

MASTERPLAN – OUTLINE BUSINESS CASE

Crystal Palace Park

LONDON
DEVELOPMENT
AGENCY



Issued by



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ACRONYMS

DPD	Development Plan Document
EiP	Examination in Public
GLA	Greater London Authority
HLF	Heritage Lottery Fund
LB	London Borough
LDA	London Development Agency
NSC	National Sports Centre
RSC	Regional Sports Centre
RPO	Royal Philharmonic Orchestra
TfL	Transport for London
SDG	Steer Davies Gleave
SRDF	Sub Regional Development Framework
UDP	Unitary Development Plan

EXECUTIVE SUMMARY

Introduction

A substantial amount of work has already gone into regeneration plans for Crystal Palace Park. The London Development Agency (LDA) is working with partners to plan the long-term future of the Park's facilities. A Planning Framework was submitted to Bromley Council in 2005 and since then the LDA has moved into the next phase of activity; appointing Latz & Partners to lead more detailed masterplanning of the Park. The LDA's aim is to submit an outline planning application by end of October 2007 and secure permission and funding in 2008.

An essential element of the work is a strategy for funding to cover capital and revenue costs and to justify the scheme in terms of its significant social and economic benefits. This assignment considers this requirement and is divided into two stages. This report focuses on the first stage and aims to:

- Undertake a demand assessment of the proposed facilities in the Park
- Briefly review the most promising sources of capital and revenue funding
- Provide an initial outline of the economic benefits and costs for enhancing the Park.

The main purpose of the first stage of work is to draw up an outline business case to inform the planning application due to be submitted by end of October 2007. This report gives an overall strategy based on an initial review and is not a fully justified business case. The findings will be used as a basis for the development of a detailed business plan for the Park, which will be used for example, as an input into a Green Book Appraisal.

Strategic Review

The Crystal Palace Park Masterplan proposals will contribute to regeneration in the area and will fit with the strategic objectives of the following regional, sub-regional and local strategies:

- The London Plan
- The Mayor's Cultural Strategy
- Sub-Regional Development Framework South London
- South London Economic Development Implementation Plan Final Draft
- London Borough of Bromley Replacement Unitary Development Plan; and
- Community Plan: Building a Better Bromley 2007-10.

Demand Assessment

The Crystal Palace Park Masterplan proposals are expected to have a major impact on the total number of visitors to the location and will encourage a greater number of people from both the local and wider areas to visit the Park. Estimated visitor numbers per annum to each facility in Crystal Palace Park are shown in Table E1 on page 8.

Table E1 Crystal Palace Park Facilities Visitor Estimates

Attraction	Baseline Visitor Numbers pa	Future Visitor Numbers pa
Concert Bowl	0	80,000 - 145,000
Treetop Walk	n/a	130,000 – 250,000
Café and Dinosaur Interpretation Centre	n/a	100,000 – 175,000
Crystal Palace Park Museum	n/a	100,000- 175,000
North Green House	n/a	150,000 – 200,000
South Green House	n/a	150,000 – 200,000
Farm/College and Lodge	n/a	12,000 – 15,000
Cricket Pavilion	n/a	8,000 - 10,000
NSC and RSC regular users	274,000	274,000
NSC and RSC events (inc. concerts)	194,000	374,000
Other events	20,000	118,000

Source: URS and LDA

URS have developed two different approaches for estimating total numbers of visitors per annum to Crystal Palace Park. As well as our forecasts our estimates build upon baseline survey work conducted by Steer Davis Gleave. The estimated baseline number of visitors is 1.7 million and overall visitor numbers per annum to the revitalised Park is estimated to be between 2.6 and 2.9 million.

Capital and Revenue Costs for Crystal Palace Park

The Crystal Palace Park cost plan totals £67.5 million and provides indicative construction costs for the Park. The cost plan does not include costings for the National Sports Centre (NSC), Regional Sports Centre (RSC), new Museum, Palace Kiosks and Capel Manor student accommodation.

The annual maintenance and lifecycle costs for a revitalised regional Park are estimated to be £2,820,292. This compares with the current annual maintenance budget of £1,143,000.

There will be a range of operational costs associated with running the revitalised Park. The main running cost is likely to be the in-house Park staff. The estimated total salaries for Crystal Palace Park in-house staff are £815,000. A range of other operational costs will be worked up for the Park including an ongoing maintenance cycle for buildings and structures.

Review of Funding and Revenue Sources

The LDA will look to supplement core funding of the Park with other sources. The report has reviewed the following sources of funding:

- Heritage Lottery Fund
- Sport England
- Big Lottery – Community Buildings Programme
- London Borough of Bromley and other boroughs
- Commercial bank loan/Private Finance Initiative
- Charitable trusts; and
- Receipt from sale of part of the Park land for residential housing.

The revitalised Crystal Palace Park will provide a number of income generating facilities for the Park. These include:

- Concert Bowl events
- Events around the terraces
- Dinosaur Interpretation Facilities – income will be generated through the Penge Café, gift shop and hiring out of the multi-purpose space
- Crystal Palace Park Museum – income will be generated through café/bistro, gift shop and hiring out of the subway facility and viewing platform area

- Cricket Pavilion and playing surface – income will be generated through hire of the multi-purpose facility and the playing surface area
- North and South Greenhouse – income will be generated through the Greenhouse café. The greenhouses will provide sources of income for the Park through the Butterfly Pod, visitors shop and snacks facility; and
- Palace Kiosks that will be rented out to service providers.

Analysis of Management Structures

The report highlights potential options for the governance and management structure of Crystal Palace Park. The following management structures were analysed:

- London Borough of Bromley
- London Development Agency
- Informal partnership e.g. between the five adjoining south London boroughs and the LDA
- Formal partnership
- Independent trust or company; and
- A new park authority or similar organisation.

Table E2 Crystal Palace Park Facilities Evaluated Against Indicators of Regeneration Impacts

Facilities/Indicator	Economic Value	Health & Well-Being	Social Inclusion & Community Development	Education & Life Long Learning	Environment & Ecology	Heritage & Culture
Crystal Palace Park Farm and Lodge	✓		✓	✓		✓
Penge Café and Dinosaur Interpretation Facilities	✓		✓	✓		✓
Concert Bowl	✓		✓	✓		✓
South Greenhouse	✓			✓	✓	
North Greenhouse	✓			✓	✓	
Palace Kiosks	✓					
Crystal Palace Park Museum	✓		✓	✓		✓
Cricket Pavilion	✓	✓	✓	✓		✓
Treetop Walk	✓	✓		✓	✓	
Events in the Park	✓		✓			✓
Regional Sports Centre	✓	✓	✓	✓		
National Sports Centre	✓	✓	✓	✓		

Regeneration Impact of Park

The masterplan proposals seek to:

- Reinforce the Park as the primary visitor attraction in the area, drawing between 700,000 and 1 million additional visitors.
- Create over 80 new jobs in the construction phase, up to 100 new jobs in the Park and buildings, 50 jobs in the wider area through significantly increased expenditure in town centres and almost £4 million of annual household expenditure by new residents.

There will be a number of wider regeneration impacts from the Crystal Palace Park Masterplan proposals and these are summarised in Table E2 on page 10.

Next Steps

This document provides an outline of a business case for the Crystal Palace Park Masterplan proposals. A range of additional work will be required. The suggested next steps in the process of developing the Crystal Palace Park business plan, economic and regeneration case and funding bids include:

- A more detailed demand assessment
- Detailed capital and revenue costs
- Detailed research into funding sources
- Detailed economic assessment
- Management arrangements
- Detailed business plan; and
- Funding bids/packages

Specific points to note include:

- Proposals for the NSC and RSC are currently in draft outline with further detail to be submitted
- Costings for remediation works and phasing are being investigated and may require more detailed soil testing and investigation.
- There is a need to prepare an on-going costed maintenance plan for the upkeep of the Park and its structures. We would also recommend the formation of a fund to pay for upgrading facilities (e.g. new exhibitions) to keep them fresh and attractive.

1. INTRODUCTION

1

1.1. Purpose of Study

An essential element of the work that needs to be addressed in detail is a strategy for funding to cover capital and revenue costs and to justify the scheme in terms of its significant social and economic benefits.

To ensure that improvements to the Park are planned in the most cost effective way there is a need to establish the main priorities and ensure that costs are phased on an appropriate basis. In the event of a reduction in core funding this will ensure that areas of the Park in greatest need of enhancement are prioritised.

There will be a need to draw in support from funding organisations and the economic case for the Park will be used to attract investment.

This assignment is covered in two stages. This report focuses on the first stage and aims to:

- Provide an initial outline of the economic benefits and costs for enhancing the Park
- Undertake a demand assessment of the proposed facilities in the Park; and
- Briefly review the most promising sources of capital and revenue funding.

The main purpose of the first stage of work is to draw up an outline business case to inform the planning application due to be submitted by end of October 2007. This report gives an overall strategy based on an initial review and is not a fully justified business case. The findings will be used as a basis for the development of a detailed business plan for the Park, which will be used for example, as an input into a Green Book Appraisal.

1.2. Report Structure

The report structure is as follows:

Section 2 Context: this outlines the background to the regeneration plans for Crystal Palace Park, the vision and objectives and a brief description of the Masterplan proposals.

Section 3 Strategic Review: this highlights the strategic policy context of the Masterplan proposals within the local area and the sub-region.

Section 4 Demand Assessment of Proposed Facilities: this provides an assessment of the demand for the proposed facilities and total visitors to Crystal Palace Park.

Section 5 Capital and Maintenance Costs of Facilities and the Park: this reviews (where possible) potential capital and revenue costs for each element of the Park.

Section 6 Review of Funding and Revenue Sources: this briefly considers potential funding streams for the Park and includes revenue generated from some of the Park's facilities.

Section 7 Analysis of Management Structures: this briefly outlines the options for the overall management of Crystal Palace Park.

Section 8 Regeneration Impact: this provides a general assessment of the economic and regeneration benefits of the Masterplan proposals.

Section 9 Next Steps: this outlines next steps in the process of developing the Crystal Palace Park business plan.

2. CONTEXT

2.1. Introduction

This section provides the background to Crystal Palace Park regeneration plans, highlights the vision for the Park and objectives for the Masterplan proposals. The section also considers the role of the community in developing the proposals and identifies how the Masterplan proposals fit in with the local and sub-regional strategies in terms of the role it will play in contributing to regeneration in the area.

2.2. Background to Crystal Palace Park Regeneration Plans

Crystal Palace Park

The London Boroughs of Bromley (LBB), Lambeth, Southwark, Lewisham and Croydon surround Crystal Palace Park as illustrated in **Figure 2.1**. The Park is one of the largest municipal parks in the southeast of England at just under 80 hectares in area and has significant historical value and significance. It is considered to be of regional and local importance due to the sports facilities it offers and as a significant area of public open

