.7
Insertion companies carrying out a total project	Molí d'en Puigverd. Mentally ill	7.4
	APIP. Ex drug addicts	3.9
	Tres Turons. Mentally ill	3.5
	Solidarity resources. Immigrants and refugees	4.7
	COINRE. Psychic disabled	11.3

Working programme indicators 2005 – 2006.

- Execution of projects: 33
- Working surface area: 875 hectares
- Length of paths improved: 100 kilometres
- Workers belonging to collectives in risk of exclusion (CRE): 100



Obtaining complementary funding, public and private, to finance Collserola Park

Marià Martí Viudes, (Managing Director of the Collserola Park Consortium)

Collserola Park is a natural enclave situated in the heart of the Metropolitan Area of Barcelona. It covers 8.400 ha (about 20,000 acres) and contains various districts belonging to the 9 Councils which have land in the Park. The human pressure on the Park from the 3 million people who live around it (and also within it), and from the transport infrastructures which criss-cross it, has given rise to a complex situation – which is the reason why the Consortium was set up. The Consortium – the Park's management organ – possesses sufficient technical resources to meet the objectives of the Special Protection Plan approved for the Park in 1987.

The Collserola Park Consortium's management organs are the Assembly and the Executive Committee, on which serve representatives of 2 supra-local administrative bodies: the Association of Councils (Mancomunitat de Municipis) of the Metropolitan Area of Barcelona (32 Councils in voluntary partnership) and the Diputació or Governing Body of the Province of Barcelona, as well as the 9 Councils which have land in the Park.

To protect a natural area such as ours, the Park is served by various facilities of its own, principally:

- 1 Building where the technical resources are housed
- 1 Information centre (in the same building as the technical resources)
- 1 Biological station / care centre for sick and injured fauna
- 1 Logistical centre / storage facility
- 1 Environmental education centre
- 150 Km. (93 miles) of forest trails
- 123 Km. (76 miles) of signposted routes (1,250 signage elements and "Path Closed" barriers)
- 92 Km. (57 miles) of fire breaks along the forest trails
- 13 fire lookout towers (throughout the metropolitan area)
- 13 water storage tanks for fire-fighting helicopters
- 9 picnic areas
- 10 viewpoints and 4 access areas to the Park
- 10 fountains with surroundings equipped for recreation

The technical resources have a staff of 83 permanent employees, reinforced by 12 temporary employees engaged in the fire prevention campaign, broken down as follows:

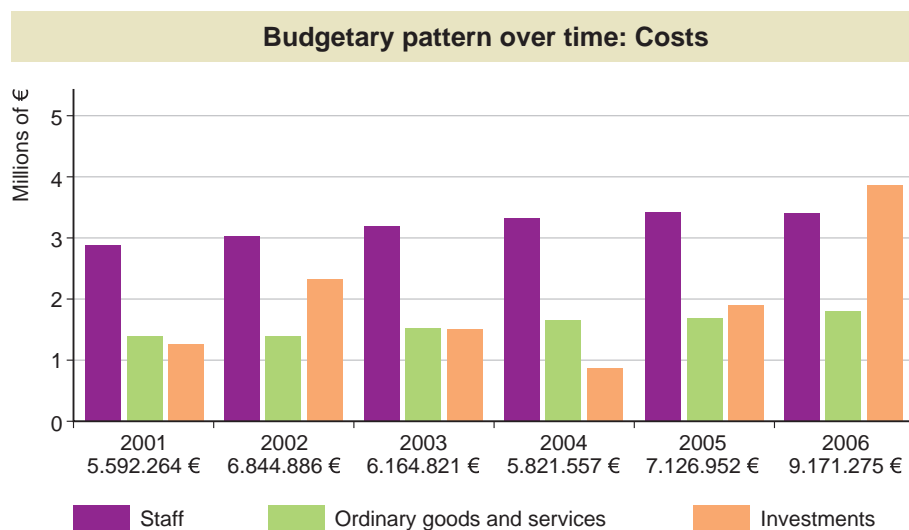
- Management, 2 persons
- Legal consultancy, 1 person
- Administration and hiring of contractors, 13 persons
- Draughtsmen and construction, civil engineering and maintenance staff, 8 persons
- Public use, increasing public knowledge and environmental education, 15 persons
- Natural environment, 41 persons
- Territorial information and town and country planning, 3 persons

The Park's own budget, approved for the year 2005 is 6.836.260 €, and is contributed essentially by the two supra-local administrative bodies, the Association (Mancomunitat) and the Diputació, which take care of ordinary functioning and make a limited investment. It should be mentioned that neither the Regional Administration nor the State has made any contribution to date and, accordingly, it is important to point out that the budgetary effort is made exclusively by Local Government.

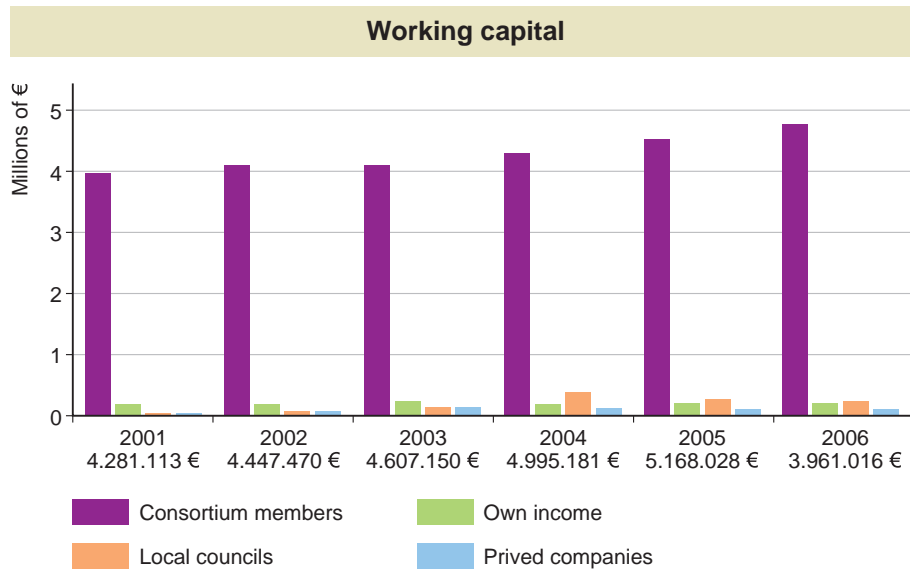
Although it is a large figure for a protected natural area, as happens with almost all protected natural areas, it does not stretch to new investments nor does it meet rising maintenance costs, due to the large stock of equipment and extensive facilities to look after. It is difficult to obtain a greater budgetary effort from Local Government, since the Councils, which are the administrative bodies closest to the residents, have a lot of priorities to see to.

Accordingly, some strategies focussed on the Councils themselves and private businesses have come out of the Consortium, to obtain complementary funding which, although – in quantitative terms – it may not be as big an amount as the basic funding contributed by the supra-local administrative bodies, is very important aid for carrying out projects which otherwise would not be possible. Therefore, in the examples we shall give further on, we must think what we would have had to give up doing had we not had this additional aid coming in.

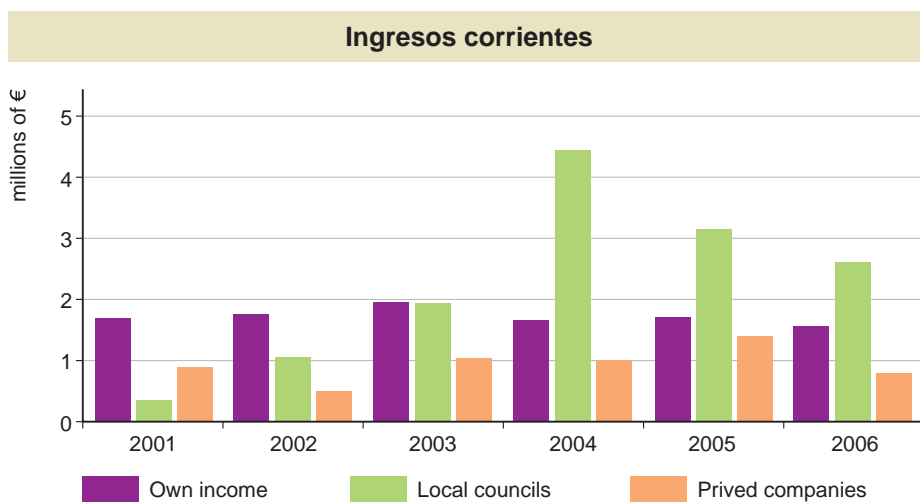
The graph below shows the budgetary pattern from 2001 to 2005 and the forecast for 2006. These figures include projects which have been financed directly by the Councils or the contributing business, but which have come out of the Consortium's budget and been carried out under its management. (Key: blue-grey line – Staff; turquoise line – Goods and Services; yellow line – Investments.)



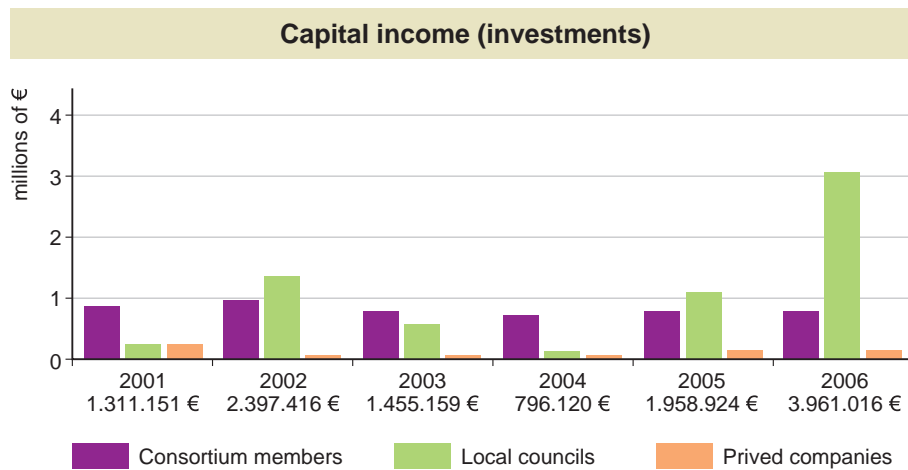
The breakdown of working capital is shown in Graph 2:



The following graph shows the breakdown of working capital leaving out the contributions from the supra-local administrative bodies, the Park's main financial backers.



Graph 4 shows the trend in capital income:



So, our strategy for seeking complementary funding, on the one hand has been aimed at businesses with which our Park may be identified or which may have a particular meaning for us (especially those within the Park), and those to whom this co-operation may give a positive image in favour of environmental protection. Accordingly, in this period we may highlight the funding of the following projects:



“Passeig de les Aigües” Footbridge
 Amount: **250,000 €**
 Firm: **AGBAR**
 Owner of the drinking water supply network, with extensive pipework within the Park.



**Water storage pool for fire-fighting helicopters.
Santa Creu Quarry**

Amount: **36,000 €**

Firm: **CEMEX**

Licensed to work two quarries situated within the Park. The pool is an integral part of the restoration plan for the quarry.



Lining Vallvidrera Dam to maintain water levels

Amount: **37,000 €**

Firm: **GISCOSA**

Specializes in manufacturing butyl linings for reservoirs and agricultural water storage tanks.



“Passeig de les Aigües” Viewpoint

Amount: **70,000 €**

Firm: **AGBAR**

Owner of the drinking water supply network, with extensive pipework within the Park.



