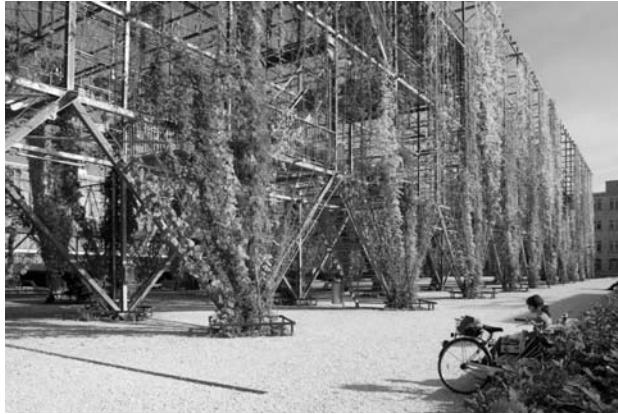


BOX 8.8 ZÜRICH



MFO Park on a former industrial brownfield site

Zürich (population 361,000) is Switzerland's largest city, situated at the northern end of Lake Zürich. It is surrounded by wooded hills that have been protected since the nineteenth century.

Grün Stadt Zürich (GSZ)

Compared with other cities, Zürich is always rated very highly for the quality of life it offers, enabling the business community to attract employees. Surveys indicate that open areas and parks rate (together with public transport) as the main reasons for this high quality. This success is attributed to the combined efforts of the administration and the politicians, and has been made possible through the workings of GSZ. This organisation is part of the city's Infrastructure Department and has been in existence for over a hundred years. It is responsible, in cooperation with other agencies, for the planning and management of open spaces.

Provision of open space

The main problem facing the administration is the unequal distribution of open spaces within Zürich. In 1999 it developed the Open Space Concept, which proposed public open spaces in all districts at no more than 400 metres from every household.

GSZ's planning activities focus on the redevelopment of former industrial sites or problem estates. Zürich North is an example of former industrial land for which guidelines for mixed-use development were prepared in 1991 preserving an existing park and creating new open spaces. By agreement with the city, local landowners provide these new urban parks as they are seen as positive identification factors that add value to their developments. Ownership and future management are subsequently transferred to the city. Turbinenplatz and Oerlikerpark are two of the completed new parks in Zürich North.

Cost transparency calculation

GSZ recently introduced cost transparency calculation as a management tool to determine the costs and effects for every 'product'. GSZ services are divided into five product groups (open spaces, nature areas, nature enhancement, management, services) each with a manager. Individual district managers have to 'sell' their workforce to the product manager to achieve the high-level maintenance to which they aspire. This system seeks to achieve internal competition and transparency and is expected to lead to cost efficiency.

As GSZ relies on a fixed budget, any efficiency savings are split between the city of Zürich and GSZ. Reports are prepared twice a year for each 'product' group to give a financial overview. Besides assisting management to stay within the limits of the overall budget, the system is designed to make the administration more service-oriented.