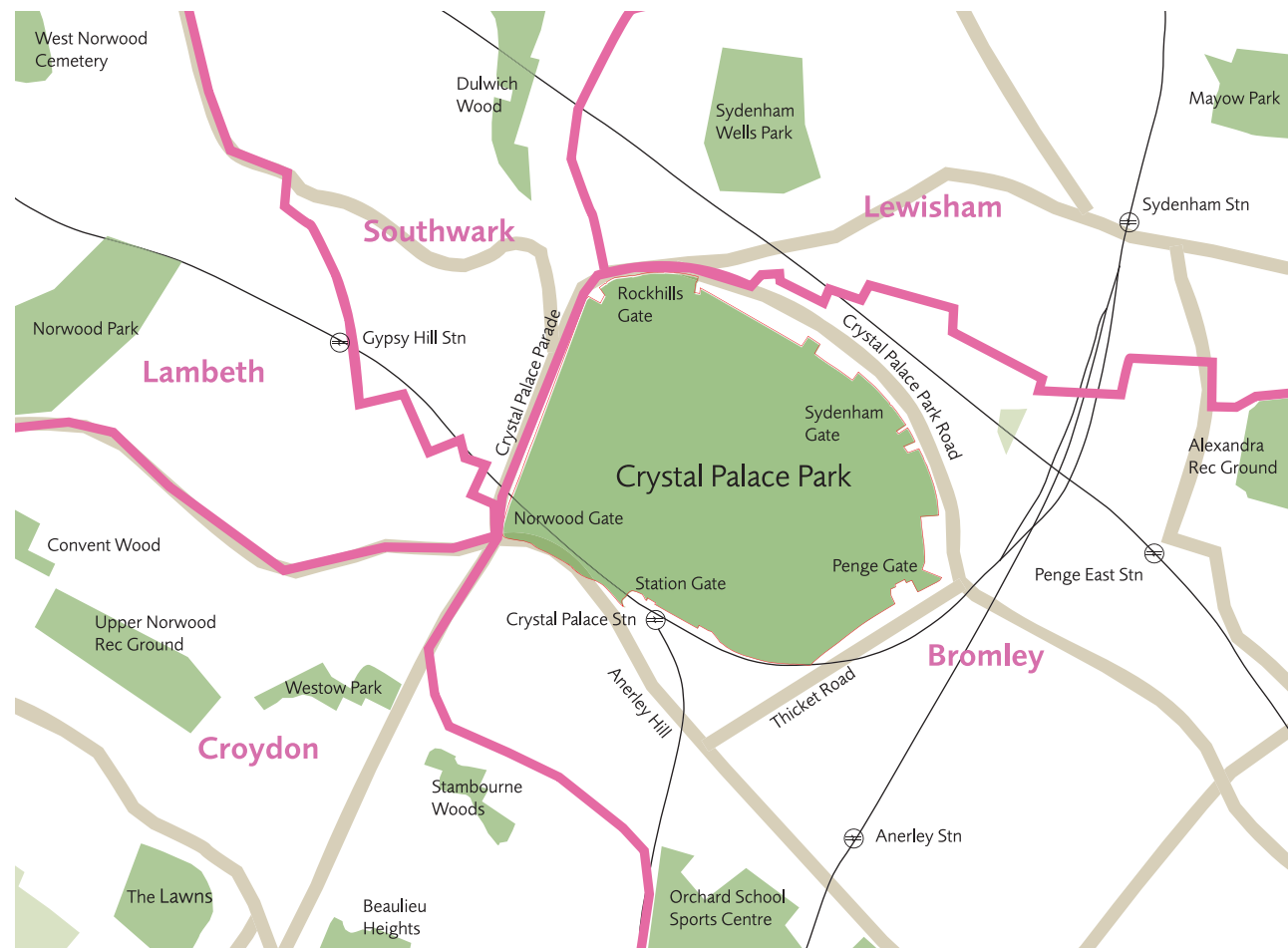
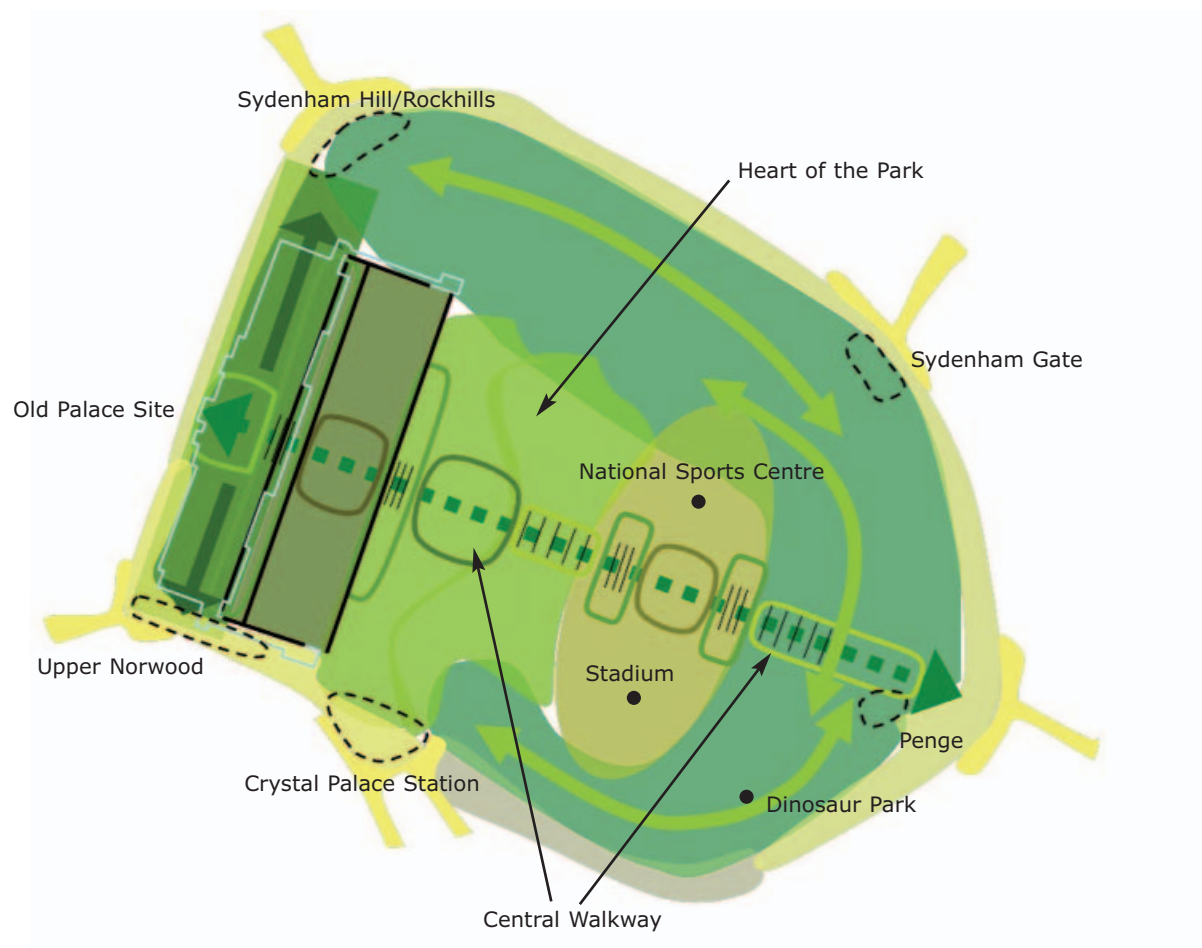


Figure 2.1 Crystal Palace Park and Surrounding London Boroughs



Crystal Palace Park, as illustrated in **Figure 2.2**, consists of open parkland with pathways, access roads, car parking facilities, buildings and structures related to park maintenance, sport and recreation facilities. The main built elements include the National Sports Centre and Athletics Stadium. Other key features of the Park include the terraces located adjacent to Crystal Palace Parade and the central axis which runs centrally from the terraces through the entire Park to north east edge of the Park at the Penge Gateway.

There are five main entrances to the Park which are referred to as 'Gates' these are:

- Anerley Hill/Crystal Palace Station to the south
- Norwood Triangle located to the southwest at the junction of Crystal Palace Parade, Anerley Hill and Westow Street
- Sydenham Hill/Rockhills to the northwest
- Sydenham to the north along Crystal Palace Park Road; and
- Penge at the junction of Crystal Palace Park Road and Thicket Road in the northeast.

Figure 2.2 Crystal Palace Park Source: Crystal Palace Park Masterplan Proposals 2007

Masterplan Proposals for Crystal Palace Park

Crystal Palace Park, which was once home to the renowned Crystal Palace – a showcase of the latest technological, science and engineering innovations of the 19th century – now stands in disrepair and in desperate need of rejuvenation. Its state of deterioration calls for new proposals and initiatives that are intended to rejuvenate not only the buildings and facilities within the Park but also its surroundings with the aim of providing greater economic, social and cultural benefits at both local and regional levels.

The LDA's vision for Crystal Palace Park is a revived metropolitan park for the 21st century, which meets the needs of local people, sports people and the public at large, and provides a valued leisure, educational and recreational resource. It is anticipated that the regeneration and rejuvenation will provide a catalyst to the wider regeneration of the area.

The LDA has the option to take on responsibility for the Park by March 2009 from London Borough Bromley (LBB) and are about to submit Masterplan proposals for the Park following consultation with LBB, English Heritage, Sports England, Greenwich Leisure Limited and other key stakeholders (including various working groups) and the public.

2.3 Vision and Objectives for Crystal Palace Park

The Crystal Palace Planning Framework (2005) and Addendum (2007) provide the scope for the Masterplan and set out the LDA's vision for improving the Park and the National Sports Centre (NSC) facilities, which is to rejuvenate Crystal Palace Park as a metropolitan park, heritage asset, cultural, leisure, educational and recreational resource for the 21st century to meet the needs of local people, sports people and the public at large while reinterpreting and conserving its national significance.

The five core principles that form the basis for the Masterplan proposals and embody the essence of the initiative for the Park are:

- A revived metropolitan park and heritage asset. The main aim under this principle is to 're-establish the Park's local and regional significance building on the interest and enthusiasm for the Park's cultural success. The vision is one of social inclusion, with the Park being a focus of the local community's daily life, enhancing the sense of well-being, local and regional identity and civic pride.'
- A sports and event park. The Planning Framework suggests that 'in addition to the major event spaces identified by the Park, the whole of the Park should be regarded as a

potential stage for small impromptu and organised events, which might celebrate recurring themes of ecology, sport, horticulture, cultural diversity, arts, music and technology.'

- A sustainable park. As the first truly sustainable park in the UK, LDA's proposals seek to establish Crystal Palace Park as a 'showcase for sustainability, embracing the latest technologies and thinking in terms of renewable energy; reusable water; efficient management of waste, construction and design and in the overall management of the Park.'
- An accessible and integrated park – this includes linking in with the improved transport facilities, including the East London Line and potential extension of Croydon Tramlink that will increase the public transport accessibility to the area and better integrate the Park. In addition to the improved transport accessibility and facilities, the proposals also seek to activate the Park edges through the provision of improved gateways, with the aim of creating focal points of activity around key access areas that will help re-connect the Park with its surroundings and the local communities that use it.

- An educational park - Interpretation facilities at the Park 'to improve people's understanding of the physical Park, its historic development, associations and meaning and knowledge of particular aspects relevant to the Park such as the discovery of dinosaurs' will cater to varied audiences and also aim to communicate the uniqueness of the Park and its sense of place.

2.4. Community Involvement

Crystal Palace Dialogue

The LDA and its partners have undertaken extensive consultation with the wider community and a large number of stakeholders in order to influence and improve proposals for Crystal Palace Park.

The Dialogue Process has been running since 2002. It is a membership-based forum for regular, in-depth, multi-stakeholder discussions, and in particular, for exploration and negotiation between the statutory bodies (LBB and the LDA) actually or potentially responsible for the Park, local community organisations and park users. The Dialogue Process has a membership of nearly 250 local and national organisations and community members with an interest in the Park. The LDA has used the Dialogue Process as a major element in its ongoing consultation with the main stakeholder groups

(including the general public). The dialogue has been particularly informing the LDA's decision-making on:

- Future of the National Sports Centre; and
- Future of the rest of the Park.

In February 2005, a small Task Group was set up within the dialogue process to work more closely with the LDA to develop a range of proposals and options for Crystal Palace Park. The Task Group were heavily involved in the masterplan proposals of the Crystal Palace Park Planning Framework (2005) and are currently assisting with the development of the Crystal Palace Park Masterplan.

Wider Community Consultation

In September 2004 an interactive public exhibition was held by the LDA as part of the on-going consultation process. The exhibition, to which dialogue members had considerable input, showed some of the possibilities for the future of Crystal Palace Park and the NSC. Key findings¹ from this exercise included the following:

- There is keen interest in the future of Crystal Palace Park.
- The Park is valued for a variety of reasons, including tranquil open space and wildlife, family facilities, sports (for local people and

others), heritage value and possibly public attractions on a wider scale; and

- There is dissatisfaction with the current state of the Park and in general terms there is strong support for local investment.

In October-December 2005 a second public consultation exercise was held by the LDA, which presented more specific proposals for particular areas of the Park. Key findings² from this exercise included:

- Support for the Park vision and principles were strong ranging from 80-92%. 91% of consultees felt a revived metropolitan park was 'very/reasonably appropriate'
- The proposed list of improvements was generally supported by consultees.

A wider community consultation programme has been running since September 2006, which through use of diverse methods, including public workshops and involvement in Park activities, has aimed to raise the profile of the emerging Masterplan. The programme has looked to engage the local population in the design process - particularly with traditionally excluded or "hard-to-reach" groups

1. Crystal Palace Park Planning Framework (LDA, 2005)
 2. Crystal Palace Park: Report on the Public Consultation Exercise October – December 2005 (Nigel Westaway & Associates, 2006).

such as young people and Black, Asian & Minority Ethnic communities - and feed back views, opinions and ideas on emerging options.