Construction of a strength-building aviary for convalescing birds of prey

Amount: **90,000 €**

Firm: **La Caixa**

The biggest Savings Bank in Spain. Has its own centre very close to the Park for promoting general scientific knowledge amongst the public.



Construction of open air sets where the programme "The Farm of the Famous" was filmed for 5 months

Amount: **70,000 €**

Firm: **TV (GESTMUSIC)**

Producer of programmes for TV.



Permanent loan of 4x4 vehicle NISSAN NAVARA

Amount: **9,000 €**

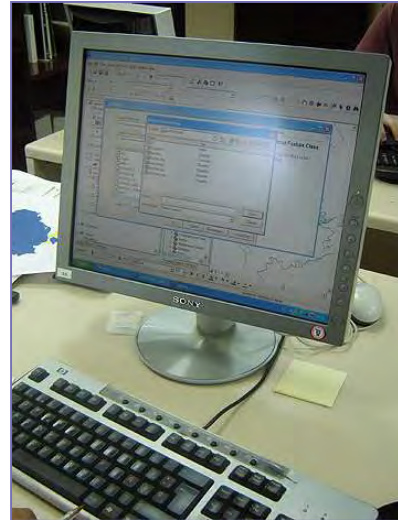
Firm: **NISSAN**

Has a large assembly plant in Barcelona and has permanently loaned this vehicle to be put to the test in real situations and its performance evaluated.



Publication of the Nature Guide (book + DVD)

Amount: **51,000 €**
Firm: **TABASA**
Licensee of the toll motorway which goes through the Park.



Donation of computer equipment

Amount: **45,000 €**
Firm: **SONY**
Has a large production plant in the Barcelona region.



Adapting a 900m stretch of the “Passeig de les Aigües” trail

Amount: **120,000 €**
Firm: **AGBAR**

Owner of the drinking water supply network, with extensive pipework within the Park.
As far as the Councils go, the strategy has been based on configuring projects which the Councils themselves find attractive, which are interesting – both socially and politically – to run, and which can be identified as being

close-to-home for the Council: that is, desired and valued by the residents themselves. Only if these conditions are fulfilled will a Council actually make the effort to invest in a Park which affects many other Councils. What is more, on many occasions these projects are financed 50% each by the Consortium and the Council: in other words, the Council match funds the Consortium's project. Below are some examples of match funded projects:



Can Cuiàs Picnic Area
Amount: **300,000 €**
(50% of the total)
Montcada i Reixac Local Council



Adapting a 1.2 km stretch of the "Passeig de les Aigües" Trail
Amount: **978,000 €**
Barcelona Local Council



**Picnic areas and access to
Sant Pere Màrtir**
198,000 €
(50% of the total)

Esplugues de Llobregat Local Council



Restoration of Vallvidrera Dam
465,000 €

Barcelona Local Council (District V)



**Adaptation the Can Catà trail, to
contain and seal off remains of
asbestos which had been placed at
its base as a drainage material – to
prevent environmental pollution.**
360,000 €

Cerdanyola del Vallès Local Council



**Restoration of the Nursery of
Can Borni Arboretum**
307,000 €

Barcelona Local Council (Various
institutions)



**Opening the Sant Medir
Chapel forest trail**
315,000 €

Sant Cugat del Vallès Local Council



**Path along the perimeter of
Alta de Roquetes Road**
360,000 €

Barcelona Local Council (District VIII)



**Reclaiming the landscape
of the Sant Just Valley**
315,000 €

Sant Just Desvern Local Council



**Adaptation work on the
“Passeig de les Aigües”:
building two footbridges and
adapting a 2.2 km stretch of track:**
2,505,000 €

Barcelona Local Council

Another point of note concerns the restaurants in the public picnicking areas, which are privately owned but are licensed to operate. Of the 5 areas which have restaurants, in 2 of them the businesses which run the restaurant under licence have agreed (as required by the public tender) to put up the investment required to build them by way of advance ground rent – whereby, so long as the licence runs, they pay only a token ground rent. This has meant that the Administrative Body has not had to put up the investment itself, which in any case would not have been possible.



Santa Creu d'Olorda Restaurant:
250,000 €

15-year licence extendible to 20 years



Sant Pere Màrtir Restaurant:
285,000 €

12-year licence extendible to 20 years

Other ways of obtaining extra resources are agreements with other administrative bodies and non-profit organizations, for running employment, training or social rehabilitation schemes. These activities are financed externally but the benefits they yield may be applied in the Park itself. The schemes extend into the areas of forest management, reforestation, litter control, maintenance, etc. One example is the agreement between the Diputació (the governing body of the province of Barcelona) and the biggest savings bank in Spain (La Caixa), which is explained in another communication for this technical conference and through which our Park, during 2005, benefited from fire prevention forestry work worth 212,000 €.

Finally it's worth mentioning that all these external, extra-ordinary resources must be matched by additional internal measures within the management organ itself, consisting of improving the efficiency of our own staff, outsourcing those services which possess little added value and which it is not efficient for us to perform for ourselves, and also arranging with other administrative bodies that they contribute financially to tasks which we perform and which, properly speaking, are not our own responsibility, but that of other administrative bodies.

Strategies for financing the Vitoria-Gasteiz Green Ring: ordinary and extraordinary financial resources.

Fernando de Juana, (Environmental Studies Centre, Vitoria-Gasteiz Council)

The management body for the Vitoria-Gasteiz Green Ring is the Environmental Studies Centre (E.S.C.), an independent municipal body of an administrative nature whose purpose is to promote sustainable development and environmental conservation in areas of municipal responsibility.

The E.S.C. is structured in four closely interrelated areas of work, whose main fields of activity are described as follows:

Planning and Project Management Area:

- Environmental restoration.
- Planning the rural environment.
- Environmental consultancy and reports.

Territorial Information Systems Area:

- Research and development laboratory for territorial information systems.
- Information technology and communications infrastructure.
- Environmental information and services system.

Studies and Research Area:

- Strategic studies.
- Research.
- Co-operation in sustainable development and external relations.

Training and Public Awareness Area:

- Training programmes.
- Activities to educate the public, raise their awareness and promote general knowledge.

The E.S.C.'s budget for the current year is approximately 2.7 million €, of which 2.08 million (77%) is contributed by the Council to which the Centre belongs, and the rest is income from external sources. The ordinary expenditure budget may be summarized under the following headings:

Heading I: personnel costs	905,100 €
Heading II: working capital	1,144,900 €
Heading IV: transfers in progress	72,000 €
Heading VI: investment in infrastructure	574,097 €
Total costs	2,696,097 €

The Environmental Studies Centre's responsibility for the Green Ring extends to the management of planning matters, leadership of projects, performing construction and civil engineering work, guarding and conservation, promoting public use and developing activities to educate the public and raise awareness of environmental issues.

The human resources allocated for managing the Green Ring comprise 5 technical members of staff in the Planning and Project Management area and 3 technical members of staff plus 3 instructors in the Training and Public Awareness area, whose combined staff costs amount to 510,400 € per annum. In addition, some of the management tasks are contracted out, as detailed below for the year 2005:

	Amount (€)
Guarding service and public liaison in the Green Ring	86,261.20
Care and maintenance of plants in the Green Ring	136,277.62
General upkeep, collecting litter and emptying bins and in the Green Ring	23,500.00
Provision of instructors for environmental education activities	248,849.00
	494.887,82

The investments made to date in the Green Ring have been directed both to safeguarding the intrinsic natural value of the area and adapting it for public use. They may be classified according to type, as follows:

Restoration and upgrading of areas:

- Restoration of run down areas: woods, wet areas, river banks.
- Restoration and safeguarding of ecological corridors.
- Improving environmental conditions with a view to increasing biodiversity.
- Using and adapting plants for landscaping and recreational purposes.
- Minimizing the impact of infrastructures such as electrical installations and communication routes.
- Adapting sites so they do not invite tipping or gather litter.
- Upgrading sites intended for public use.
- Adjusting the hydraulic functioning of river-beds and provision of flood defences.

Construction of infrastructures and installations:

- Upgrading internal routes and connections.
- Improving access and places for parking.
- Putting in mains water supplies and fountains.
- Putting up signposts and information boards.
- Fitting park furniture.
- Environmental information, education and interpretation equipment.

The table below shows how the amounts invested in the Green Ring have progressed each year since 1993, when the first investments were made:

Year	Annual investment - €	Cumulative investment - €
1993	108.001	108.001
1994	176.953	284.954
1995	149.221	434.175
1996	54.019	488.194
1997	43.742	531.936
1998	645.190	1.177.126
1999	234.747	1.411.873
2000	596.356	2.008.229
2001	434.573	2.442.802
2002	921.831	3.364.634
2003	419.391	3.784.025
2004	1.574.496	5.358.521

To these amounts, which refer exclusively to the value of the works undertaken, should be added the cost of purchasing land, which to date amounts to 5.021.488 €, and other amounts which cannot be accurately quantified such as drawing up the plans for projects and technical studies, co-ordinating health and safety, managerial supervision of construction and civil engineering works, etc.

If we group the investments into three-year periods we notice that in the first period they amounted to 0.4 million euros, in the second period 0.7 million, in the third 1.2 and in the final one 2.9 million, with the highest annual investment being reached in 2004. These figures reveal the town's firm practical commitment to the Green Ring, with an ever-increasing financial effort.

Investment, maintenance and management on the Green Ring's behalf are funded both by the Council's own budget and by contributions from external sources, as summarized in the annexed tables.

Contributions earmarked for funding investment total €, although this total includes 4,515,990 € for work which is still in the planning and preparatory stages. To date € have been paid in to fund activities in the Green Ring. Institutional aid has been earmarked primarily for training and employment programmes, whilst private sponsors have preferred to fund activities to educate the public, raise their awareness and promote general knowledge of the environment.

