

STRATEGY DEVELOPING TOOL – OVERVIEW TABLE

Elements of the GreenKeys' Urban Green Space Strategy		Results – expected output (WHAT?)	Ways to achieve results (HOW?)		
Strategy building background	Starting part	Establishing strategy group	Group of members from different departments, organisations, professions with defined roles for working on the Urban Green Space Strategy. Different possibilities.	<ul style="list-style-type: none"> - address planning offices, departments, organisations, etc (the one which could be included in the group) with a 'kick-off-paper' (invitation) - distribute tasks/work between members 	
		Identification of skills, working programme	List of skills needed for developing the strategy, definitions of other members of strategy group or external experts needed. Working programme.	<ul style="list-style-type: none"> - internal discussions and consultations 	
		Securing political support	Securing political support for strategy document	Political approval for developing a strategy document (approval letter.) Ongoing activity during the process.	<ul style="list-style-type: none"> - inform the politicians / decision makers about your activities to get their support - address politicians with work programme, benefits and results of the strategy
			Securing political support for vision and goals in strategy document	Confirmed document by city council. Written foreword by the mayor (in final Urban Green Space Strategy document).	<ul style="list-style-type: none"> - address city council and mayor with paper explaining the vision of the strategy, its benefits, expected results, improving the quality of life in the city, etc. - influence important politicians to speak about this topic - invite the political representatives on workshops, presentations, etc.
		Securing public support	Support from inhabitants	Inhabitants become aware of the importance of green spaces in the city. Public participation in the planning process.	<ul style="list-style-type: none"> - public workshops on different themes (vision, problems, ideas, solutions) - announcement of activities regarding green spaces, articles in local papers, etc.
			Support from professionals	Accordance – support of the experts on the content of the strategy. Collaboration and exchange of experiences.	<ul style="list-style-type: none"> → GreenKeys Tool: eLearning Module - workshops, round tables on different themes - interviews
		Defining planning procedures / process		Decision about the form of the strategy document and ways of incorporating (the formal procedures that are needed).	<ul style="list-style-type: none"> - review of planning legislation
		Formulating mission and vision statement		Mission statement (general purpose - with respect to green space management). Description of what will be done, for whom, why, the competence, etc. Vision statement (future direction – what has to be achieved in the future).	<ul style="list-style-type: none"> - could also be part of existing documents, plans, etc. - new ideas in workshops with inhabitants and professionals - final statement written by strategy group
		Defining aims and general priorities of the strategy		List of set aims (detailed purposes and values of Urban Green Space Strategy).	<ul style="list-style-type: none"> - written by strategy group - (public) workshops for defining the priorities and values
		GreenKeys' Urban Green Space Strategy Contents	Analytical part	The planning context and links with other legal documents (feedback from legal documents)	Links to documents and plans at local level, going on projects, etc.
Links to legislation, documents and plans at national/regional level	Report of current planning documents at national level and the links to green spaces.				
Relations to international strategies, programmes, concepts, etc.	Explanation of relation to international documents, strategies that address this topic.				
General overview of the city	Analysis of demographic characteristics (population, age structure, social groups, etc.)			Description, review of city characteristics.	<ul style="list-style-type: none"> - review of statistics - data of the city → GreenKeys Tool: City Profile (parts 1,2)
	Analysis of geographical background				
	Identification of economic characteristics				
	Analysis of current state of green spaces in the city				
Analysis of physical aspects of green spaces (amount, quality, percentage/inhabitants, etc.)	Description of city green spaces, distribution, connections, financing, areas with importance for biodiversity, etc.				
Analysis of functional aspects of green spaces (accessibility, use of green spaces)	Map of all green spaces and types of green spaces in the city. List of green space types in the city, explanation of each type and use.				
Analysis of ecological aspects of green spaces in the city					
	Analysis of economic aspects (financing)				
	Identification of green space typology				
Identification of local needs and demands	Identification of needs for green spaces - each type of green spaces in all districts of the city.	List of needs, demands.	<ul style="list-style-type: none"> - involving public – inhabitants and professionals - questionnaires, workshops, interviews, etc. 		