Some highlights include:

- Distribution of over 300,000 copies of a regular newsletter (Park News) door-to-door and 24,000 by post to stakeholders
- More than 5,000 visitors to public workshops and other audience-specific and weekend events
- Over 300 attendees at 13 different workshops for BAME groups
- Distribution of around 1,000 information packs at Christmas roadshows
- An average of around 1,000 unique visitors to the website every month since its launch; and
- School visits involving over 3,000 children and 250 of their parents.

Further to this, an exhibition to gather feedback from the community on the Masterplan planning application was held at Crystal Palace Station from 17th – 31st October 2007.

The consultation process on regeneration of Crystal Palace Park has shown that there is overwhelming support for lasting improvements to the Park, with

a high degree of consensus on the bulk of the proposals.

2.5. Proposals for Enhancing Crystal Palace Park

Introduction

A number of different areas of Crystal Palace Park are to be enhanced as part of the Masterplan proposals. These are described briefly below and shown in Figure 2.3 overleaf³. This section also provides details of future infrastructure projects that will have an impact on the Crystal Palace Park area and access to it.

Central Paxton Walkway

The Central Paxton Walkway will form the main focus of the Park's transformation, to create a visible axis by restoring Joseph Paxton's Central Walkway through the Park. This new walkway would be lined by a series of small spaces, which blend in with the landscape to provide different interpretations and themes.

The Anerley Hill Edge

A key part of the proposals is to enlarge the Park by actively improving its edges, increasing their use and creating new and improved open spaces along the Park's boundary. The plans are to improve the integration of the Park and its urban surroundings

along Anerley Hill between Crystal Palace Station and Upper Norwood. This will create a more inviting and welcoming entrance to the Park and make a major contribution to improving park security.

Proposed Building Masterplan proposals within the Anerley Hill Edge

These include:

- Crystal Palace Park College and Lodge - Resource and Education Centre with a maximum of 30 bed spaces
- South Greenhouse with Mediterranean plants; and
- Former Crystal Palace Park Museum – Rangers' accommodation and Park information point.

Palace Terrace

The Masterplan proposals restore the old palace site as a vibrant park promenade connecting the five local boroughs. The proposals are for a continuous tree sheltered space across the whole site, which would be suitable for different activities such as events and a quiet space for relaxation and reflection.

³. Please refer to the Crystal Palace Park Masterplan (2007) for more detail of these proposals.



Figure 2.3 Crystal Palace Park Masterplan Proposals

Proposed Building Masterplan proposals within the Palace Terrace

These include:

- Palace site kiosks; and
- Subway – historical asset to be integrated into the new museum complex.

Italian Terraces

The Italian Terrace, formerly surrounded by the Palace and its ‘wings’ marked the beginning of the Park and the Central Paxton Walkway. The intention is to recreate the essence of these spaces, the grandeur and scale of the former palace and the formal gardens on the Italian Terraces. The Upper Terrace would be transformed into a balcony to provide small-scale spaces for quiet recreation, with views into the Park. The Lower Terrace could provide a larger scale, well-serviced area as a multifunctional piazza.

The Transitional Landscape

The centre of the Park was originally a transitional zone linking the modern structure of the Crystal Palace itself and the prehistoric landscape of the lower Park. The initial ideas are to restore this use through soft landscaping, such as planting, removing the car parking and creating playgrounds. Water features, gardens and special

park spaces will be created to reconnect this area to the rest of the Park.

Proposed Building Masterplan proposals within the Transitional Landscape

- Safety Meeting Point – a facility to be used by the Park Rangers as a meeting area.

The Central Sport Area

The National Sports Centre (NSC) is a Grade II* Listed Building, which is an influential example of 1960s architecture. None the less, it has been widely felt that the NSC and the Athletics Stadium fit uncomfortably in the Park. One part of the Masterplan process is to examine how the NSC and Athletics Stadium can be better integrated into the Park. The aim is to create a terrace with the structures used as multifunctional pavilions. Once a new Regional Sports Centre has been built as part of the reconfigured stadium it is hoped that the NSC will host a range of functions and activities such as dry sports and other events.

Proposed Building Masterplan proposals within the Central 'Sport' Area

- National Sports Centre – the present NSC and Stadium will remain but will be refurbished and used essentially for dry local sports such as football and hockey; and

- Regional Sports Centre (RSC) – this will be a new build facility that would incorporate a range of activities such as athletics facilities, swimming pools and a health and fitness zone.

Tidal Lakes

The Masterplan proposes limited remedial works in the lake and the prehistoric area, as this area currently functions well. Dinosaurs are also one of the listed features in the Park.

Proposed Building Masterplan proposals within the Tidal Lakes

- Penge Café and Dinosaur Interpretation Centre – to provide a gateway to the dinosaur area. This would replace the existing shabby buildings and would enhance the Penge gateway to the Park. Facilities within the building would include a dinosaur interpretation exhibition, café and an education suite for formal and informal learning for all ages.

Cricket Ground

The cricket ground currently works well, but needs attention to improve its quality. The Masterplan aims to improve this so it can be used for cricket again, for other sports and to create a wider circular open space to improve views.

Proposed Building Masterplan proposals within Cricket Ground

- Park Ranger building – This is a HLF funded store/maintenance building relocated from its existing position within the store/maintenance enclosure;
- Sydenham Residential – six blocks recreating the row of Paxton villas that historically stood alongside the Park on Crystal Palace Park Road; and
- Cricket Pavilion – multi-purpose facility.

English Landscape

The landscape is one of the key remaining features of the original park design. It is formed by a beautiful wide semi-circular open space, with the northern wooden edge of the English Landscape encircling half of the Park, the former cricket pitch and the prehistoric area around the lower lake. Plans to reduce fenced areas will improve the integration of the lower landscape and dinosaur area into the rest of the Park. This will help promote and enhance these educational and attractive historic features.

The Masterplan proposals aim to improve views across the English Landscape to recreate the original spatial experience mostly lost over time, except to the south by Penge Gate, to reconnect

it to the terraces and to Rockhills, by establishing a treetop walk up to there. The plan will also expand the landscape around the Concert Bowl, which is secluded and is rarely used during the evenings.

Proposed Building Masterplan proposals within English Landscape

- Rockhills Residential – residential development has been proposed to provide capital funding for basic Park improvements. This would make use of the land currently occupied by the Caravan Club. The site was once the site of Joseph Paxton’s mansion and two nineteenth century villas and the plan is to reintroduce the villas and bringing part of the area back into Park use.
- North Greenhouse – tropical area with a butterfly pod facility.

Future Infrastructure Projects

Croydon Tramlink Extension

Transport for London (TfL) is considering proposals for a new branch of Croydon Tramlink which would branch from the existing Beckenham Junction route west of Birkbeck station and terminate at Crystal Palace Bus Station to serve the Upper Norwood Triangle and the Palace Terrace.

East London Line Extension

The East London Line is currently being extended both north and south to link into the suburban rail network. The first stage (scheduled for completion in 2010) will see new overground rail services running from Highbury & Islington via Dalston Junction to West Croydon and Crystal Palace Station.

3. STRATEGIC REVIEW

3.1 Introduction

The following section provides a review of relevant regional, sub-regional and local strategies to establish how Crystal Palace Park fits within this context and the role it will play in contributing to regeneration of the area.

3.2 Regional Strategy

The London Plan (Further Alterations, Greater London Authority (GLA), September 2006)

The London Plan is the Mayor's Spatial Development Strategy for London and was published in September 2004. It sets out an integrated social, economic and environmental framework for the future development of London, looking forward 15-20 years. Proposed alterations to the Plan were considered by an examination in public (EiP) in July 2006/07 and the EiP Panel Report on the Further Alterations was published in October 2007.

The regeneration plans for Crystal Palace Park fit with the following policy headings in the London Plan:

- Policy 3D.5 is aligned with the development of sports facilities in Crystal Palace Park. The policy states, 'The Mayor will work with partners to develop and implement legacies

from the new permanent facilities in the Olympic Park. These will include ensuring that the facilities meet London's sport needs and that they are accessible and affordable for all Londoners.' The policy also recommends that boroughs through their forthcoming Development Plan Documents (DPDs) should identify sites for a range of sports facilities that meet the local, sub-regional and wider needs.

- Policy 3D.7 'realising the value of open space' is particularly relevant to the scheme in terms of the 'Mayor working with strategic partners to protect and promote and improve access to London's network of open spaces, to realise the current and potential value of open space to communities, and to protect the many benefits of open space, including those associated with health, sport and recreation, children's play, regeneration, the economy, culture, biodiversity and the environment.'

The Mayor's Cultural Strategy

The Mayor's Cultural Strategy (GLA, 2004) aims to maintain and enhance London's reputation as an international centre of excellence for creativity and culture. The strategy emphasises the role that culture and cultural facilities have in people's

quality of lives and their contribution to London both economically and socially.

Throughout London there are 143 registered parks and over 600 historic squares. It is acknowledged that these spaces provide facilities for not only local residents and workers but also for visitors and tourists. They are an important location for cultural activities and events including sports and games and big events e.g. festivals. Parks and green spaces provide wildlife with valuable habitats and have enormous value in their own right.

Crystal Palace Park is mentioned specifically as a major central London sports facility. It is described as being key to the on-going provision of sport in London. However, it is also noted that its age means that it requires re-engineering or replacing to suit the needs of the future. It is stated that the Mayor, working in conjunction with the Government Office for London, Sport England, the London Borough of Bromley, and the Greater London Authority (GLA), 'will ensure that a new Crystal Palace sports facility is developed'.

3.3 Sub-Regional Strategy

Sub-Regional Development Framework South London (GLA, 2006)

The South London sub-region includes the London Boroughs of Bromley, Croydon, Merton, Sutton, Kingston and Richmond. The South London Sub-Regional Development Framework's (SRDF) purpose is to provide guidance on the implementation of policies in the London Plan in order to help deliver a sustainable and prosperous future for the sub-region.

In quantifying sustainable growth for South London there are a variety of aspects the SRDF covers. One of relevance to Crystal Palace Park relates to culture, leisure, and tourism.

The SRDF suggests that South London is relatively well provided with playing fields and other such facilities but lacks in provision of large swimming pools. In addition much of those facilities built during the 1970s are not in good condition. Hence, the framework identifies Crystal Palace Park as a major national and regional resource for athletics and other sport activities, which the Mayor hopes to develop further.

The SRDF supports the promotion of social inclusion as part of its aim to ensure that development brings benefit to communities. Action 3A (i) states the Mayor and partners will

maximise the benefits of growth to South London's excluded communities by making use of the Sub-Regional Economic Development Implementation Plan, targeting government and EU resources, and through action plans to support community-led regeneration.

'Ensuring development improves the environment' is another significant aspiration of the SRDF, which is underpinned by sub-themes. First is that of 'Conservation, design and the public realm' which aims to preserve the 2000-year history of London's buildings and spaces that play a significant role in attracting tourists to the City. This policy is of particular relevance to the proposed regeneration of Crystal Palace Park because of its significance in London's architectural history. The strategic policy is emphasised through Action 4A which suggests the boroughs and stakeholders should promote improvements to the public realm and open spaces and emphasise increasing the quality of the environment for pedestrians and cyclists.

'Sustainable design, construction and energy' is another theme that is important to the quality of the sub-region's environment. The aim of ensuring more sustainable forms of development is reinforced by the Mayor's support for initiatives in both policy-making and exercise of development control functions, which provides the strategic backing for the Planning Framework's core

principle to ensure that Crystal Palace Park is the first 'truly sustainable park'.

In addition to the above strategic policies that support the core principles behind the Masterplan proposals at Crystal Palace Park, the SRDF also specifically identifies the wider Crystal Palace area including the Park as being one of the primary locations for future visitor accommodation development through the regeneration of the Park and the sporting facilities.

The Sub-Regional Development Framework also identifies Crystal Palace as one of the major growth and regeneration areas within South London. The proposals for improved and integrated transport infrastructure along with the 'City Growth Strategy'⁴ project for the area and the proposed enhancement of the sporting facilities suggest that the area would be undergoing major change and deserves special attention within the strategic Masterplan proposals plans.

4. The City Growth Strategies Project was launched in June 2002 and is being driven in the capital by the LDA. The initiative uses a business led approach to creating jobs and enterprise in the inner cities. London's City Growth Strategies focus on the economic advantages of its four pilot areas (the City Fringe, Heathrow City, Haringey and London Borough Central). Further details of the City Growth Strategies Project can be found on the LDA web site.

South London Economic Development Implementation Plan Final Draft (South London Partnership, 2007)

The South London Economic Development Implementation Plan sets out sub-regional actions, where cross-borough and partnership workings are the most effective ways to grow the success of South London, promote regeneration and attract public and private sector investment.