The origins of external resources are as follows:

	Infrastructure		Activities	
	€	%	€	%
European Union	6.401.472	55,5	420.740	12,5
State	1.282.188	11,1	1.401.518	41,7
Regional Administration	3.630.946	31,5	88.148	2,6
Private bodies	210.629	1,8	1.450.000	43,1
Total	11.525.235		3.360.406	

Investements

Infrastructural work: description	Funding mechanism	Dates	Cost (€)	Aid (€)	% Funded.
Diverting the rivers Santo Tomás and Errekaleor	European Cohesion Fund, Priority 3 – Environmental Infrastructure Improvement	1997-2001	5.948.975	3.804.406	80
Thermal and photovoltaic solar installations	Scheme for Harnessing Renewable Energy Resources (Basque Energy Organization)	2000-2001	101.288	20.245	20
Restoration and reclaiming wet areas in Salburúa Park	Co-operation agreements between the Ministry of the Environment (Directorate General of Nature Conservation) and other Public Administrative Bodies for the purpose of creating, regenerating and improving green zones	2002-2003	398.689	196.596	50
Flood defences on the River Zadorra in the town centre of Vitoria-Gasteiz (phase I)	State contribution under the European Cohesion Fund received via the Sociedad Estatal Aguas de la Cuenca del Ebro S.A. (State Water Company of the Ebro Basin)	2003-2005	3.055.371	2.597.066	85
Upgrading ecological corridors and routes	Scheme to Promote the Activation of the Local Action Plans for the Basque Municipalities (Sociedad Pública de Gestión Ambiental IHOBE / IHOBE Environmental Management Public Company, Autonomous Government of the Basque Country)	2004	180.303	180.303	100
Developing the contact between Sector 8 and Salburúa Park	Green zone development works for which the Sector 8 Compensation Board is responsible	2004-2005	210.629	210.629	100
Building Salburúa Park (Ataria) Interpretation Centre	Grant from the Department of the Environment and Town and Country Planning of the Autonomous Government of the Basque Country for investments intended to create and/or restore areas and/or buildings for protecting biodiversity and for environmental education	2004-2006	5.200.000	1.300.000	25
Integrated programme for the urban revitalization of the district of Abetxuko (building a facility to serve residents' vegetable growing allotments)	Aid from the Administration of the Autonomous Community of the Basque Country earmarked for integral programmes for the socio-economic revitalization of run-down urban areas	2005-2006	2.740.965	1.370.483	50
Flood defences on the River Zadorra in the town centre of Vitoria-Gasteiz (phase II)	Agreement between the Ministry of the Environment, the Department of the Environment and Town and Country Planning of the Basque Country of the Autonomous Government of the Basque Country and Vitoria-Gasteiz Council	2006-	2.171.185	1.845.507	85
Total infrastructural work			20.007.405	11.525.235	57,6

Activities

Activity: description	Funding mechanism	Dates	Cost (€)	Aid (€)	% Funded.
Workshop School of ecological and landscaping restoration of the Green Belt around the town of Vitoria-Gasteiz	Grant from the Ministry of Employment and Social Affairs (Employment Institute) in accordance with the Ministerial Order which regulates the Workshop Schools and Job Centres schemes	1994-1996	684.711	479.298	70
Training and research programmes related to managing the Green Ring	Grant from the European Social Fund for the periods 1994 –1999 and 2000-2006, under Objectives 2 and 3 respectively	1995-2004	841.480	420.740	50
Programme for the Long-term Unemployed: "Ecological and landscaping adaptation of areas around towns"	Grant from the Department of Justice, the Economy, Employment and Social Security of the Autonomous Government of the Basque Country within the framework of the Job-Training Scheme at local level intended for the long-term unemployed	1996-1997	135.612	88.148	65
Workshop School for Armentia Wood	Grant from the Ministry of Employment and Social Affairs (Employment Institute) in accordance with the Ministerial Order which regulates the Workshop Schools and Job Centres schemes	1997-1998	629.464	440.625	70
Workshop School for the Green Ring	Grant from the Ministry of Employment and Social Affairs (Employment Institute) in accordance with the Ministerial Order which regulates the Workshop Schools and Job Centres	2002-2004	687.993	481.595	70
Environmental Education Activities in the green Ring	Agreement with Caja Vital	2002-2005	1.200.000	960.000	80
Water-related activity programme for environmental education (Salburúa and Zadorra)	Funding agreement with Aguas Municipales de Vitoria S. A. (the municipal water supplier for Vitoria-Gasteiz)	2003-2005	390.000	390.000	100
Donation of bicycles for the Municipal Bicycle Loan Scheme	Funding agreement with Euskaltel	2004	40.000	40.000	100
Maintenance, repair and redistribution service for the Municipal Bicycle Loan Scheme	Agreement with El Boulevard Shopping Centre	2004	60.000	60.000	100
Total activities			4.669.260	3.360.406	72,0

The financial structure of a 'syndicat mixte' (a mixed syndicate or joint union in which several groups work together): case study of the Miribel-Jonage Park.

René Beauverie, (Chairman of Symalim) and Nathalie Gautier, (Chairwoman of Ségapal)

The Miribel-Jonage Natural Park:

- 2 200 hectares, 350 ha of lakes, 700 ha of woodland, 400 ha of agricultural land.
- 3.8 million visitors. A unique place of interest on the edge of the city with 4 major tasks



The Natural Park: a regional concern



Action Plan:

- 1) Strategic objectives for the city of Lyon ...
- 2) Controlled investments...
- 3) Optimum management

1. Strategic Objectives

The 4 major tasks of the Natural Park

- 1) To protect our drinking water resource: Over 350 ha of lakes, the pumping station, lakes supplied by the water table (except during periods of flood), the well fields in Crépieux-Charmy...
- 2) To regenerate the flood water storage area
- 3) To protect and enhance natural heritage: The Rizan marshland, the dry grasslands, the magnificent flora and fauna , ...
- 4) To increase the number of outdoor leisure activities: Almost 4 million visitors annually



SYMALIM – SEGAPAL: the complementary nature of a special legal set up

Running / managing the Park

- Optimal management through a procedure of Delegation of a Public Service started in the year 2000 and taking full effect in July 2001, using a system of 'Régie intéressée' (A system in which a public body delegates power to a private body) (with 4 objectives in mind)
 - 1) The transfer of financial risk to the syndicate
 - 2) The creation of an annex budget for development : easier to read
 - 3) More power for the Syndicate : charging policy (budget vote under the 'Régie Intéressée' system), policies (social policy)
- Measure approved by the Regional Department of Finance

SYMALIM / SEGAPAL : the complementary nature of our objectives

- SYMALIM

- 1) Definition of strategic goals
- 2) Political, technical and financial arbitration
- 3) Control over matters of study and work
- 4) Control of delegated management

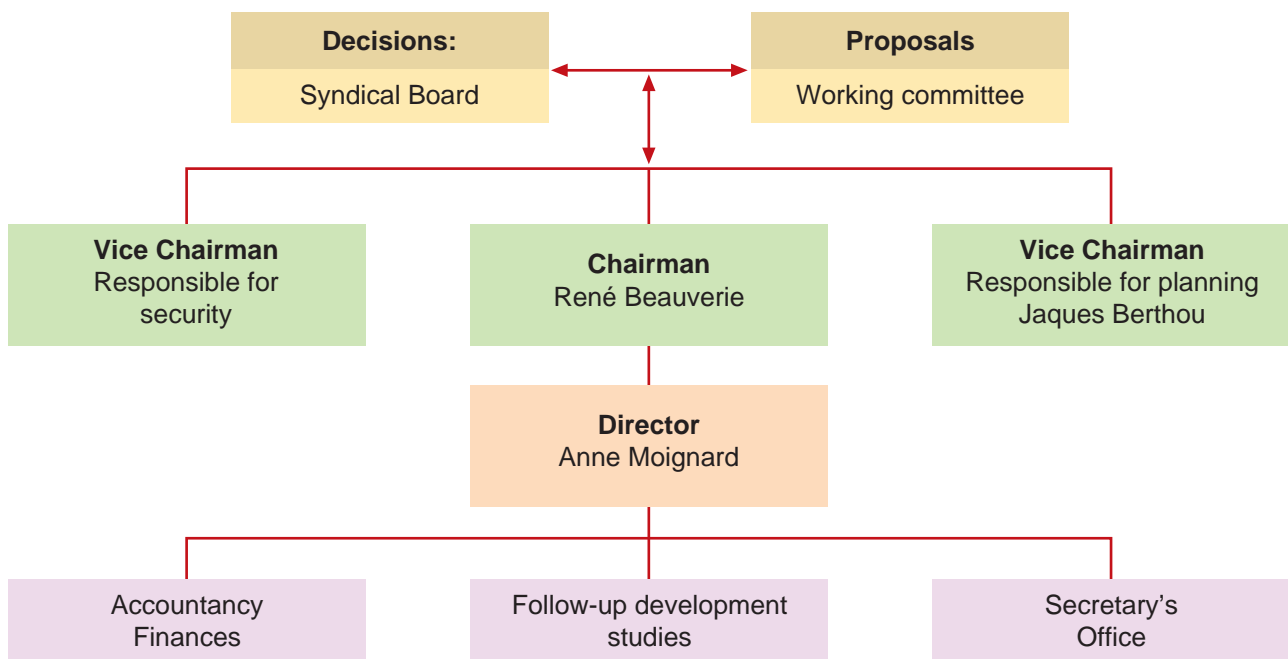
- SEGAPAL

- 1) Global management of the area (security, maintenance, activities)
- 2) Delegated control over studies and work
- 3) A SEM (a private company using capital from local authorities and other partners) of 70 people

SYMALIM : A ‘syndicat mixte’ (a mixed syndicate) of owners

- Providing the impetus and the strategy
- Made up of 16 financing groups :
 - Greater Lyon since 1995
 - The Regional Councils of the Ain and the Rhône ‘Departements’
 - The towns of Lyon and Villeurbanne
 - 11 adjacent councils
- The syndical committee consisting of 27 elected members

SYMALIM’S company organisation chart



The working committee : policy areas

- Security
- Work / hydraulics / accessibility
- Environmental education
- Agriculture
- Communication

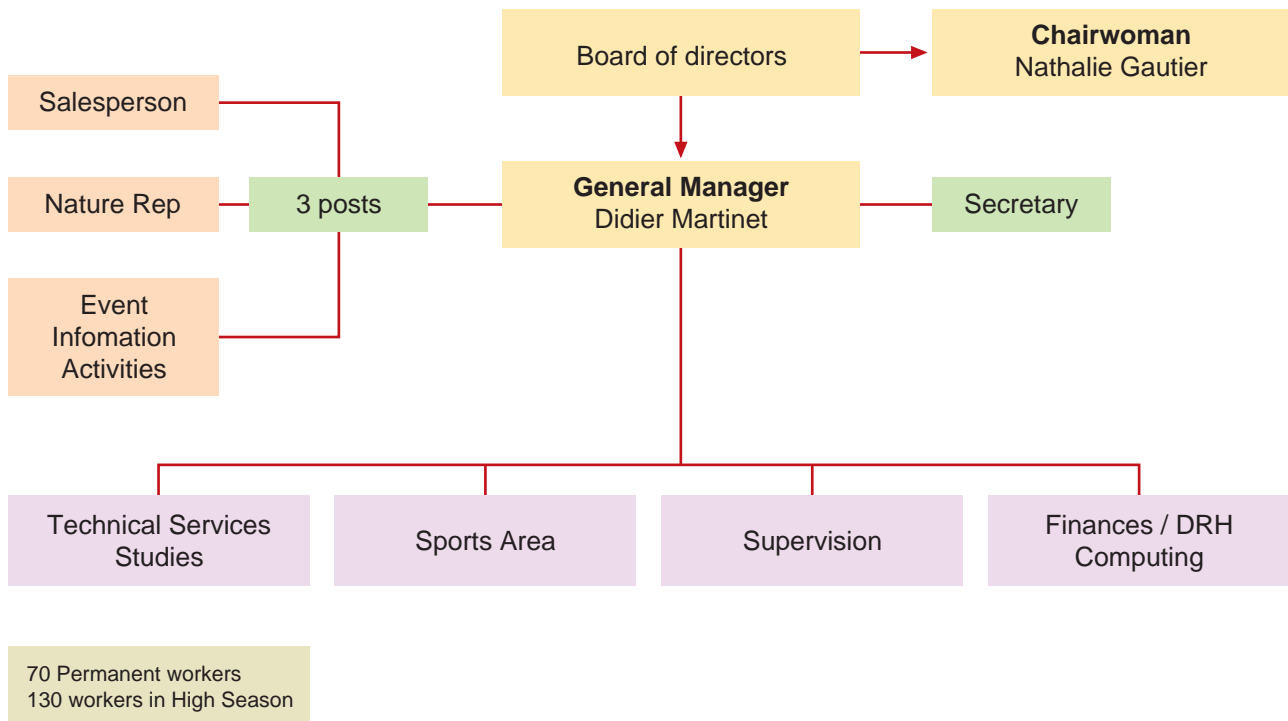
Report changing the scale of the park

SEGAPAL : Private Management Organisation in partnership with the Public Sector

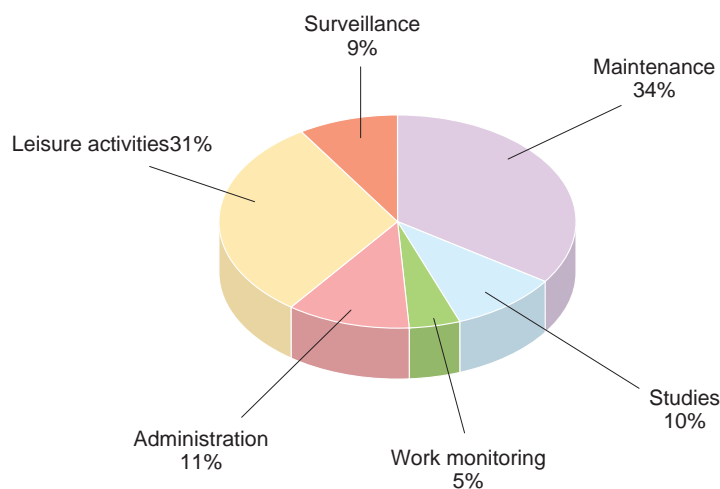
A private company with capital of 230 000€ with public funds
The shareholders :