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Analytical part	Identification of development trends - tendencies	Present trends and their influence on green spaces.	- from documents, policies, examples, etc.		
	Identification of problems and potentials	Spatial problems Organisational problems Economic – financial problems	Problems in planning, managing, maintaining of green spaces. List of problems – (some can be solved by an Urban Green Space Strategy). Recommended: spatial problems can be presented on a map.	- data from tools: Economic questionnaire and City Profile - other problems (gained in public workshops, etc.) - use of other methods – SWOT analysis (strengths, weaknesses, opportunities, threats)	
		Potentials and opportunities	Collection of potentials, opportunities, strengths – can also be illustrated.	- collected from documents, different researches, projects and also gained in workshops with professionals. - use of other methods – SWOT analysis (strengths, weaknesses, opportunities, threats)	
	Evaluation of current state of green spaces in the city	Evaluation of quantity and supply (distribution) of green spaces in the city, evaluation of quality, accessibility, security (safety), evaluation of use	Evaluation based on set of criteria or based on existing local or national standards (if there are any). Evaluation confronts the current state of green spaces (with all problems) and vision (needs, goals, ideas). Evaluation map and description of condition of green spaces - general (good/bad) or detailed (explanation of all the criteria).	- set the criteria and evaluate all aspects separately, overlay the results and make final map, explain which spaces are in good/bad condition or have potential, etc.	
Action part (Formulation of Strategy)	Defining strategic issues and priorities		Strategic issues and priorities derive from the conclusions of the analytical part: especially from the identification of strategic problems and the evaluation of green spaces. These depend on vision and general aims of the Strategy. Key strategic issues have an impact on how ideas for strategic action will be developed later in the process and how the implementation will be carried out. Priorities can be set for all types of green spaces or derive directly from the aims – for improvement of existing green spaces and for development of new green spaces.	- decide what is necessary to do in short time frame (priority project) or is less important - to go towards realisation of specific goals and solve problems	
	Preparation of the spatial concept of urban green spaces development (green system)		The green system shows the concept of the green network, points out important green areas, defines areas of preservation, improvement and new development areas and links to the hinterland of the city. Usually it is supported with written guidelines for parts of the city or types of green spaces.	- define the network of green spaces in the city – incorporating green in the urban structure - define categories of green spaces, the typology of green spaces - make guidelines for achieving goals and priorities	
	Implementation plan (regarding the level of Green Space Strategy – detailed or general)	Defining policies for management and development		Policies specify in what ways the specific priority can be realised. Different approaches in defining policies: on focused issues (safety, play areas, etc) concerning types of green spaces, about activities on green spaces (e.g. recreation) or other activities which lead towards achieving the goals (public participation, etc)	- base and derive on priorities and goals
		Defining of local standards / regulations / principles / directions / guidelines	Setting quantity standards	Standards for green spaces in the city can be very detailed (for each green space type) or general (descriptive directions and guidelines).	- base on standards already set at local or national level (if there are any) and current state of green spaces in the city - also use external professional opinion as to what is the desired condition of green spaces in the city
			Setting quality standards. Setting accessibility standards		
Formulating of action plan		Action plan is the ascertainment and implementation of written policies. It describes the specific tasks that have to be done within a defined time period (tasks for each issue and type of green spaces, timetable for each task, partners, founding sources and performance indicators for each task). It usually also includes the marketing plan. Action plan sets out how the aims and objectives of green space development will be achieved.	- specify tasks for each issue (priority) and/or type of green spaces in the city - set timeframe for each task (short, middle or long-term tasks), define time periods - (short = within 2 years) - define partners, collaborators for each task - -specify funding sources for each task (guaranteed and potential sources)		
Monitoring and review		Report on changing of green spaces condition – achieving the Urban Green Spaces Strategy vision.	- define performance targets against which the strategy and action plan will be monitored → GreenKeys Tool: Monitoring System for Project Evaluation - other tools and methods: observation of space and mapping, comprehension mapping, review procedures		