In January 2005 the LDA launched its revised economic development strategy for London – ‘Sustaining Success’. It sets out priorities for the sustainable, equitable and healthy growth and development of London’s economy to 2016. This strategy is taken forward and tailored to the needs of South London through the Economic Development Implementation Plan.

The LDA Economic Development Strategy focuses on four major investment themes:

- Investment in places and infrastructure – to accommodate growth and ensure sustainable communities and enterprises in London
- Investment in people – to improve economic inclusion and enable all Londoners to fulfil their potential

- Investment in enterprise – to enable enterprise growth and competitiveness; and
- Investment in marketing and promotion – to make sure that what London offers is understood, supported and valued.

The first theme is of most relevance to the Crystal Palace Park regeneration scheme and includes the following objectives:

- Supporting the delivery of the London Plan, to promote sustainable growth and economic development
- Delivering an improved and effective infrastructure to support London’s future growth and development; and
- Delivering healthy, sustainable, high quality communities and urban environments.

Under the Investment in Places and Infrastructure theme, Crystal Palace has been identified as one of South London’s key strategic areas. The strategy also suggests that LDA’s major investment into the Park and National Sports Centre along with the City Growth Initiative would widen the effect of the regeneration and development to the surrounding communities and town centres.

The Economic Development Strategy emphasises promoting South London’s assets with the aim of increasing the contribution to the visitor economy. ‘[...] Major Masterplan proposals such as Battersea Power Station, Crystal Palace and Park Place in Croydon will lead to more employment opportunities as well as bringing additional visitors to the area.’

In addition, the strategy suggests local communities, the voluntary sector and volunteers will play an important role in tourism and cultural developments, for example running museums and organising festivals relying heavily on the voluntary sector. This is particularly significant to the Masterplan proposals of Crystal Palace Park as it includes facilities such as museums, greenhouses, visitor centres and educational facilities that are likely to require local community or volunteer involvement.

3.4 Local Policy

London Borough of Bromley Replacement Unitary Development Plan (July 2006)

The LB Bromley Unitary Development Plan (UDP) recognises the importance of the Park to southeast London, its value as open parkland and as a cultural, recreational and sporting asset.

The overarching objective regarding Crystal Palace Park is to 'maintain and enhance the role of Crystal Palace Park as a principal strategic park for south-east London and to recognise its value as open parkland and as an important cultural, recreational and sporting asset'. There is recognition that being located at the boundary of five boroughs its future Masterplan proposals should be planned with the full participation of the local community and neighbouring authorities.

The revitalisation and refurbishment of the NSC is currently listed in the Schedule of Proposal Sites and it is proposed in the Masterplan to provide for existing demand whilst also ensuring the integration of the NSC with the rest of the Park and enhancing the amenity value of the Park.

Policy G3 refers to Crystal Palace as a Major Developed Site. It lists a number of criteria that any Masterplan proposal should adhere to, including:

- Improving the openness of the Park
- Enhancing the visual amenities of the Park; and
- Contributing to the achievement of objectives for the long-term regeneration of the Park including integration with parkland surroundings.

Community Plan: Building a Better Bromley 2007-2010 (Bromley Local Strategic Partnership, July 2006)

Bromley's Community Plan complements the regeneration plans for Crystal Palace Park. The Plan states that Bromley will be an area with a wide range of leisure opportunities for residents' enjoyment. In addition it states that there will be leisure opportunities in accessible locations and that the area will make a major contribution to the delivery of other key themes such as culture.

4. DEMAND ASSESSMENT

This section provides an initial demand assessment of proposed facilities at Crystal Palace Park. The assessment gives:

- A description of each facility, including, where relevant, the existing baseline number of users of the facility
- Details of planned events/activities, where relevant
- Comparison with facilities elsewhere; and
- An estimate of potential user and visitor numbers to each facility following the revitalisation of the Park by 2030.

Visitor numbers are expected to fluctuate over time depending on factors such as marketing and appeal to non-local audiences. Visitor and user numbers presented in this section are estimated for a relatively steady state position – taken to be the situation in the third year of operation of each facility. Visitor and user numbers have been estimated mainly to inform the Crystal Palace Park transport impact assessment that will accompany the Masterplan Environmental Statement documentation. The estimates also set parameters for regeneration benefits from the enhancement and inform estimates of visitor spend on park facilities and the local area.

An assessment of demand has been undertaken for the following facilities:

- Concert Bowl
- Treetop Walk
- North Greenhouse
- South Greenhouse
- Crystal Palace Park Museum
- Café and Dinosaur Interpretation Centre
- Cricket Pavilion
- Capel Manor College Farm and Lodge; and
- Palace Kiosks.

Our assessment is based on assumptions about which elements of Crystal Palace Park will charge for use. The following facilities are planned to be free:

- Treetop Walk
- North Greenhouse
- South Greenhouse
- Crystal Palace Park Museum
- Dinosaur Interpretation Centre; and
- Capel Manor Farm and College & Lodge.

The following facilities will generally require a fee from visitors for usage:

- Concert Bowl
- Cricket Pavilion

In addition some of the facilities will provide services as part of them that will charge an entrance fee. These are:

- North Greenhouse will charge for entering its Butterfly House if this is included as a service within the greenhouse.
- Crystal Palace Park Museum Subway multi-purpose space and viewing platform, which can be used for a variety of evening uses and would be available for private and corporate hire.
- Dinosaur Interpretation Centre will include some multi-purpose space that could be hired out in the evenings for a variety of uses such as functions, parties and community meetings.
- The three learning suites at the Museum, Dinosaur Interpretation Centre and North Greenhouse could be hired out for small community events/meetings.

The section also considers the overall potential number of visitors to Crystal Palace Park. This estimate, as well as considering the cumulative impact of the above facilities, also takes into account projections of demand for activities at the National Sports Centre, Regional Sports Centre and events around the Park.

Visitor estimates assume the following:

- The revitalised Park will be easily accessible by public transport and in particular the extensions to the East London Line and Croydon Tramlink will be implemented to their current programmes.
- New facilities will be appropriately marketed, with a launch for each facility when it opens; and
- The facilities will receive on-going investment to ensure that they are kept fresh and interesting.

Actual visitor numbers could be higher and variables include the strength and success of the management, packaging and marketing. Such factors will depend upon the specific implementation team, their ideas and actions.

4.1. Concert Bowl

Introduction

The Concert Bowl was constructed in 1961 as an outdoor arena with a temporary stage fronted by a trademark lily lake. The venue hosted famous bands including Bob Marley, the Beach Boys, Eric Clapton, The Cure and Level 42. However the temporary stage fell into disrepair and Bromley Council secured funding from the National Lottery for a permanent stage. The Concert Bowl was designed by Ian Ritchie Architects and opened in 1997 (costing approximately £10 million). The bowl has capacity for 15,000-18,000 visitors and has won several architectural awards.

In recent years there have been significantly lower numbers of visitors to the Concert Bowl. The structure is currently poorly suited to host modern events and has a number of shortcomings. For example, the personal address system does not work, the speaker towers are in poor condition and the platform needs a temporary rigging structure to provide lighting.

It is recognised there is a need for the rejuvenation of the Concert Bowl in order to provide an improved facility for outdoor concerts and events. The aim is to bring it back to what it was constructed for by rearranging it as a multifunctional stage. The work to be undertaken

would involve reducing the lake to a small water strip around the stage and the area surrounding the bowl will be improved by being re-landscaped.

Planned Events

The LDA envisages holding a number of future events at the Concert Bowl. The LDA has provided information on the existing and planned events with estimated visitor numbers. The Royal Philharmonic Orchestra (RPO) is planning to run nine summer concerts (five classical) from 2007-2009 with an average attendance per event of around 15,000. 'The Bowl Festival' is a free festival of music organised by 'Sounds of the Suburbs' for South London bands, along with craft. This event is expected to draw crowds of up to 1,500 each day for two days.

The LDA are proposing to hold a number of other events at the Concert Bowl. These include:

- Crystal Palace Spectacular, which is a family festival/concert expecting 3,000 visitors for one day
- Sevenoaks District Motor Club expect a crowd of 1,000 for a day; and
- A cycling event taking place between April and August that would last for 18 days and is expected to attract 200 people each day.

Table 4.1 Concert Bowl Visitor Number Estimates

Source: London Development Agency (2007)

Concert Bowl Events	Type of Event	2006 Baseline no.	Visitor Numbers	Month
The Bowl Festival	Community	N/a	3,000	July
Royal Philharmonic Orchestra Concert Series	Commercial	N/a	135,000	August
Seven Oaks District Motor Club	Not for Profit	N/a	1,000	Summer
Crystal Palace Spectacular - family festival/concert	Community	N/a	3,000	Summer
Cycling	Not for Profit	N/a	3,600	April and then every Tuesday evening until end of August
Total		0	145,600	

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This information is summarised above in Table 4.1. The LDA anticipates a total number of visitors to events at the Concert Bowl of around 145,600 per annum following the Park's enhancement.

The anticipated visitor numbers to each event will be dependent on the Concert Bowl and the area around it being made more appealing to the public through the regeneration works.

Comparisons

To help assess whether the LDA's forecast visitor numbers are realistic we consider past visitor numbers to events at Crystal Palace Park and visitors to other venues.

The RPO used the natural bowl (before the platform was built) at Crystal Palace Park as a venue for several summer concerts between 1990-1994 with attendances of approximately 6,500 people per concert⁵.

The grounds at Kenwood House, North West London, have held a series of summer concerts 1996-2006 at a capacity of 8,000 people⁶. The concerts at Kenwood include a range of classic and contemporary music and past performers have included Kiri de Kanawa, Simply Red and Katie Melua. Tickets are generally sold for £15-30 with corporate packages up to £200. On average, around 60,000 people attended the 10 summer concerts series at Kenwood House.

Battersea Park has a large events arena with capacity varying according to layout. The events arena has indoor facilities that cater for 1,000 - 2,000 visitors per event and outdoor facilities that cater for between 6,000 - 30,000 visitors per concert.

5. Application for Arts Council Funding by London Borough of Bromley

6. In 2006 English Heritage and IMG Entertainment applied for a license to increase their capacity from 8,000 to 10,000. However, the London Borough of Camden rejected the application and stipulated a reduction in the number of concerts from 10 to 8 in response to objections to the levels of noise. This decision made the summer programme of concerts economically unfeasible. See 'Independent Facilitator's Draft Report 16th May 2007 Public Meeting' for further information.

4

Finsbury Park has historically played host to a number of events with the first open air performance of the London Philharmonic Orchestra in 1946. Recent years have seen various commercial events⁷ attracting audiences of up to 30,000. In December 2002 a report to the Council’s Executive stated the Council approved the use of Finsbury Park for five commercial events/concerts with attendance limited to a maximum of 40,000 within the footprint of the events area. Analysis of the benefits of major events showed that they contributed 40% of the Park’s grounds maintenance budget.

Assessment

The application by English Heritage and IMG Entertainment for increased capacity at Kenwood House to 10,000 people suggests that there was the potential to attract more than the average of 6,000 people per concert. Nevertheless, the average of 6,000 people is very similar to the historical average at Crystal Palace Park between 1990 and 1994 of approximately 6,500 people per concert.

The LDA’s visitor estimates for Concert Bowl anticipate that nine music events over the summer will attract an average of 15,000 people to each. A number of factors will affect the popularity of the venue, such as the quality of the facility, the weather, popularity of music acts, intensity of events programme and marketing strategy. However, we

would suggest that 15,000 is an upper parameter of estimates and that 7,000 people per concert (based on historical precedence and Kenwood House) represents a lower parameter. This works out to a range of visitors to the Concert Bowl of 80,000-145,000 assuming the LDA’s estimated numbers of visitors to other events are correct. This is a fairly liberal assessment of total numbers as it is possible RPO events are not as successful as Kenwood or the historic events at Crystal Palace Park and other attractions may not be as successful as the LDA estimates. Information is provided below in Table 4.2.

4.2. Treetop Walk

Introduction

The Crystal Palace Park Masterplan proposals aim to improve the view across the English Landscape area of the Park by reconnecting it to the Terraces and to Rockhills with a Treetop Walk. The walkway would be approximately 405 metres long and 2.40 metres wide, with a maximum capacity of 100 people at any given time⁸.

Comparisons

Treetops walkways are growing in popularity across the world and in the UK. They are often called canopy walkways. The International Canopy Network is a not-for-profit organisation supported by a community

of scientists, conservation advocates, canopy educators and environment professionals. The organisation has been in operation since 1995 and has held events at the Eden Project in Cornwall such as ‘Exploring Life on a Different Level’ (2004).