- SYMALIM : 51%
- 2 Regional Councils (from the 'Departements')
- 2 Banks:
 - Caisse d'Epargne (Saving bank)
 - Caisse des dépôts et consignation
- Private Companies : CDT, CAFAL

SEGAPAL'S company organisation chart



To manage the Park, the SEGAPAL staff, 70 representatives, are distributed as follow



2. Controlled Investments

- Volume of 2 M€ per year tax free on studies and work
- An approach of «action study»: pre-operational studies enabling us to define and measure our plans
- Work with two priorities:
- To preserve the state of the heritage and to achieve statutory objectives

A heritage maintenance cost of 1,2 M€

	Period 2006-2009	Period 2010-2013	Period Beyond 2013
Recurrent investments:			
- Maintenance of the patrimony	Yearly average amount € HT	Yearly average amount € HT	Yearly average amount € HT
- Accomplishment of the statutory missions			
“Regular” works			
- Large works in buildings	200.000	250.000	250.000
- Natural spaces and environments managements	110.000	160.000	200.000
- Roads and other networks	80.000	160.000	160.000
- Local Security Contracts	25.000	25.000	25.000
Pressing Investments			
- Earthworks/ To condition soil extraction areas	440.000	400.000	0
- Adapt to AEP rules / decontamination	100.000	0	0
- Signposting	30.000	15.000	30.000
Studies			
- Studies/project preparation/scientific monitoring/ Management plans	120.000	80.000	50.000
Materials			
- Vehicles, management devices, informatics	80.000	100.000	100.000
Total “recurrent investments”	1.185.000	1.190.000	815.000

Heritage Policy: maintenance of buildings

15,000 m² of buildings to maintain: horse riding centre/leisure centre/farms...

An example : the reception building in the Centre through which all the members of the public are admitted

Reception Building: A project with our partners which is 67% cofinanced



SYMALIM	336.000 €	33,4 %
Rhône-Alpes Region	252.000 €	25 %
FEDER Objectif 2	291.044 €	28,9 %
State	75.600 €	7,5%
Greater Lyon	45.734 €	4,5 %
The Ain Council	7.622 €	0,7 %
Total costs	1.008.000 €	100 %

A balanced policy between nature and the general public : the trip around the Eaux Bleues Lake

The Park in Figures: 160 Km of roads and paths, 10 Km of general area



Promotion of sustainable management of the areas

- Agriculture : charters and conventions
- Plan for sustainable management of the forests



Creation of a nature awareness area for environmental education in the centre of the Park

- The Allivoz environmental education centre.



An ambitious objective : a totally restored park by 2013

- Ecological rehabilitation of hydraulic system: the latest equipment using armature



The financing of these investments is guaranteed by three sources of income

- statutory contributions from the groups in our organisation
- specific subsidies
- the option of borrowing and/or self-financing

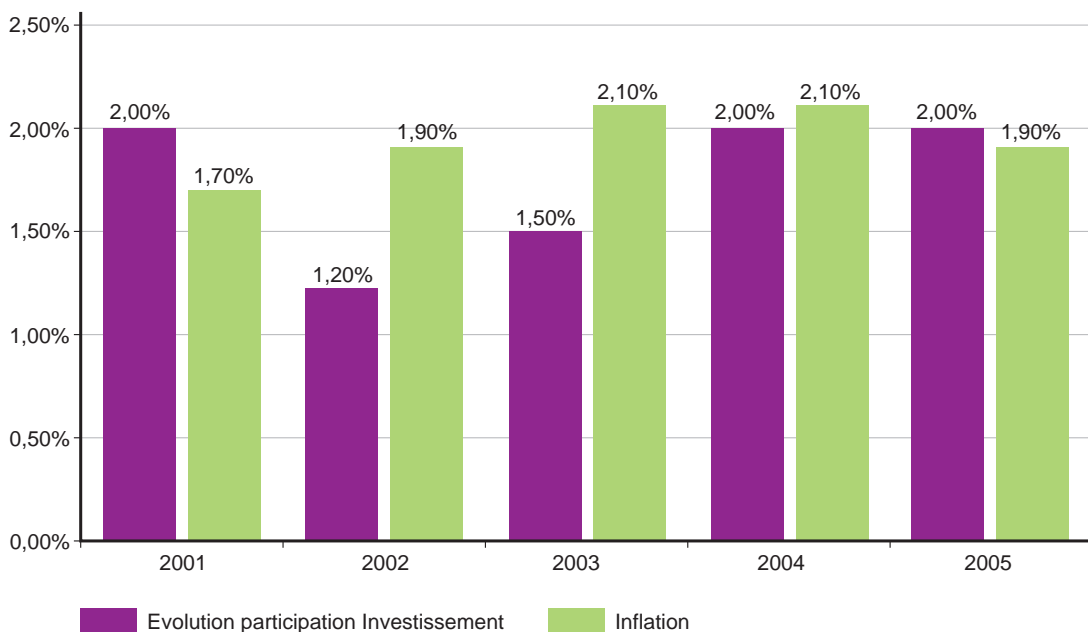
Investment Contributions: 780.000€

Covering 1/3 of the new equipment with the following distribution of investment decided by the statutory agreement:

- Greater Lyon 42%
- Rhône Council 49%
- Ain Council 9%

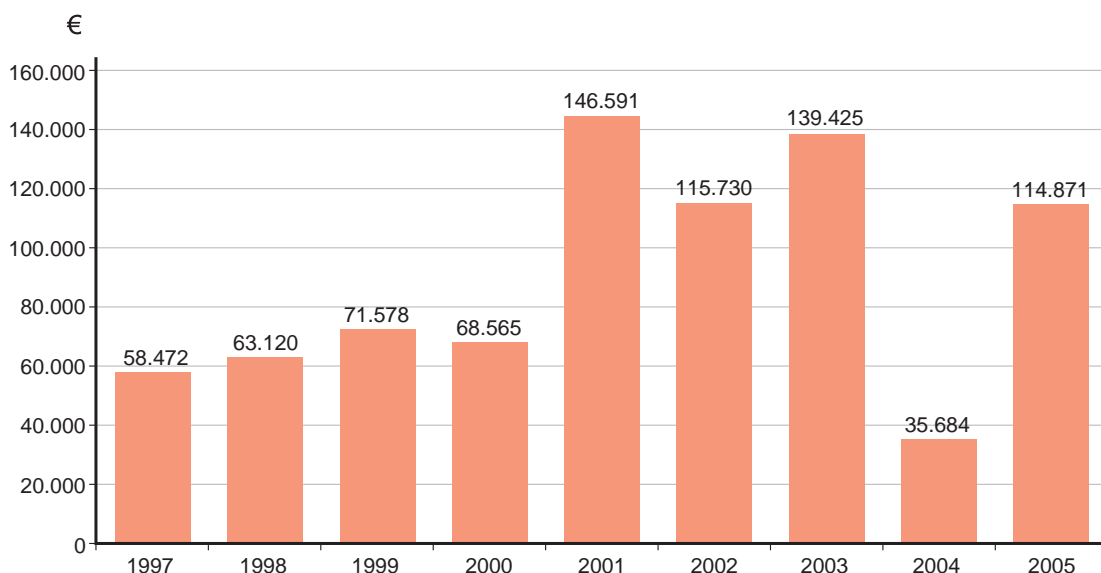
The rate is 1,78% for the period below that of inflation (1.94% on average)

Awareness on the part of the groups involved is necessary to ensure that the Park can achieve its long term objectives



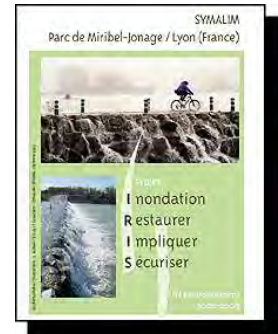
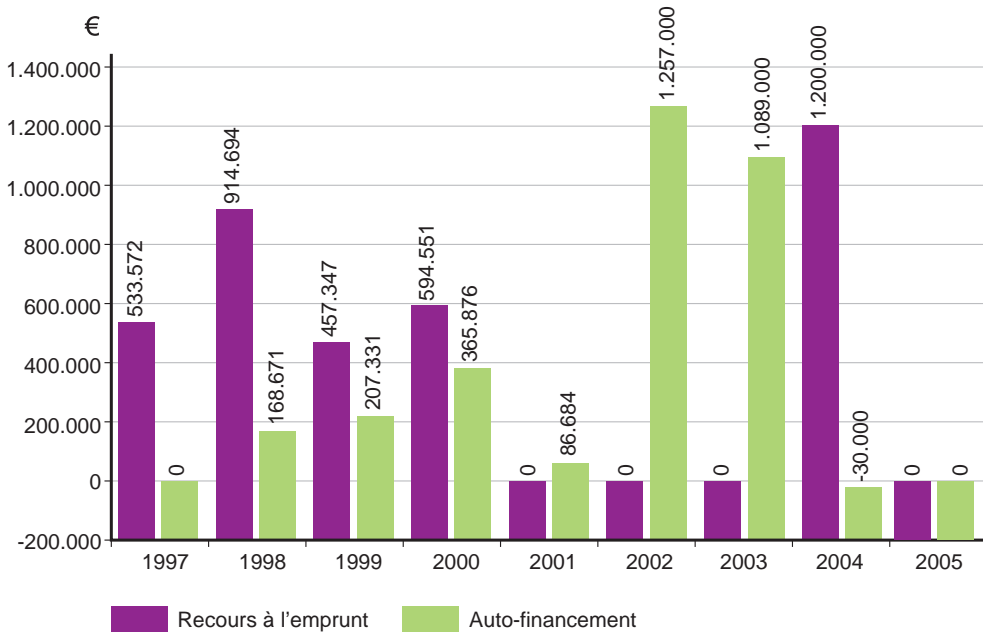
Subsidies

- A contracts strategy which has brought benefits (up to 60% of the financing of equipment) through for example:
- A natural heritage area contract: Rhône Alpes region
- Global improvement plan: Greater Lyon, the District Councils
- LIFE programme for environmental improvement: Europe/the State/groups ...despite a recent, relative withdrawal of investment by co financers (transfer of jobs/interruptions in contracts in order to finance other places)