Greenheart Conservation Company Ltd is a specialist in the constructions of canopy walkways. Greenheart have experience across the world at constructing walkways in national parks such as Ranomafana National Park in Madagascar (a length of 300m) and have also worked in Peru, Madagascar, Nigeria, Canada, Ghana, Brazil and Guyana. In the UK Greenheart has consulted with the Northmoor Trust in Oxford (one of the UK’s leading woodland research organisations) regarding a potential 350m-walkway facility in woodland owned by the Trust at Little Whittenham Nature Reserve. The facility was planned to be a revenue generator but unfortunately the project never progressed past the scoping stage.

Greenheart are currently working with the Eden Project to develop a walkway (length of 350m) to allow people to access the treetops inside the Humid Tropics Biome and Trees for Cities to explore possibilities of a walkway in London.

⁷ Finsbury Park is a unique situation and the events held there are far larger than any park in the borough (Finsbury park Management Plan 2007-11

⁸ As estimated in the preliminary design stages by Latz & Partners

Salcey Forest Treetops Walk in Northamptonshire has been in operation since December 2005. The walkway is 270 metres long and reaches 20 metres at its highest point through the ancient woodland of the forest. It was designed by Forestry Commission’s Forestry Civil Engineering team and cost approximately £750,000 to build. The facility has been successful and is a significant attractor of visitors to the forest. On average the Salcey Forest Treetops Walk attracts 200,000 visitors per year to the treetops walk.

Kew Gardens had a temporary treetop walk structure for several years up until 2006, which attracted approximately 20% of the Park’s visitors amounting to circa 400,000 per year. There are plans to erect a permanent treetops walk during 2008.

Moors Valley Country Park in East Dorset has a treetops walk facility that is 200 metres long and five metres high. The facility is estimated to attract 50% of the park’s visitors, amounting to 350,000 visitors per year to the treetops walk.

Assessment

The above comparisons suggest that treetop walkways are an increasingly popular attraction, but it is difficult to draw any firm conclusions from the case studies, as each example is unique in its location, canopy, design and integration with wider facilities. The Treetop Walk at Crystal Palace Park is neither as fundamental to the visitor experience as treetop walkways at Salcey Forest, Moors Valley in the UK and other international

destinations, nor is the planned route as big an attraction as walking through the canopy of ancient woodland or rainforest.

On the other side of the demand consideration, other destinations are usually revenue generators with entrance fees. The facility at Crystal Palace Park will be free which is likely to increase its attractiveness. The time of year will impact on visitor numbers with the summer months likely to see a much larger proportion of visitors than winter months. (The operating costs of the facility may prove to be unsustainable in the winter months and should be closely monitored once opened to the public).

Events in the immediate vicinity, such as on the Terraces and in the Concert Bowl are likely to draw linked trips to the facility. Peak usage is likely to be during the large summer events at the Concert Bowl.

It is difficult to estimate the precise number of visitors to the facility due to the variability in the design, location and cost of comparator facilities. Based on the research here we estimate that the number of visitors to the facility will be between 130,000 and 250,000 people per annum. This is assumed to largely be comprised of tourists and day-trippers to Crystal Palace Park. In the opening two years there is expected to be considerable novelty interest from the local population that will temporarily inflate the number of visitors. Steady state numbers are provided below in Table 4.3.

Table 4.2 Concert Bowl Visitor Number Estimates for Third Year of Operation

Concert Bowl	2006 Baseline no.	Steady state visitor numbers
	N/a	80,000 - 145,000

Table 4.3 Treetop Walk Visitor Number Estimates for Third Year of Operation

Treetop Walk	2006 Baseline no.	Steady state visitor numbers
Total	N/a	130,000-250,000

Source: URS (2007)

4.3. North Greenhouse and South Greenhouse

Introduction

The greenhouse buildings proposed in the Crystal Palace Park Masterplan are intended to provide populated and animated entrances to the Park and to enhance ecology by providing greenery, through green walls, trellises, climbing plants and habitats for animals.

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The proposed South Greenhouse will be designed to provide ideal growing conditions for subtropical (Mediterranean) plants. The facility will also contain a restaurant-café. The ground floor area for the whole facility will be 1,862m² with the greenhouse enclosure comprising 900m².

The plans for the North Greenhouse are similar in design and include a tropical garden, plant nursery, possible butterfly pod, an education suite, visitors shop and a café/snacks facility. Situated in the Rockhills area, the greenhouse would act as an element of the gateway to the Park, providing a display of exotic plants and a warm sheltered facility. The ground floor area for the whole facility will be 3,155m².

The North Greenhouse is proposed to be part of the Woodland Nature Interpretation Zone of the Park. This would contain a selection of

complementary interpretive experiences relating to exploration of nature and understanding of ecology. These will encourage adults and children to work and play together, and equip them with skills so that they can then go and explore nature independently around the Park and elsewhere. The experiences may include:

- An outdoor, hands-on, interactive nature focused exhibition in the landscape, making use of strategically assembled fallen wood to create installations with a variety of learning opportunities from examining insect life, to gathering circles for storytelling and pond-dipping area
- Woodland Interpretation Centre with learning suite within the North Greenhouse, possibly also housing a butterfly pod. There have been initial discussions between the London Butterfly House and LDA about relocating to Crystal Palace Park and there is potential to continue these discussions if the concept of a butterfly pod is taken forward.
- A tree-top walkway with interpretation on the way; and
- A nature themed play area which echoes the Interpretive nature trail on a smaller scale for younger children

The North Greenhouse is also proposed to incorporate a learning centre that would be used by local schools for educational purposes. The learning centre is designed to hold up to 30 children and staff would provide lectures and information about the facility. The learning facility is linked with the other learning centres within the Park – the museum and dinosaur interpretation facility.

Comparisons

The Palm House (glasshouse) in Sefton Park, Liverpool, the glasshouses in Belfast Botanical Gardens and Barrow Park in Cumbria are examples where the number of visitors to parks is primarily driven by a glasshouse facility.

Approximately 100,000 people visit the glasshouse alone at Sefton Park every year, which varies from 6,000 per month during the winter to around 9,000 per month during the summer. The glasshouse is 700m² and has capacity for 400 people at one time. At Belfast Botanical Gardens of the 70,000 visitors per annum approximately 70% visit the glasshouse. Similarly, for Barrow Park in Cumbria 60% to 70% of the visitors to the park also visit the glasshouse⁹. These figures and percentages are not necessarily directly comparable to Crystal Palace Park as the glasshouses in the examples are the predominant features within the respective parks.

⁹ The glasshouse within Barrow Park is approximately 100m².

The London Butterfly House provides an example of an organisation which could relocate to the North Greenhouse, has operated from Syon Park, Brentford since 1981 and comprises a Tropical Butterfly Garden and a Tropical mini-beasts gallery. The former is a walk-through environment populated with a large number of butterflies. It is landscaped and supplemented by many other fauna, tropical planting and water features to make it as natural an environment as possible. The mini-beasts gallery is a smaller exhibit of captivity-bred creatures of tropical origin, with each species in its purpose designed display case. The London Butterfly House is open all year round and the tropical experience visits tend to be seasonally weighted towards the warmer weather periods with additional peaks at school or national holiday periods. Visitors typically spend between 1 to 1.5 hours visiting the London Butterfly House. The London Butterfly House forecasted total visitors reaching some 73,000 by 2011 if they were to relocate to Crystal Palace Park.

Assessment

The greenhouse facilities would attract both people from the surrounding neighbourhoods and individuals from a wider catchment area. The strategic placement of the buildings at the gateway to the Park and near the terraces also enhances their accessibility and prominence subsequently influencing their demand.

The restaurant/café proposed as part of the South Greenhouse should encourage greater use of the facility and generate income to support operations.

The comparator greenhouses are generally the main attraction for their respective parks. In contrast the LDA's Masterplan proposals for Crystal Palace Park include a range of other facilities, such as the dinosaur interpretation centre, new Museum, Concert Bowl and treetop walk, all of which would attract more visitors into the Park and could indirectly increase the demand for the greenhouse facilities or disperse the demand to other facilities.

With the exception of the world-renowned Kew Gardens there are no glasshouses or greenhouses close to Crystal Palace Park, which we anticipate would significantly impinge on the demand for the proposed attractions. Nevertheless, the demand for the greenhouses in Crystal Palace Park could be affected by some of the other parks in the

immediate vicinity such as Norwood Park (Croydon), with its ornamental gardens, the formal gardens with water features in Sydenham Wells Park in Lewisham and Brockwell Park's winter gardens with ornamental and ecological areas in Lambeth.

We estimate visitor projections to both facilities to be 150,000-200,000 per annum, which are provided in Table 4.4 below. These are relatively high estimates for visitor numbers compared to our examples of similar facilities elsewhere. However Crystal Palace Park will be attracting larger numbers of visitors than the other parks. In addition, the proposed transport improvements should increase the catchment population of Crystal Palace Park and the number of visitors to the greenhouse facilities. Given the connection between the two facilities we have assumed visitors to the North Greenhouse are also likely to visit the South Greenhouse.

4

Table 4.4 North Greenhouse and South Greenhouse Visitor Number Estimates for Third Year of Operation

Treetop Walk	2006 Baseline no.	Steady state visitor numbers
North Greenhouse	N/a	150,000 – 200,000
South Greenhouse	N/a	150,000 – 200,000

Source: URS (2007)

4.4. Crystal Palace Park Museum

Introduction

The original Museum in Crystal Palace Park is the only remaining building from the old Crystal Palace. It is overgrown with vegetation in parts and requires maintenance to the fabric as well as the grounds that surround it. The Masterplan provides for the museum to be relocated to become part of a new complex close to the original Palace site. The facility is intended to include:

- An information and assistance point
- Three distinct galleries
- Café/bistro
- Viewing platform; and
- Learning suite for formal and informal education for all ages.

An additional part of the new Museum complex would be the original subway. The subway is linked into this facility in order to preserve one of the most precious historic assets of Crystal Palace Park. The subway will be interpreted through an audiovisual immersive experience intended to bring the Victorian experience to life. Using the subway as an artifact in itself, the experience will comprise projections of Victorian people; the use of smoke machines to represent the arrival of steam

trains; and localised cone speakers playing recordings of original visitors' experiences of coming to the Palace in their 'own' voice - for example excerpts from letters, diaries, and autobiographies.

The subway element of the museum is approximately 550m² and could fit approximately 200 people. The facility could also be used for private and corporate hire and for small performance events, such as live music.

The Crystal Palace museum is intended to offer a unique historical experience for visitors with the added enhancement of the subway experience and the viewing platform which is planned to provide the only 360 degree view available in the area – seeing across the whole of London. The viewing platform that would fit approximately 100 people could also be used for private and corporate hire.

Comparisons

Museum case studies were considered to establish benchmarks for the new Museum complex. For example, the Docklands Museum that is over 10,000m² estimated it had approximately 100,000 visitors in 2005/06. Similar to the Crystal Palace Park Museum, the Docklands Museum looks to tell a story about the history of an area – in its case in terms of London's river, port and people, from Roman times to its recent regeneration. Besides its main galleries, the museum has an

extensive library and archive, together with educational facilities, a shop and a restaurant.

The Horniman Museum in Forest Hill in South London has 280,000 visitors every year and is a high profile unique London attraction. The museum also includes two multi-functional self-contained education spaces (each about 68m²) that are used for a number of activities such as education, presentations, workshops and seminars. The Horniman Museum is free to enter although total income including grants was £3.8million in 2004. The Horniman is of a much larger scale than the proposed subway facility at Crystal Palace Park but provides an upper parameter of demand.

Assessment

Although the facility has a large number of potential competitors the Crystal Palace Park Museum offers a unique attraction to its visitors. As with the Docklands Museum, the subway element to the museum will provide its visitors with a story of the area and will include additional attractions such as the subway experience and the viewing platform area that should boost demand for the facility.

The Crystal Palace Park Museum is intended to be one element of the different experiences within the Park, rather than a principal attraction in its own right. We estimate the number of new Museum

visitors will be between 100,000-175,000 per annum. These estimates are relatively high compared to the Docklands example. However, the LDA’s Masterplan proposals for Crystal Palace Park includes a range of other facilities such as the dinosaur interpretation centre and greenhouse facilities, which would attract more visitors into the Park and could indirectly increase the demand for the museum. Our visitor estimates per annum are lower than the number that visit the Horniman Museum, which should be expected given the high profile of the latter facility.

The majority of visitors will visit the new Museum during the daytime. In the evenings the subway and viewing platform areas will be used for corporate and private events. We estimate that approximately 15,000 visitors per annum will use these facilities in the evening. This information is included in the 100,000-175,000 estimate and is summarised in Table 4.5 below.

4.5. Dinosaur Interpretation Facilities

Introduction

The dinosaur interpretation facilities, located in the Penge Gateway area of the Park, are being designed to create a 21st century park using Paxton’s idea of ‘Past Present Future’ as a showcase covering the prehistoric and cutting edge park design management and maintenance. The facility is aimed at strengthening the historic character and landscape of one of the gateways to the Park.

The Penge Café will also be housed within this new built facility along with a souvenir shop and an education suite for formal and informal education for all ages. The LDA hope to develop it as an educational hub of Crystal Palace Park. The facility would house a multi-functional learning space for approximately 30 students¹⁰. This learning area links with the learning spaces at the North Greenhouse and Crystal Palace Park Museum. The multi-functional space, approximately 200m² can also

be used as an extension of the café or as a function area. The aim therefore is for a new purpose-built facility that incorporates learning and interpretation within an exhibition that acts as a gateway to the existing dinosaur area. The total size of the whole facility is expected to be approximately 1,050m².

In addition the facility would have a number of other special features including:

- A pavilion that provides access to the lake and planted roof and views into tree canopies
- Iconic bat/bird towers that provide habitats and act as landmarks to provide orientation from a distance
- Boat hire
- A sky view tower; and
- A tree house platform/bridge as part of a family of wooden towers.

Table 4.5 Museum Visitor Number Estimates for Third Year of Operation

Treetop Walk	2006 Baseline no.	Steady state visitor numbers
Crystal Palace Park Museum	N/a	100,000 – 175,000

Source: URS (2007)

¹⁰ Laura Samuels (LDA) collected research on students accessing the existing dinosaur interpretation facilities. This research informed the amount of space required for the learning areas in the dinosaur interpretation centre, museum and north greenhouse.

The dinosaur interpretation facility is perhaps the most unique feature of Crystal Palace Park. Although the representation of prehistoric creatures may not be completely based on today's knowledge and understanding of the era, the facility is aimed at providing more of an insight into people's early understanding and representation of the dinosaurs, which adds value to the entire experience it has to offer.

4 Comparisons

The Natural History Museum has held a number of dinosaur/animal exhibitions in the UK and across Europe that can be offered as comparators, albeit on a different scale, to the dinosaur interpretation facilities in Crystal Palace Park.

Dino-Birds: The Feathered Dinosaurs of China ran at the Natural History Museum from July 2002 to May 2003. Publicity was positive with coverage in all the major national newspapers, BBC television and Cable TV. Following its success at the museum the Dino-Birds exhibition toured across Europe.

In 1992 the Natural History Museum held its first robotic dinosaur exhibition – Carnivores. Over the years the consistently high visitor figures for dinosaur exhibitions demonstrate it is a highly successful theme. Visitor figures across Europe include 320,000 visitors in Paris, France in 1999,

120,000 visitors in three months in Tel Aviv, Israel in 2001 and a record breaking second dinosaur exhibition in Copenhagen, Denmark that attracted 245,000 visitors in its first five months in 2002.

The Myths and Monsters exhibition combined animatronics models and replica specimens to explore the stories behind the myths and their possible origins in the modern world. The exhibition opened at the Natural History Museum in 1998 where it attracted a record-breaking 12,000 visitors in a single day. Since then it has travelled throughout the UK, Sweden, Norway and the Netherlands, gaining consistently high visitor numbers including 115,000 over five months in Stockholm.

The Predators exhibition explored the dynamics between predator and prey through animatronics models, competitive interactive displays and real specimens. The exhibition opened at the Natural History Museum in 2001 where it attracted strong press and television coverage and pulled in over 570,000 visitors before its close in 2002. The exhibition opened in 2002 in Granada, Spain for seven months before moving onto the Manchester Museum of Science & Industry.

Assessment

There is limited information available on visitor numbers to dinosaur interpretation facilities. The Natural History Museum examples above suggest dinosaur exhibitions are a popular attraction. However the Crystal Palace Park dinosaur interpretation facilities will be of significantly lower scale in comparison. The Penge Café should provide an additional incentive for people to visit the interpretation facilities.

We estimate the number of visitors to the dinosaur interpretation facilities to be between 100,000-175,000 per annum. We have based our estimates of visitor numbers using the Crystal Palace Park Museum as a direct comparator as the facility is likely to attract the same type of visitor.

The majority of visitors will visit the interpretation centre facilities during the daytime. In the evenings the multi-purpose space will be used for corporate and private events. We estimate that approximately 8,000 visitors per annum will use the facility in the evening. This information is included in the 100,000-175,000 estimate and is summarised in Table 4.6 below.

4.6. Cricket Pavilion Assessment

Introduction

One of the main proposals is in the Sydenham Gate area of the Park in and around the cricket ground. The cricket ground has historical significance given it is where Victorian cricketing legend W.G. Grace managed the London County Cricket team.

The Crystal Palace Park Masterplan proposals aim to improve the quality of the cricket area so that it can be used for cricket, other sports and as a new children’s play area. Sydenham Gate’s Sports Pavilion has been put forward as an option to make the cricket area a strong point in the Park and to create a more prominent entrance to the Sydenham Gateway. The pavilion would comprise a multi-purpose facility, approximately 56m² with public changing facilities and would also include a viewing deck. This could be hired out as a meeting space to be used by the local community and local businesses.

Comparisons

The usage of multi-sports areas in Regents Park provides some potentially useful parallels with Crystal Palace Park. Between May and August Regents Park has a number of pitches that are used to play cricket and are rented by club teams to play league matches. From September to March these pitches

are used to play football. During April the pitches receive remedial treatment to ensure they meet the standards required for playing cricket.

The Regents Park Hub provides a good example of a multi-use facility, which is used by community and voluntary groups and the private sector for meetings, parties and functions. The Regents Park meeting rooms are approximately 75m². The Hub also charges for usage of its changing room facilities.

Assessment

The LDA’s community consultation exercise in December 2005 highlighted a demand for a good quality cricket pitch within the Park that could be used by the community. The research found 61% of consultees were strongly supportive of the proposals around the cricket pitch. In addition it was anticipated the playing space could be also used for other sports such as football.

Letting the green space to both cricket and football teams is an opportunity that should be considered given it will provide a steady flow of Park income throughout the year. This would involve letting the space during the summer season for cricket usage and for the rest of the year to football teams. There would need to be some time to allow for the pitch to remediate ensuring it meets the necessary standards for club cricket matches. It should be noted that higher profile cricket clubs would be reluctant to play on an outfield that has been used for other sports.

There are a number of potential opportunities for use of the cricket pitch and pavilion. One option is to rent the pitch and pavilion to a local cricket club to use for both matches and club functions. This would provide a steady source of income to maintain the cricket pitch and outfield. However this would restrict the use of the space for the local community as the area would be exclusive for cricket club members.

Table 4.6 Dinosaur Interpretation Centre Number Estimates for Third Year of Operation

Treetop Walk	2006 Baseline no.	Steady state visitor numbers
Dinosaur Interpretation Centre	N/a	100,000 – 175,000

Source: URS (2007)

4

An alternative and probably more reasonable option would be to rent the pitch out to club cricket teams for usage on match days. There is a demand for cricket pitches in the bordering boroughs, as there is limited space to play. There are a number of cricket clubs, such as Bromley Cricket Club, and they regularly require venues to play matches. This would restrict the usage of the open space to just cricket players during the weekends given this is when the matches tend to be played. In addition it is likely that during the week there may be restrictions on usage of the cricket outfield for certain activities, for example playing football would have to be prohibited.

Users of the cricket pavilion for events, functions and meetings will generally be local and are most likely to be community and voluntary groups and the private sector. Some of the cricket clubs that use the pitch and accompanying facilities may be from a wider catchment area although this will have a minimal impact on the overall number of visitors to the Park. The cricket and football matches are unlikely to attract many people to watch the games, as is generally the case at this level.

Based on the research here we estimate the number of users of the cricket pavilion to be 8,000 – 10,000 per annum, which is summarised in Table 4.7 below.

The lower range assumes that football teams will not be allowed on the cricket outfield during the winter while the upper range assumes the outfield will be used throughout the year by cricket and football teams. The visitor figures assume there will be three to four football/cricket matches played per week and they will be using the facilities in the cricket pavilion.

We have also assumed the cricket pavilion will be used for up to three times per week for functions and meetings.

4.7 Capel Manor Farm and College & Lodge

Introduction

After battling against financial and operational difficulties the Crystal Palace Park farm was forced to close in 2000. The farm is now set to return to the Park with the aid of a capital and revenue grant from the London Development Agency of around £160,000 over two years. The re-opening of the farm is part of the ongoing rejuvenation of Crystal Palace Park and will contribute to its overall vitality. It is expected that the farm will reopen in January 2008, run by Capel Manor, and will be open to the public and school parties 300 days per year. Funding support will ensure the burnt out and derelict site is re-built and restocked with

Table 4.7 Cricket Pavilion Visitor Number Estimates

Treetop Walk	2006 Baseline no.	Steady state visitor numbers
Cricket Pavilion	N/a	8,000 - 10,000

Table 4.8 Farm and College & Lodge Visitor Number Estimates

Treetop Walk	2006 Baseline no.	Steady state visitor numbers
Capel Manor Farm/College & Lodge	N/a	12,000 – 15,000

Source: URS (2007)

a range of animals from guinea pigs to Shetland ponies as well as facilities for snakes and lizards.

Capel Manor is a specialist training college in animal husbandry and horticulture that will manage the farm. Capel Manor will also be offering an in-house training service to local schools, which will be free of charge.

Proposed Courses and Forecasts

Capel Manor College is currently providing training courses for students aged over 16 in a small suite of rooms in the Jubilee Stadium. Courses offered include horticulture, landscaping, floristry, flower arranging and animal care. As part of their course students also undertake work experience on the farm. Future plans are for the training courses to be delivered from a separate new build facility. The Capel Manor College Lodge will provide a range of training courses and also accommodation for students in the Anerley Edge area of the Park.

Capel Manor has provided information on future visitor numbers to the farm and the College Lodge. They have based projections on some of their other initiatives, such as in Regents Park and Gunnersbury Park, and on discussions with the Federation of City Farms. During the first year of opening (2007-08), Capel Manor has estimated there will be 15,000 visitors per annum to the farm. This figure will include 3,000 visits by students of all ages. There are currently

25 students undertaking training courses in the Jubilee Stand of the athletics stadium. Capel Manor has estimated this figure will rise to 300 by 2014/15.

Comparisons

Vauxhall City Farm in Kennington, London has a wide range of animals for children to handle and groom. The farm also aims to provide a better quality of animal life. It estimates it has around 12,000 visitors a year. These figures vary with significantly large numbers of visitors during holiday periods compared to during term-time.

Assessment

The LDA's community consultation work in December 2005 found that consultees were keen on bringing back the farm and its animals. Local support was a major driving force behind the re-opening of the farm. The local community had missed the presence of the farm and of animals in Crystal Palace Park. In addition the educational benefits to school children and young people to be gained were the major reasons for the re-introduction of the farm and the proposals for the College and Lodge.

Initially the majority of students at the College are likely to be local but over time, according to Capel Manor, the College is likely to be enrolling students from a wider catchment area.

Although there will be a number of school visits to the farm the majority of visitors are likely to be families. Therefore visitor numbers are likely to be highest during school holidays and weekends.

In the absence of viewing details of the Capel Manor Business Plan for the farm and College and Lodge we take the number of visitors to the facilities to be 12,000 – 15,000 per annum. This information is provided in Table 4.8 above.

4.8. Palace Kiosks

Introduction

A number of kiosks of various sizes are part of the Masterplan proposals and these would operate within a specified zone on the Palace Terrace and adjacent to the proposed new Museum site. These kiosks will provide a service for users of the Park particularly those visiting the Concert Bowl and the visitors to events around the Palace Site and the Terraces. The kiosks would be permanent facilities and could potentially provide refreshments, an information point, ticket booths, medical facilities and newspapers. The kiosk designs are based on the kiosk facilities at Regent's Park, which are simple wooden circular structures that can be closed during the winter.

Assessment

The demand for these facilities will be affected by the amount of users of the events around the Palace Site and Terraces. Visitors to the Concert Bowl would also access the kiosk facilities.