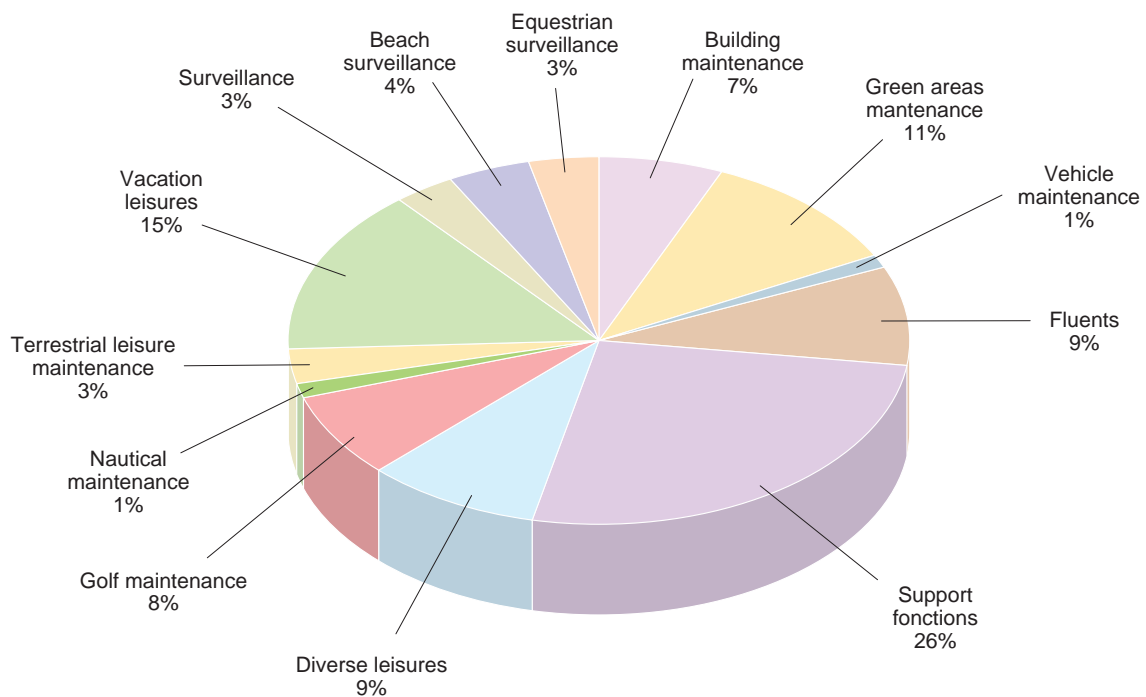


Borrowing

- Renegotiation of debt repayment programme: rebalancing debts Fixed Rate/Variable Rate in an economic situation with a decrease in rates, then stabilisation at a Fixed Rate (historically low)
- The need for borrowing has been limited in recent years thanks to our ability to self-finance equipment using income from gravel (no borrowing in the past three tax years)

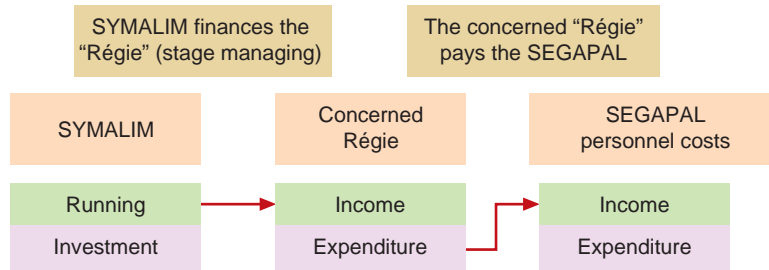


3. Controlled Management



Distribution of costs in the 'régie intéressée' system (system where a public body delegates power to a private one) by service (2300 K€) (except salaries and investments)

Running the Park



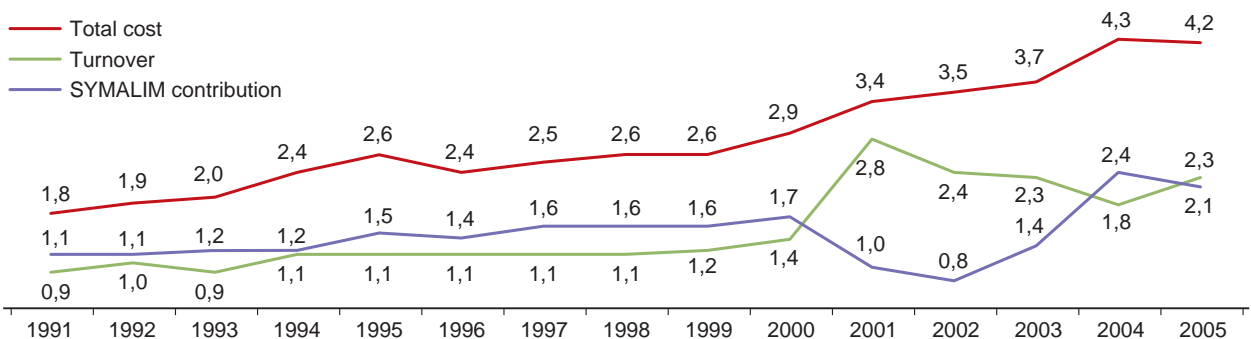
As a 'Régisseur Intéressé' (Private Manager working for a Public Body), SEGAPAL is remunerated from the income from Park operations.

SEGAPAL'S instruments for Park development

- Commercial service
- Communication service
- Event-driven service
- Studies service

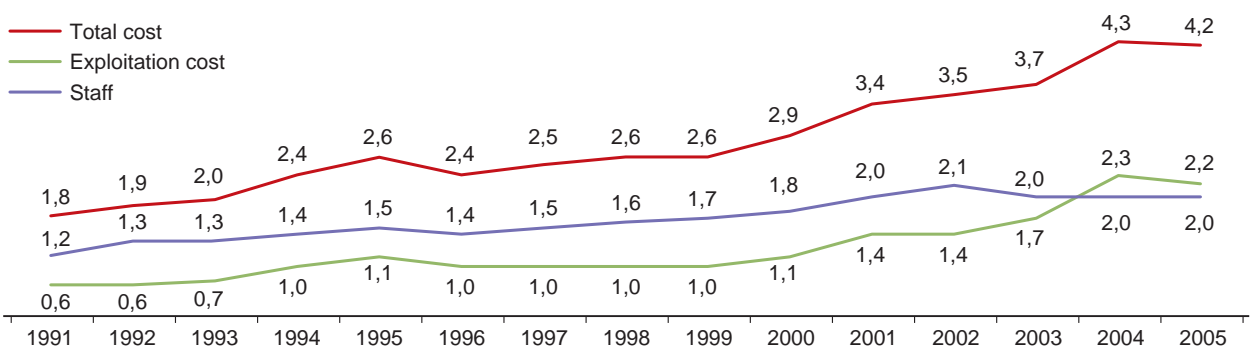
The financial stability of Miribel-Jonage Park since 1991

- Operational costs have grown by annual average of 6.4% per year.
- SYMALIM'S involvement is inversely proportional to the sale of gravel.



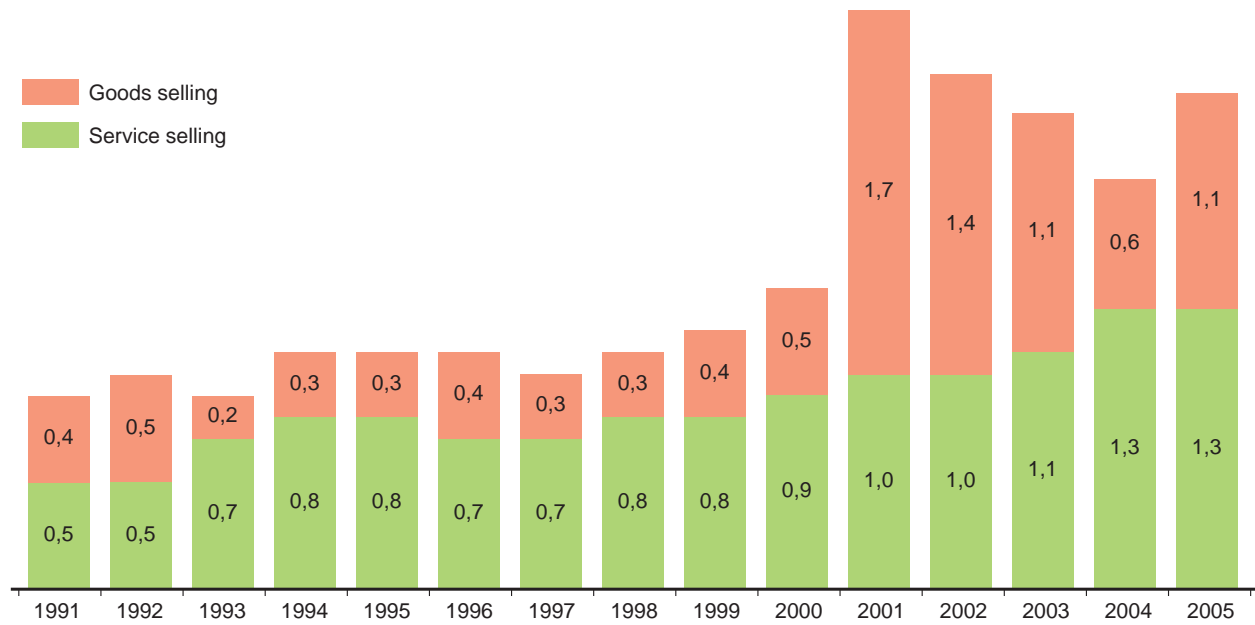
Operational costs since 1991

- Costs have increased by 6.4% per year since 1991
- Salary costs have stabilised since 2001.



The turnover of Miribel-Jonage Park since 1991

Extractions depend on the cost per M3 and the rate of extraction.
Service sales have grown by 7.3% per year.

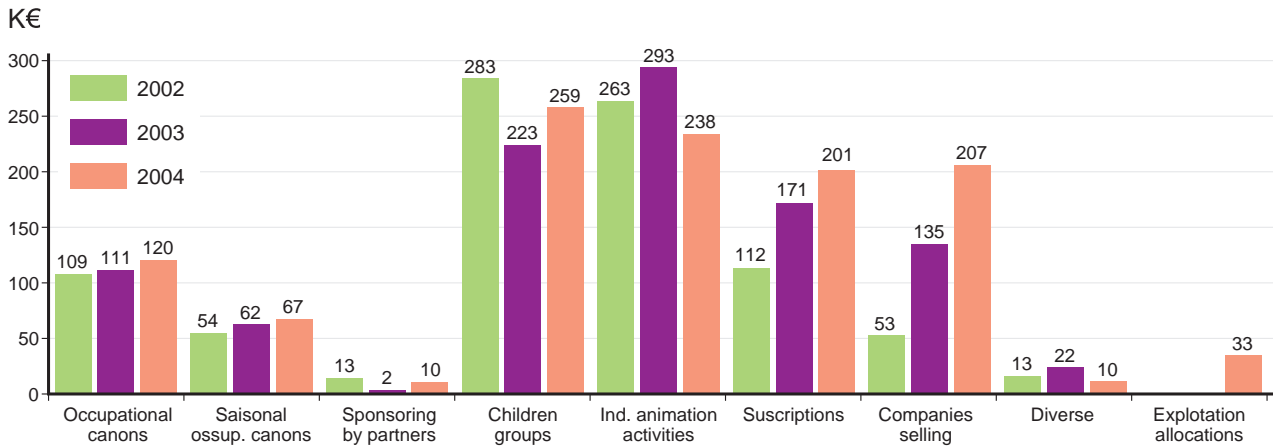


A leisure centre with social objectives

The increase in turnover of the leisure centre has been accompanied by an increase in deficit.
The deficit has been reduced by 120 K€ since 2002.



Evolution in different sources of income since 2002



The issue now: how to create new ways of financing and new partnerships

- Establishing long term links with the groups which are members of SYMALIM
- Guaranteeing the financing of investments
- Optimising our management

Objectives :

- Finding supplementary financial resources
 - end of income from extraction
 - increase in operating costs

Combining social objectives with competitive operations: the St Quentin leisure park in Yvelines (France)

Bernard Choquier, (Saint-Quentin Outdoor Leisure Park in Yvelines)

Saint Quintin en Yvelines is one of 12 Regional Leisure Parks in the Ile-de-France area. It provides 600 hectares of leisure and protected nature area 25 kms west of Paris

Operations

A Joint Union for planning and management consisting of several bodies

- in St Quentin, an Administrative Board with: 3 elected regional representatives, 3 elected representatives from the French 'départements' (territorial divisions) , 3 elected local representatives

The Regional Council for the Ile-de-France areas

- owns the land and the equipment
- finances all investments proposed by the Leisure Centre
- aims to offer a wide range of activities all over the region

The General Council (from the 'Département') and the towns in the area

- are partners in management
- they co-finance the «social cost » (operating losses)

A Trading Association between the chairman and the directors

- website, training, trading...

Built by political institutions and with 'unprotected designation'

- Planned in a ministerial memo for Youth and Sport in 1965 with the following requirements:

- it should have a water feature and/or bathing facilities
- it should have room for the general public
- it should offer green areas and sport and leisure facilities
- it should be a leisure area for those who do not go on holiday

- Creation of the St-Quentin Leisure Park in Yvelines :

- the preservation of 600 ha of urban area
- the creation in the park of a « new town » built in 1965
- state of the art facilities: wave pool, lake of 120 ha in size...
- a National Nature Reserve (1986), designated Natura 2000

- There are other « Leisure Parks »

- private or communal but they are much smaller

Social objectives and leisure for the general public

- Attracting inhabitants who do not go on holiday

- offering a bathing area
- offering sport and leisure activities at an attractive price
- picnic areas, nature trails, green areas which are free of charge
- leisure tickets (= 7€ of free activities) for young people
- so a mixture of activities which are charged for and free games and areas

- Attracting school pupils, young people, groups
 - receiving school groups, accommodation providing 84 beds
- A special pricing policy
 - special offers for families, special fees for groups
- Modern, cultural and educational leisure

Our activities at St. Quentin-en-Yvelines - over 100 permanent staff.

Some operations are directly managed by the local authority and others through concession agreements

- Sports activities on offer
 - Sailing, Horse Riding, Public Golf Course...
- Leisure activities and educational activities on offer
 - Wave pool
 - Walks around an educational Farm
 - Nature Education (biodiversity, land art)
 - Orienteering Courses, Fishing, Nature Trails
 - Adventure activities in the woods
 - Games, paddling pool, roundabout, bicycles...
- The Environment : the Nale Nature Reserve
 - Protecting and managing natural heritage
 - Protecting this place of migration
 - Monitoring migratory birds
 - ZPS site in 1998, Natura 2000 in 2003
 - reception of school pupils, adult education

Directly-managed operations 55 permanent, over 100 in summer...

- The Boating Centre
- The Horseriding Centre
- The Nature Reserve
- The Wave Pool
- The Educational Farm
- The Orienteering Courses
- The hire of rooms
- The minigolf...

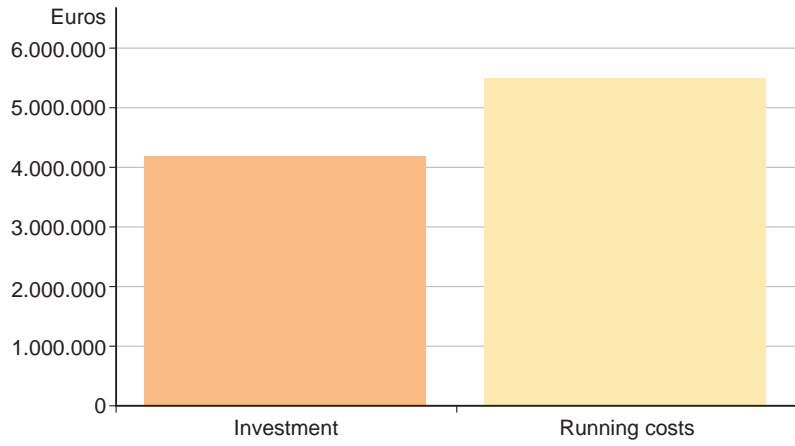
Competitive operations managed by the leisure centre

- Restaurant, Wave Pool Cafeteria
 - charging of VAT
 - meal tickets not accepted
- Hiring of rooms, tents for seminars, weddings ...
 - charging of VAT for companies
- Is this our mission?
 - restaurants sometimes entrusted to an occupational reintegration company in other Leisure Parks

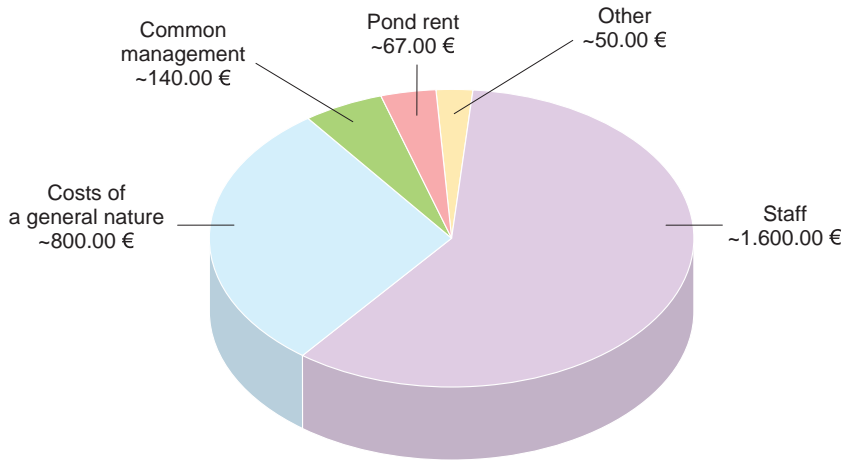
Operations which are agreed to after investment by companies: 50 permanent staff

- The Golf Courses (120 ha, 3 courses ,45 holes)
- The Campsite with 500 places
- Adventure activities in the woods (4 nature trails)
- The hiring of bicycles, the bar
- Little train, roundabout...

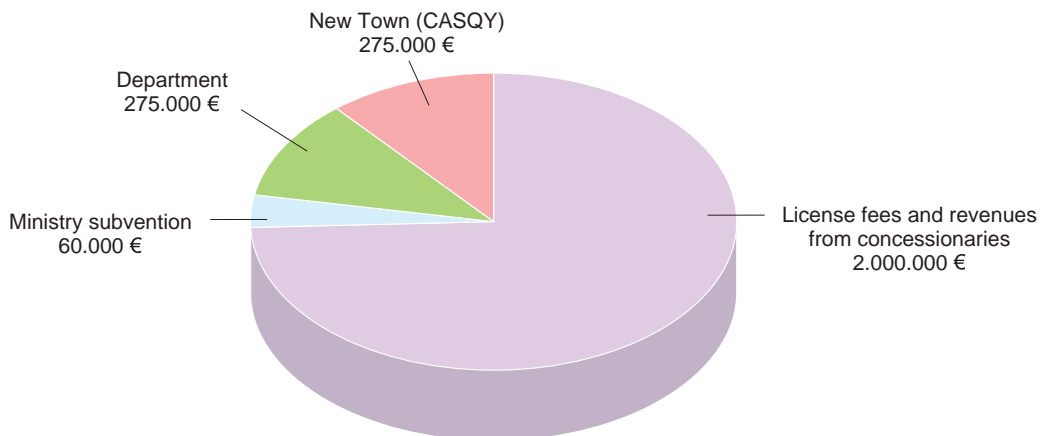
Budget 2004, leisure centre running costs + investment



Budget for running costs: Expenditure in 2004

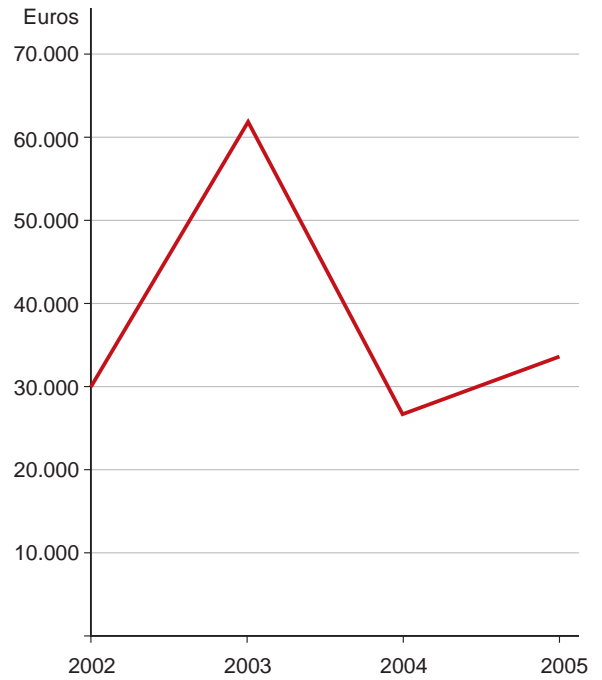
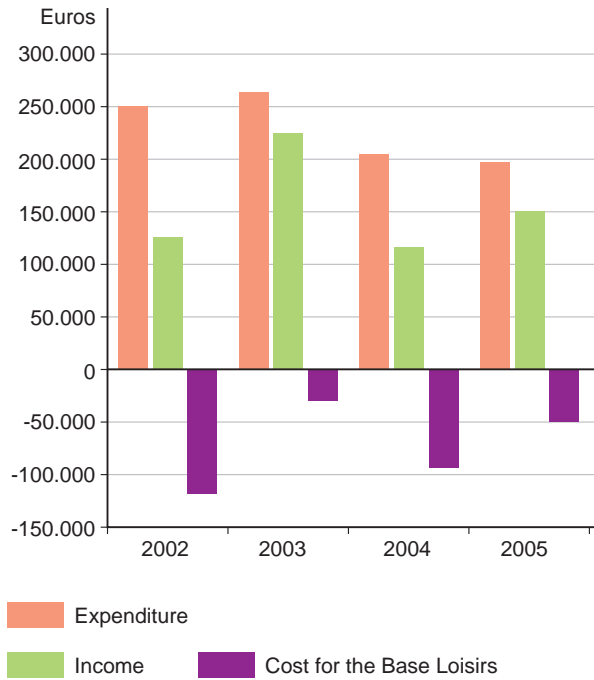


Budget for running costs: Income for 2004 which covers nearly 80% of our expenses