4.9 Other Crystal Palace Park Visitors/Users

4

The LDA has provided URS with data for user and visitor numbers to the National Sports Centre (NSC), Regional Sports Centre (RSC) and Events in the Park. These figures are used as an input to estimate the overall number of visitors to Crystal Palace Park¹¹.

The LDA proposes to retain the NSC, not as a multi-use sports centre, for it does not meet modern day standards and is no longer fit for purpose, but for dry sports, such as five-a-side football. It would be converted to this specification. The intention is that the RSC would be built after the 2012 Olympic and Paralympic Games. The RSC would house facilities for wet sports, athletics, and a health and fitness zone.

Table 4.9 National Sports Centre Current Visitor/User Number Estimates per Year

Event	Location within Crystal Palace Park	Maximum number of anticipated visitors	Usual month or season of the year
Regular Use			
Diving	NSC	22,000	All year round
Outdoor pitches	NSC	23,000	All year round
Fitness	NSC	28,000	All year round
Pre-paid fitness members	NSC	34,000	All year round
Other indoor sports	NSC	55,000	All year round
Swimming	NSC	112,000	All year round
Sub Total		274,000	
Event use			
Pools	NSC	15,000	All year round
Stadium	Athletics Stadium	88,000	All year round
Arena	NSC	91,000	All year round
Sub Total		194,000	
Cumulative Total		468,000	

Source: London Development Agency (2007)

¹¹ URS have not been commissioned to independently research visitor numbers to the NSC and RSC and events in the Park. This section just presents data provided by the LDA.

More detailed information on projected visitor numbers to the NSC and RSC is to be provided by the LDA. Data presented in Table 4.9 is from the LDA and we believe represents their estimate of current visitor numbers to the existing NSC. The total number of regular users of the NSC facilities is estimated to be 274,000 per annum while the total number of visitors to events at the NSC is estimated to be 194,000 visitors. The total number of visitors and users is projected to be 468,000 per annum.

4.10 Overall Visitor Projections

Introduction

The Masterplan proposals for Crystal Palace Park are anticipated to have a major impact on the total number of visitors to the location. The upgrading of the landscape and new facilities will encourage a greater number of people from both the local and wider areas to visit the Park. The revitalised Park is likely to draw in a greater proportion than before of the 110,000¹⁴ population that make up the ten¹⁵ wards within one mile of the Crystal Palace Park site. In addition, there is expected to be significantly more visitors to the Park coming from a wider catchment area. For example the proposed public transport improvements for Crystal Palace, such as the East London Line extension,

will make the Park more accessible to a wider population¹⁶.

This section provides projections for overall visitor numbers to Crystal Palace Park following its Masterplan proposals. The projections are generated from:

- Proposed facilities within the Park
- Benchmarking with other parks; and
- Data on Crystal Palace Park usage.

Proposed Facilities

The results of our analysis in sections 4.1 to 4.10 are presented in Table 4.11 below. This shows estimated visitor numbers to each facility.

14. This figure was taken from the 2001 Census.

15. The 10 wards are Crystal Palace, Forest Hill, Perry Vale, Sydenham, Penge, Cator, Clock House, South Norwood, Upper Norwood, Gipsy Hill and College.

16 Steer Davies Gleave is researching the impact of the proposed transport improvements on CPP visitor numbers. According to the 2001 Census there is a population of 1.69 million within a 30 minute drive time of the Park.

Table 4.11 Visitor Estimates Per Annum Crystal Palace Park

Attraction	Baseline Visitor Numbers	Future Visitor Numbers
Concert Bowl	0	80,000 - 145,000
Treetop Walk	n/a	130,000 - 250,000
Dinosaur Interpretation Facility/Penge Café	n/a	100,000 - 175,000
Crystal Palace Park Museum	n/a	100,000- 175,000
North Greenhouse	n/a	150,000 - 200,000
South Greenhouse	n/a	150,000 - 200,000
Farm/College and Lodge	n/a	12,000 - 15,000
Cricket Pavilion	n/a	8,000 - 10,000
NSC and RSC regular users	274,000	274,000
NSC and RSC events (inc. concerts)	194,000	374,000
Other events	20,000	118,000

Source: URS and LDA

Comparator Parks

The HLF has provided funds to upgrade several parks across the region and they have subsequently undertaken surveys into audience development at each park to evaluate the success of the funding. HLF looked at before and after data on visitor numbers for each funded project. Findings¹⁷ suggest funding has a major impact on the number of visitors to parks. This is backed up by two examples of parks that received HLF.

4

Battersea Park is an 80 hectare green space situated in Wandsworth. The park is home to three Victorian gardens, a small zoo, a boating lake, a bandstand and several all-weather outdoor sporting facilities including tennis courts, a running track and football pitches. Battersea received £7.5million HLF between 2002-04. In the 12 months before they received HLF monies they had 3,000,000 visitors. In the last 12 months it was estimated Battersea Park had visitor numbers of 5,000,000. This is an increase of 67%.

St Georges Gardens, a former burial ground in the London Borough of Camden, received £285,000 to restore the fabric of the park, relay paths, re-create the Braille garden and repair tombs and monuments. Prior to the HLF visitor numbers were 10,000 per annum. Over the last 12 months visitor numbers were estimated at 36,500 – an increase of over 200%.

Other parks also illustrate benefits of investment. Mile End Park is located in the London Borough of Tower Hamlets. It is a linear park of some 36 hectares and was created on land, originally industrial and residential, devastated by World War II bombing. The park received £21million for an extensive development in the late 1990s. It offers a range of facilities including a new leisure facility and sporting venue with an international standard stadium. Although we are not aware of any systematic surveys the parks officer estimated that the upgrade to Mile End Park had increased overall visitor numbers by 50%¹⁸.

Kew Gardens is a 124-hectare park comprising of extensive gardens and botanical glasshouses. The park is also a leading centre of botanical research, a training ground for professional gardeners and a visitor attraction. In 2005/06, Kew Gardens had over 1.9 million visitors and generated income of £44.35million¹⁹.

According to accounting exercises undertaken in 1995²⁰, Regent's Park and Hyde Park each received approximately five million visitors per annum and these figures are likely to have increased since.

Finsbury Park is a 46-hectare park that caters for concerts, track and gym and general leisure. It was estimated that the park has 1.25 million annual visitors²¹.

Existing Total Crystal Palace Park Visitor Numbers

We have looked at existing research to establish overall visitor numbers to Crystal Palace Park. The work undertaken by Steer Davies Gleave (SDG) in December 2006 and July 2007 involved undertaking a survey of Park users to determine a baseline figure for users of Crystal Palace Park²².

Table 4.12 below presents the total estimated figures for general visits to the Park based on extrapolation of the winter and summer data. This shows there are estimated to be 1.68 million general visitors per annum to the Park, excluding visits for special events.

17. Heritage Lottery Fund provided visitor number data.

18. London Borough Tower Hamlet Park Unit.

19. Kew Gardens Corporate Plan 2007

20. Similar accounting exercises are currently being undertaken for these parks and the findings are likely to be available in late autumn 2007.

21. Finsbury Park Management Plan 2007-11, Haringey Council Environmental Services, 2007.

22. Please refer to Crystal Palace Park Baseline Access Report (Steer Davies Gleave, 2007) for a detailed explanation of the assumptions taken to generate annual visitor numbers for CPP.

Table 4.12 Annualised Visitor Figures from SDG Survey

Season	Annual Total	Percentage
Summer	1,099,000	65%
Winter	579,000	35%
Annual Total	1,680,000	100%

Source: URS and LDA

The following points should be noted:

- Both surveys were carried out on a typical weekday and on a typical weekend day, counting the number of entries and exits to and from the Park via several entrances.
- The year has been split into a six month 'winter' period and a six-month 'summer' period. Without data from Crystal Palace or other parks on change patterns in park usage between different seasons it is difficult to be more precise than this.
- SDG research found that people used the Park for a variety of purposes including simply to enjoy the Park, for dog walking, as a through walking route, for sports and physical activities either within the NSC or elsewhere in the Park.

Total Projected Visitors

URS have considered two different approaches for establishing total numbers of projected visitors to Crystal Palace Park. The first approach draws on the visitor estimates for proposed facilities within the Park and combines this with estimates of general visitor numbers. The second approach uses comparator parks to estimate a percentage increase in the baseline number of visitors to Crystal Palace Park.

The first approach estimates the change in future Crystal Palace Park visitor numbers arising as a consequence of the proposed facilities within the Park. It is not appropriate to sum our estimates of visitor numbers to all the new and upgraded facilities as there will be an element of visitor duplication, as some visitors will access more than one of the facilities per trip. For example given their proximity and similarity to each other visitors to the North Greenhouse are also likely to visit the South Greenhouse. It is difficult to be definitive about the degree of linked trips but what appears a reasonable assumption is that some facilities are more likely to have linked trips than others. We have grouped attractions into three categories reflecting their likeliness to have linked trips and estimated an overall discount for total numbers under each category.

Facilities most likely to have linked trips are:

- Treetop Walk
- North Greenhouse
- South Greenhouse
- Dinosaur Interpretation Facility; and
- Crystal Palace Park Museum

We have assumed that the sum of individual visitor estimates to these facilities should be reduced by 50% to reflect linked trips.

4

Facilities with a more modest likelihood of having linked trips are:

- Events in the Park; and
- Capel Manor Farm and College Lodge.

People going to these events/facilities are assumed to generally be going for a specific purpose and so are less likely to link trips. We assume that the sum of individual visitor estimates to these facilities should be reduced by 25% to reflect linked trips.

Facilities unlikely to have linked trips are:

- Cricket Pavilion
- Concert Bowl
- NSC Regular Usage
- NSC Event Specific Usage

People going to these events/facilities are assumed to mostly be going for a specific purpose (e.g. evening concert or sports event) and so are least likely to link trips. We assume that the sum of individual visitor estimates to these facilities should be reduced by 5% to reflect linked trips.

Results are presented below in Table 4.13. The total number of projected visitors to facilities at Crystal Palace Park is 1,242,000 per annum.

4

The baseline number of visitors to Crystal Palace Park (excluding visitors to special events) is 1,680,000 per annum. This figure includes regular users of the NSC. Therefore we assume the baseline figure for general²³ users of the Park to be 1,407,000²⁴ per annum. The projected number of visitors to Crystal Palace Park per annum will be a combination of general users of the Park and visitors to the Park's facilities. Again we have assumed that some general visitors to the Park will link trips and have discounted the base figure by 5% to reflect this, giving a figure of 1,337,000.

23. General users include people using the park for dog walking, as a through walking route, for physical activity and for just enjoying the park.

24. This figure comes from deducting the existing number of NSC users (273,000) from 1,680,000.

Table 4.13 Visitor Range Midpoints Per Annum for facilities in Crystal Palace Park

Event	Future visitor numbers	Discount for linked trips to other facilities
Treetop Walk	190,000	
North Greenhouse	175,000	
South Greenhouse	175,000	50%
Dinosaur Interpretation Facility	138,000	
Crystal Palace Park Museum	138,000	
Events in the Park	118,000	25%
Farm and College & Lodge	20,000	
Cricket Pavilion	9,000	
Concert Bowl	113,000	5%
NSC Regular Usage	273,000	
NSC Event Specific Usage	374,000	
Total	1,723,000	1,242,000

Source: URS (2007)

Table 4.14 Visitor Estimates Per Annum Crystal Palace Park Based on Facilities Projections

Event	Future Visitor Numbers
General users (exc. visitors to facilities, NSC, events and linked trips)	1,337,000
Total visitors to Crystal Palace Park Facilities and events	1,242,000
Annual Total	2,579,000

Source: SDG & URS (2007)

Under these assumptions the projected number of visitors to Crystal Palace Park will be 2,579,000. The figures are illustrated in Table 4.14 and present the changes in overall Crystal Palace Park visitors as a result of the Park's Masterplan proposals. The project represents a 36% increase over the estimated 1,890,000 current visitors (including events) to the Park.

This estimate has a considerable degree of uncertainty associated with it for reasons including concerns over the certainty of the baseline estimate of general visitors, uncertainties over the degree of linked trips, and a general caveat over the wide range of factors that can influence number of visitors to individual facilities.

For our second approach to estimating visitor numbers we have drawn upon the examples from elsewhere where the upgrading of parks has led to an increase in total visitor numbers. The examples we have reviewed have estimated increases ranging from 50% to 200%. We estimate the Masterplan proposals of Crystal Palace Park will lead to an overall increase in visitor numbers by 35% for non-events visitors. This appears relatively conservative in comparison with the increases in visitor numbers demonstrated by other parks but this is still a significant rise in visitor numbers.