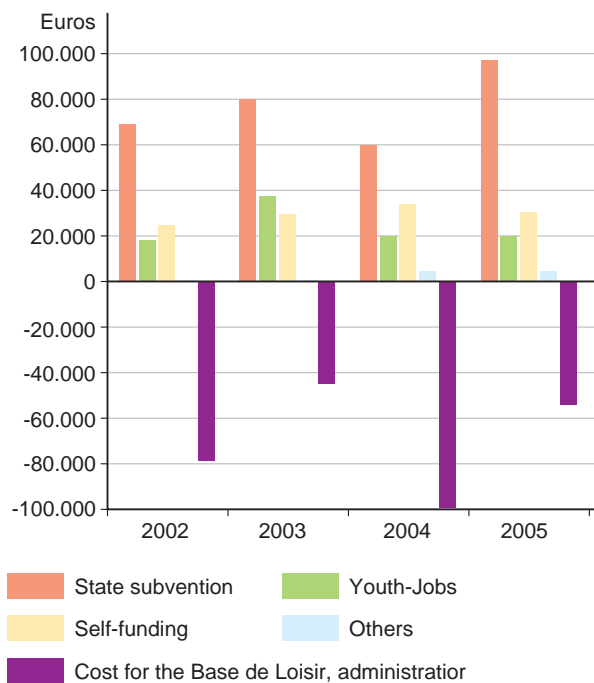


Loss-making sectors:

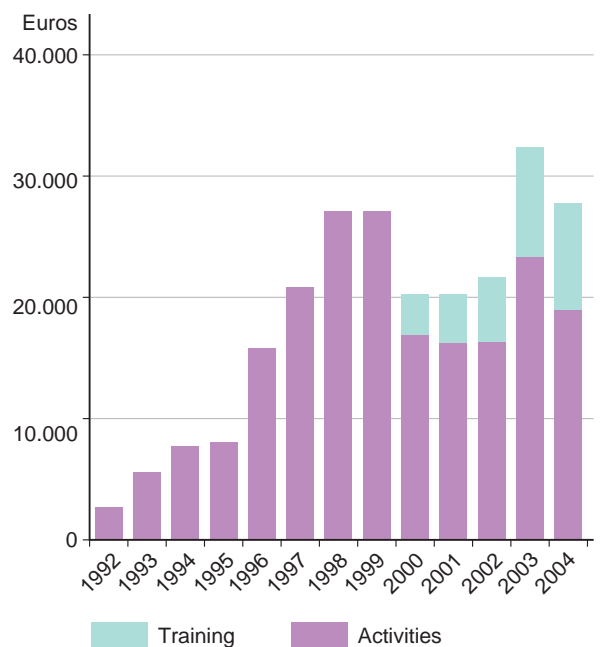
1. the wave pool has a social cost of between 30 000 and 120 000 euros per year



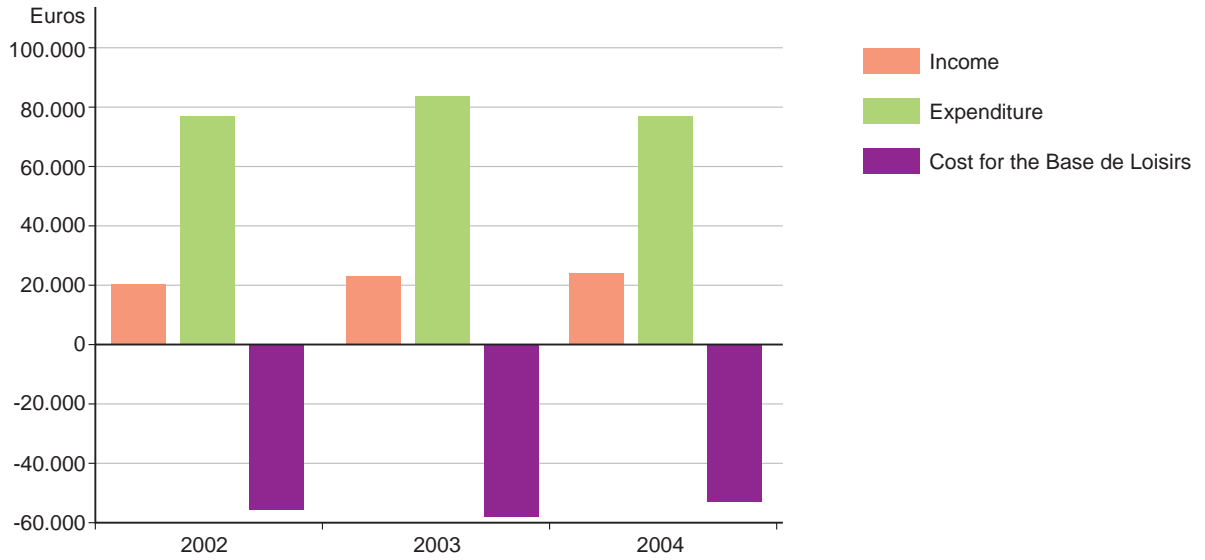
2. The national nature reserve has a social cost of between 50 000 and 100 000 euros per year



Evolution of the self-funding part from 1992 up to now

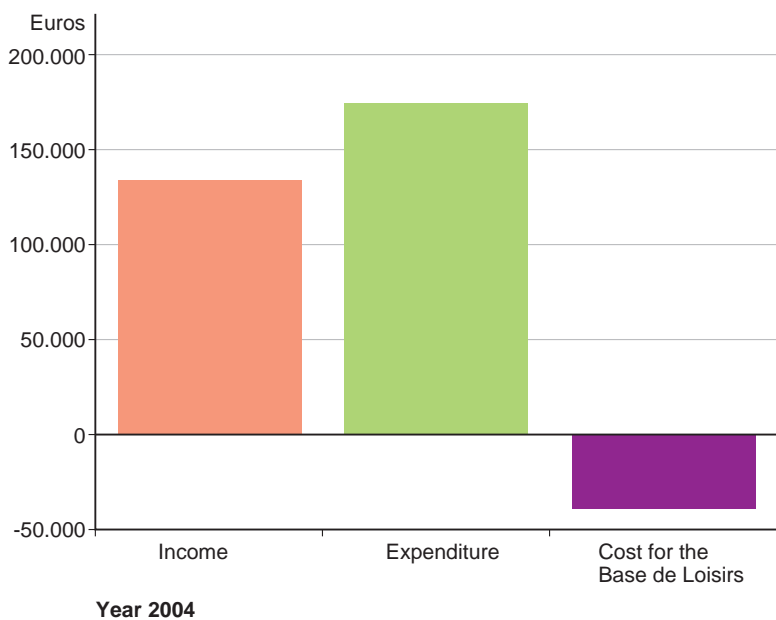


3. The educational farm has a social cost of between 50 000 and 60 000 euros per year



4. Accommodation: « les canardières » has a social cost between and euros per year

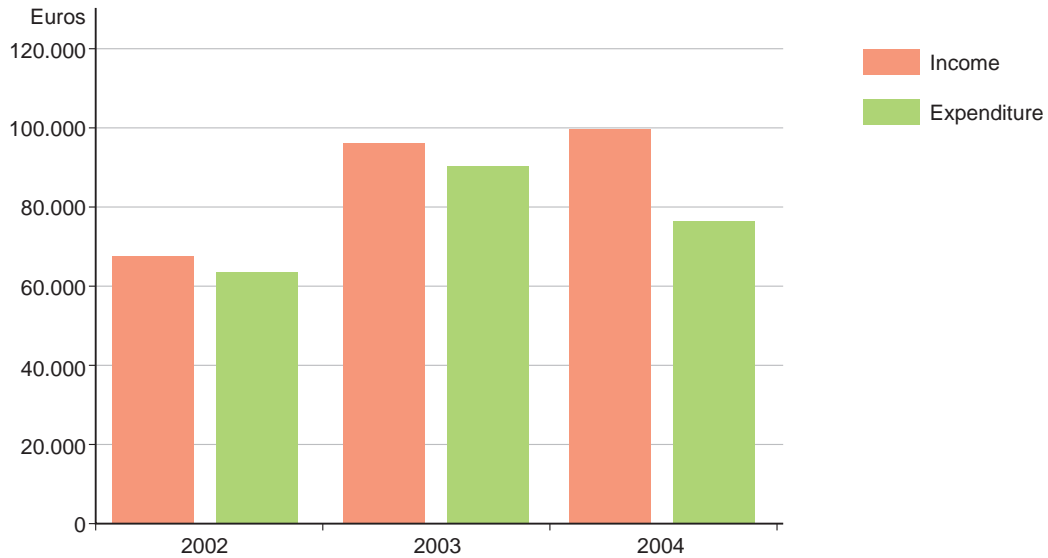
- Main objective: to receive groups of schoolchildren
- Accommodation with 84 beds in rooms for 2 and 4 for groups or sports enthusiasts who come to spend a few days
- Essential to enable the other activities to take place



A profitable activity: our restaurant « Les alizés »

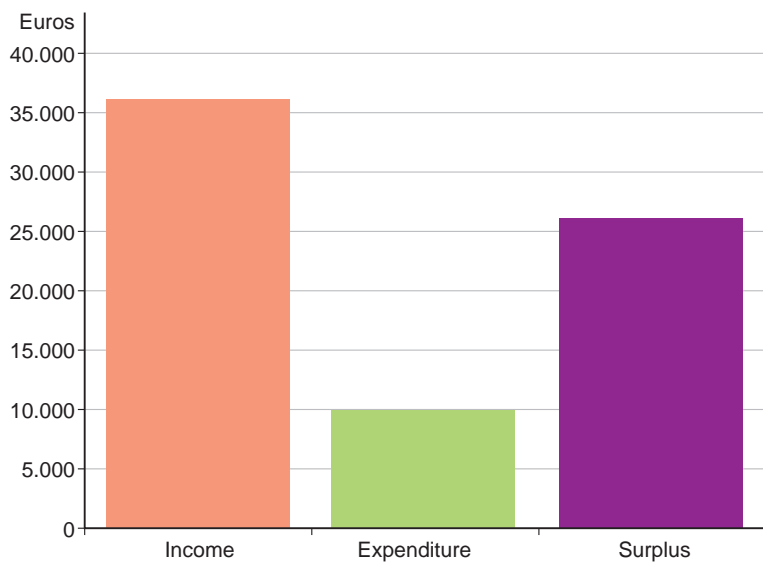
- Open 9 months per year only at lunchtime!

- profitable
- creates synergy with the Sailing Centre and Adventure in the trees Centre
- programme for expansion for 2006



Another profitable activity: the hiring of rooms

- For individuals, associations and companies (weddings, general meetings, seminars,...)
- to expand this activity
- acquisition in 2005 of 6 tents (150m²) to hire for events or to companies
- this is being carried out at the moment (new study room)



Income from royalties paid by companies is a fundamental contribution to our stability

- The Public Golf Course

- directly managed in the beginning then handed over to a chain of golf clubs
- royalties paid to use the area : 120 ha
- investments made by the Leisure Centre
- royalties generate a rent of 300 000 euros per year

- The Park for Adventure in the woods

- operated from the start through a concession agreement
- investment made by the Leisure Centre
- royalties are 45 000 euros per year, index-linked

- The Campsite

- handed over to a private company chain
- poor profitability

Objectives agreed with our partners in management

- To increase over three years ...

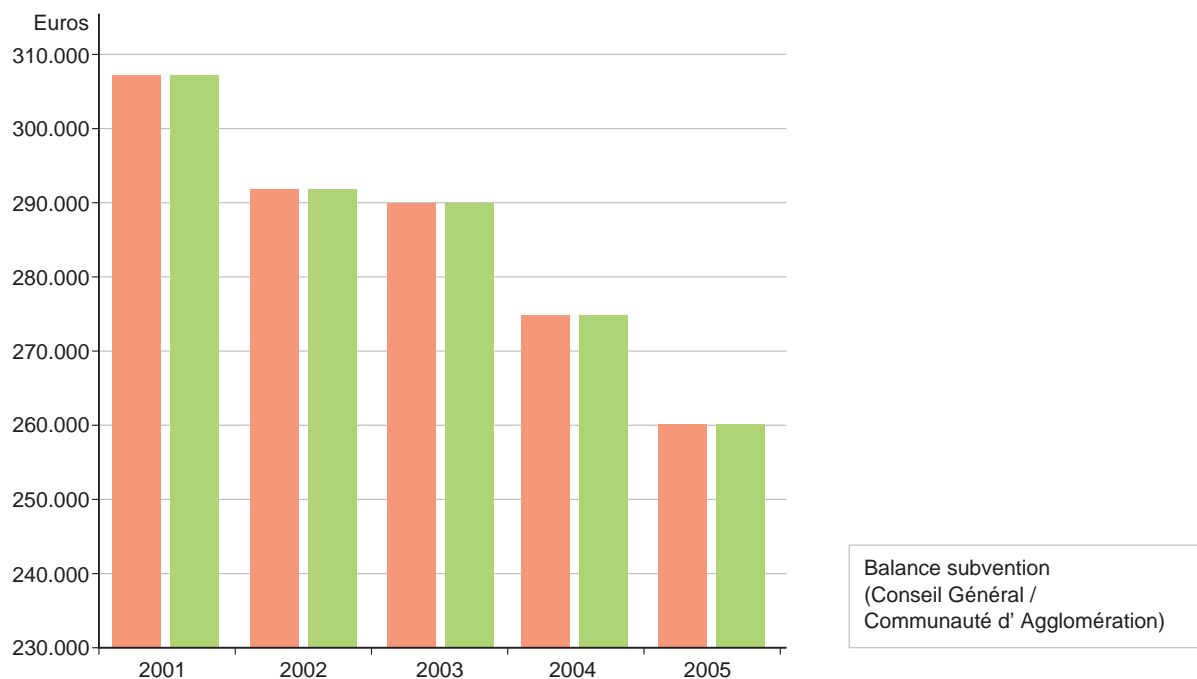
- Certain activities, the number of visitors ...
- partnerships with the institutions !

- To control expenditure

- and bring financial balance to certain activities
- and stop all depreciation of equipment !

- To decide the amount of institutional involvement

- required, but with a decrease each year



The search for better financial stability: 1. having a fresh look at

- Entrance fees

- get rid of those fees which are no longer useful, simplify the system
- create attractive entrance fee offers depending on our strategy: family deals, overnight stays, discounts for bringing new visitors

- What we offer

- get rid of activities which are not useful
- develop what we offer: educational activities in the Nature Reserve , products from the Farm, integration week for secondary school students, overnight accommodation after a wedding ...

- Create new activities

- by improving the area : orientation, sailing...

The search for better financial stability: 2. rethinking the organisation of activities

- Together, looking at all the activities

- improve the independence of each person in charge
- look at how we organise work and holidays

- Activity by activity

- The example of the wave pool: get rid of the lockers. Solar panel, geothermal energy, the reception desk...

- Functioning better all year round

- Opening the swimming pool more
- Organising events
- Taking on a salesperson?

The search for better financial stability: 3. Concession agreements

- Set up new concession agreements

- Remember 120 ha of Golf Course = 300 000 €
- Adventure in the woods, a new restaurant ...

- Balance our budget with royalty payments

- to achieve our social objectives

- Debate Direct Management by Government / Concession agreements ?

- Some politicians want to use concession agreements for loss-making activities and even for profitable activities ...

Our strategy for stability

Financial involvement from government bodies seems to be solidly decreasing

- We can only rely on:

- A better control of our spending
- An increase in royalties from concession agreements
- An increase in our activities

Issues for today

- A set of objectives which really involve partnership...
- Maintaining the activity of direct management by government
- Establishing contacts with certain targets in mind

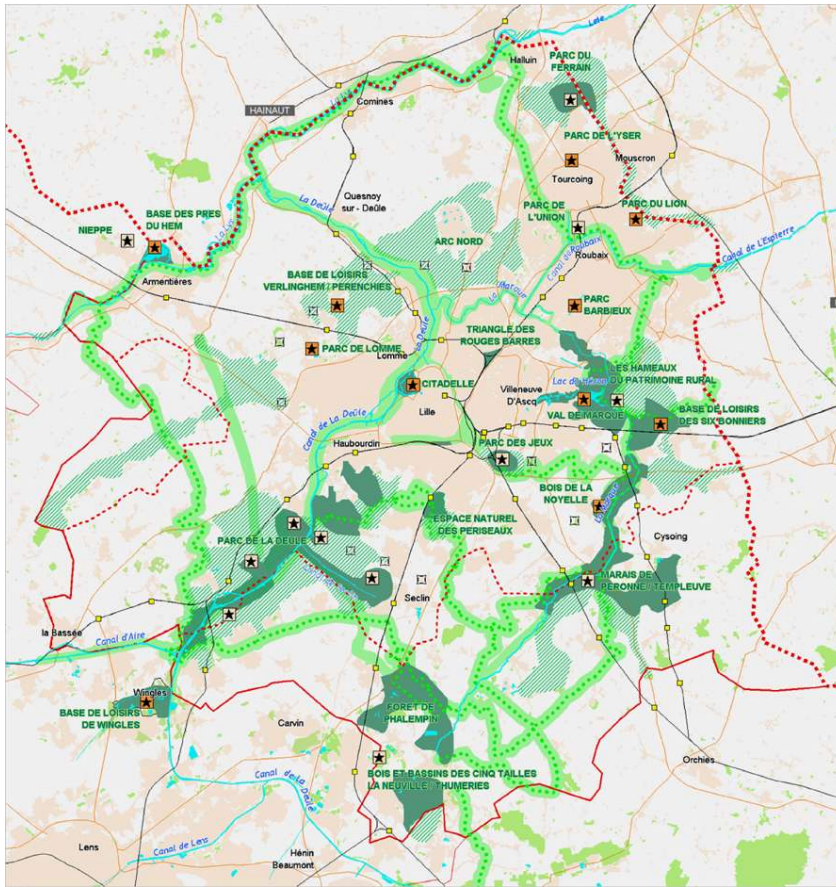
Results and Analysis

- surplus released in the last two years and preserved
- temptation to reduce risk taking and only to squeeze expenditure ...
- lack of involvement from partners

The search for new financial support: a constant concern

Slimane Tir, (Vice-president of the "Syndicat Mixte" •space Naturel Lille Métropole)

Going from 2.000 hectares to 10.000 hectares in 15 years



Local Authority contributions

- Annual investment: 8 million €



Lille Métropole Local Councils. With the occasional support of Central Government, the Regional Council and the Council of the 'Département' administrative area

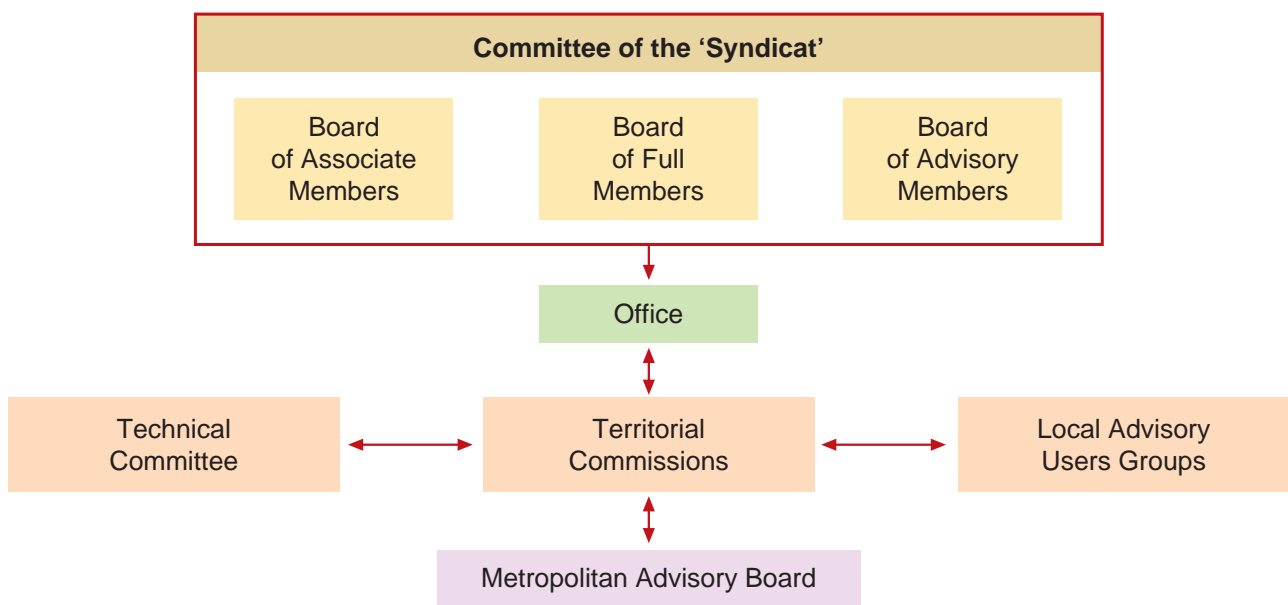


Finding new financial support to enable us to function year after year

A tool:

The budget of the 'Syndicat Mixte' (A type of Public/Private Partnership):	
Lille Métropole Local Councils:	5,60 millions €
Towns:	0,75 millions €
Own income:	0,70 millions €
Support from various sources	3,65 millions €
Total	10,7 millions €

A participative 'Syndicat'



A legal framework designed to favour partnerships
 One becomes a partner within a structure where everyone can participate

The technical committee:

The place where plans can be presented to our public and private partners





Active communication with our partners



Creating in large, free-entry green areas 'economic generators' conducive to public and private partnerships



The Hem Meadows in Armentières
La Société des Eaux du Nord et la Maison de l'Eau (Water Company for the North and Water Board)



MOSAIC, the garden of different cultures
Companies working in partnership to communicate information and to create gardens



MOSAIC, the garden of different cultures
2 gardens financed by companies



1 January 2006

An open-air museum where each house is supported by a company

Direct income generated from an area of 153 hectares where admission fees are charged alongside 2.000 hectares where admission is free:

Restaurant concession agreement	28.000 € / year
Ticket booth sales:	680.000 € / year
Hiring of rooms:	15.000 € / year

Using corporate patronage

Articulture (Land Art): A budget of 600.000 €

- With the support of:
 - Lille 2004
 - Lille Métropole Local Councils
- And with private backing for communication activities:
Value = 200.000 €



MOSAIC, the garden of different cultures
7 gardens with different themes,
2 of which are provided by 2 companies: Value = 100.000 €

The private partnership

A large investment in human resources in the medium-term

One full-time person for a two year period for MOSAIC and Articulture:

Result: 300.000 € which is a little more than 3% of the annual budget provided by the authorities



Better management of expenses

- the agricultural strategy: making farmers financial partners
- getting involved in regional and even national operations
- finding European partners: With East Sussex Council for accessibility: 450.000 €



There is no miracle formula

- Time
- Networks
- Quality of Service
- Participation