The baseline number for total visitors to Crystal Palace Park is 1,890,000 per annum. This comprises of general usage (1,680,000), visitors to events at the NSC (194,000) and visitors to general Park events (20,000). Assuming a 35% increase in the general park users after the Masterplan proposals, the number of visitors per annum will be 2,873,000. Including the increased attendance at events brings the overall increase to 52% from the current baseline.

Table 4.15 presents the changes in overall visitor numbers as a result of Crystal Palace Park's Masterplan proposals.

The two approaches for estimating overall visitor numbers to Crystal Palace Park give a range of 2.6 million to 2.9 million per annum. Both these approaches rely on the baseline estimate of around 1.68 million visitors to the Park provided by SDG.

Table 4.15 Visitor Estimates Per Annum Crystal Palace Park Based on General Uplift Estimate

Event	Baseline Visitor Numbers	Future Visitor Numbers
Visitors to the Park exc. visitors to events	1,680,000	2,268,000
Events in the Park, Concert Bowl ²⁵ and NSC	210,000	605,000
Total Visitors	1,890,000	2,873,000

Source: SDG & URS (2007)

25. Future visitor numbers are based on an average of our estimates for the concert bowl

5. CAPITAL AND REVENUE COSTS

5.1. Introduction

This section provides an initial outline of the main costs associated with the revitalisation of Crystal Palace Park. It highlights the costs associated with the Masterplan proposals, maintenance and running of each area within the Park. Davis Langdon LLP has provided the estimated capital costs for the Masterplan proposals. Land Management Services Limited has provided costings for maintenance and staffing for the Park²⁶.

5.2. Construction Costs for Crystal Palace Park

The cost plan totals £67.5million and provides indicative construction costs for Crystal Palace Park. The cost plan is a present day fixed price at October 2007 price levels and excludes, amongst other things, professional fees and VAT. The cost plan does not include costings for the NSC, RSC, new Museum, Capel Manor student accommodation or potential residential masterplan proposals. In addition, the cost plan has excluded costs for phasing and remediation.

A breakdown of the construction costs is given in Table 5.1.

Table 5.2 illustrates the building structures that have been costed within the Crystal Palace Park Masterplan proposals.

Table 5.1 Construction Costs for Crystal Palace Park Masterplan Proposals

Area	Construction Cost
Anerley Hill Edge	£8,460,000
Palace Terrace	£7,704,000
Italian Terraces	£7,832,000
Transitional Landscape	£6,424,000
Central Sports Area	£4,900,000
Tidal Lakes	£4,394,000
Cricket Ground	£3,280,000
English Landscape	£17,258,000
Water System	£4,448,000
Unexplored Ordinance Survey	£146,000
CCTV	£558,000
Services	£2,034,000
Inflation April 2007 to October 2007	included
TOTAL	£67,500,000

Source: Crystal Palace Park Cost Plan (Davis Langdon LLP, 2007)

Table 5.2 Construction Costs for Crystal Palace Park Building Structures

Area	Construction Cost
Café and Dinosaur Interpretation Centre	£1,870,000
Green Waste Compound	£210,000
South Greenhouse	£6,231,000
North Greenhouse	£8,373,000
Cricket Pavilion	£512,000
Meeting Pavilion	£115,000
Park Ranger & Maintenance	£445,000
Treetop Walkway	£3,214,000
Palace Kiosks	£92,000
Rockhills Café & Community Hall	£1,458,000
TOTAL	£22,520,000

Source: Crystal Palace Plan Cost Plan (Davis Langdon LLP, 2007)

5.3. Maintenance Costs for Crystal Palace Park

A Management and Maintenance Plan was established for the Crystal Palace Park Masterplan to focus on the management and maintenance of the hard and soft elements of the Park from the existing landscape through to realisation of the Park Masterplan. The anticipated Whole Life Costs, developed by Land Management Services Limited, for the management and maintenance of the park are illustrated in Table 5.3. The annual maintenance and lifecycle costs for an enhanced regional Park are estimated to be £2,820,292²⁷. This compares with the current annual maintenance budget of £1,143,000.

5

26. Refer to the Crystal Palace Park Management and Maintenance Plan (Land Management Services Ltd, 2007) and CPP Cost Plan (Davis Langdon LLP, 2007) for further information

27. Refer to the Crystal Palace Park Management and Maintenance Plan for further information.

Table 5.3 Annual Maintenance and Life Cycle Costs for Enhanced Regional Park²⁸

Item	Costs
Grounds Maintenance	£691,811
Hard Landscape Repairs and Replacement	£429,880
Furniture Replacement	£63,280
Arboriculture	£40,000
Buildings and Structures	£459,821
Services - Allowance	£80,000
Water System - Allowance	£20,000
Water Quality Monitoring - Allowance	£2,000
Dinosaurs and Geological Illustrations	£12,000
Staff Costs	£815,000
Policing - Park Allowance	£180,000
Italian Terraces - Inspections and repair	£25,000
Surveys and monitoring - Ecology	£1,500
TOTAL	£2,820,292

Source: Management and Maintenance Plan (Land Management Services, 2007)

5

5.4. Staffing Costs for Crystal Palace Park

There will be a range of operational costs associated with running the revitalised Park. The main running cost is likely to be the in-house Park staff. Land Management Services and URS have proposed an in-house staffing structure for Crystal Palace Park²⁹.

The operational staff proposed for Crystal Palace Park is as follows:

- Crystal Palace Park Chief Executive Officer
- Park Managers (*3)
 - Community and Interpretation Park Manager
 - Landscape
- Team Leader (*4)
 - Premises and Security
 - Interpretation
 - Park Rangers
 - Horticulture and Contracts
- Premises Team (*4)
 - Premises Officer
 - Handyman (*2)
 - Administration Officer
- Events Management Team (*5)
 - Events Officer (*3)
 - Sports Officer
 - Administration Officer

- Information Centre (*4)
 - Administration/Front of House Team (2 Teams of 2)
- Park Community Officers (*2)
- Marketing and Fundraising Officer
- Park Rangers (*4)
- Contracts Team (*2)
 - Contract Officer
 - Administration Officer
- Onsite Gardening team (*2)

The estimated salary figures for in-house staff in the revitalised Crystal Palace Park are presented in Table 5.4. The total salaries for Crystal Palace Park in-house staff are estimated here to be £815,000.

The following points should be noted:

- Salaries assume on costs of 25% but the figures do not account for inflation.
- Crystal Palace Park farm and college lodge will not require in-house Park staff, as the tenant Capel Manor will be responsible for the management and staffing of these facilities. The sports accommodation element of the lodge will be managed by the organisation responsible for the rest of the sporting facilities in the Park.

Table 5.4 Crystal Palace Park Estimated In-house Staff Salaries

Staffing Salary Levels	Staffing Salary Budget Figures (Salary + c.25%)
Chief Executive Officer (1 No.@ c. £45k pa)	£60,000
Senior Managers (2 No.@ c. £35k pa)	£90,000
Team Leaders (4 No. @ c. £28k pa)	£140,000
Park Officers (12 No.@ c. £20k pa)	£300,000
Administration/Front of House (8 No.@ c.15kpa)	£150,000
Operatives (4 No.@ c. £15kpa)	£75,000
Total	£815,000

Source: Land Management Services and URS (2007)

- There will be three Event Officers at Crystal Palace Park. They will be responsible for events in the Park and for supervision, where necessary, of the functions and meetings held at the cricket pavilion, subway and interpretation centre. The Sports Officer's responsibilities may include assisting with activities involving the cricket pavilion.
- We have assumed the Park Rangers or Community Officers would be responsible for facilitating the courses with formal and informal education at the learning centres in the interpretation centre, museum and greenhouse facilities.
- We have assumed the facilities within the North and South Greenhouse and the Crystal Palace Museum will be contracted out

i.e. café, butterfly house. Various in-house park staff will be responsible for supporting the running of the greenhouse facilities such as the park manager, park rangers, contracts team and gardening team.

- It is assumed there will be one Marketing and Fundraising Officer for the Park.
- It would be prudent to plan for a renewal fund to cover upgrading materials and exhibits at facilities like the Museum, Dinosaur Interpretation Centre and Greenhouses.

28. The figures are based on current (2007) cost estimates/rates and there is no allowance for inflation.

29. Please refer to CPP Management and Maintenance Plan (Land Management Services, 2007) for details of roles and responsibilities of in-house staff at the Park.

6. REVIEW OF FUNDING AND REVENUE SOURCES

6.1. Introduction

This section provides a brief overview of the main sources of potential capital and revenue funding to support the Masterplan proposals for Crystal Palace Park. The LDA will be responsible for providing the core funding for the Masterplan proposals. There will be a requirement to supplement the LDA's funding of the Park with other sources.

The LDA have established three different levels of regeneration for the Park and have assigned capital costs to develop these facilities. The three different levels of regeneration are as follows (costings in brackets):

- Revived local park (£41.8million)
- Enhanced regional park (£16.8million)
- National/international destination (£8.9million)

This gives a grand total of £67.5million.

The regeneration of Crystal Palace Park fits within the aims and objectives of LDA Economic Development Strategy in particular through its investment and places theme. Some of the main sources of funding other than from the LDA are discussed below.

The funding climate in England has changed dramatically in the last couple of years, with the winding down of Single Regeneration Budget schemes, newly-evolving focus of the Big Lottery Fund and decline in the quantum of European Regional Development Fund/European Social Fund funding from the European Union's main programme budgets post 2006-07.

6.2. Sources of Funding for Crystal Palace Park

Heritage Lottery Fund

The Heritage Lottery Fund (HLF) was set up by Parliament in 1994 to give grants to a wide range of projects involving the local, regional and national heritage of the United Kingdom. The non-departmental government body distributes a share of the money raised by the National Lottery for Good Causes. Historically heritage and tourism projects have been funded by the HLF. Currently though the HLF now has a much tighter budget, increased competition for funding and clear strategic priorities set out in their Horizons of Heritage policy statement. Given the requirements of the policy statement the approaches to the development need to be carefully phased and backed by appropriate strategic statements, such as a Training Plan, Access Plan and Audience

Development Strategy as well as a Business Plan. If the project is requesting less than £5million there is no deadline before which one must apply. For those projects that are over £5million there are deadlines, a batched assessment and a two-stage assessment process.

The key funding opportunity is the Heritage Lottery Fund's Public Parks Initiative (which replaced the Urban Parks Fund) and this would allow park management to devise a park-wide scheme. This scheme also provides the opportunity for appropriate new building and design provided it would enhance the existing heritage. The regeneration of Crystal Palace Park is highly appropriate for this type of funding scheme, which takes a holistic and realistic approach to park revitalisation.

Historically HLF have not funded large-scale capital projects, having said that, if it is in order to maximise visitor experience, capital investment may be possible. HLF will potentially contribute to costs of landscape visitor experience e.g. landscaping, interpretation, visitor services and other activities in line with their aims to improve visitor experience, enjoyment and learning. HLF are particularly likely to fund conservation and refurbishment of the listed Palace and Italian Terraces.

Sports England

Sport England's nine Regional Sports Boards make decisions about community funding (grants over £10,000) for projects in their region. These boards comprise experts from sport and related fields and they are responsible for the development of sport in the region. According to the regional plan projects in the London area must contribute to the overall aim of the London Plan of increasing participation in sport and physical activity in London by 1% per annum. Projects should reflect the priorities set out by the London Sports Board in the London Plan for Sport. When making investment decisions, the board look for evidence that projects will help meet these priorities and support Sport England's work to get more people involved in sport – with a focus on hard to reach groups – and help them stay involved throughout their lives. In addition priority will be given to those projects that are innovative and in multi-sport, multi-activity and multi-use settings. Projects have a goal of delivering sport and physical activity to those groups which represent the region's and Sport England's priorities.

Given the £2million per year budget, smaller grant requests are more likely to be successful. It is very unlikely that large capital requests, particularly any in excess £500,000 would be successful.

Big Lottery Fund – Community Buildings Programme

Over the next three years the Community Buildings Programme will award £50million for community buildings to provide services and activities for a broad range of people. The programme is open to voluntary and community organisations, which includes charities, not-for-profit companies, credit unions, social and community enterprises and community based co-operatives. The Crystal Palace Park proposal fits with the following outcomes of the Community Buildings Programme:

- Broadening access to, and more use of, existing services.
- Creating a greater number and wider range of new services.
- Improving opportunities for the community to access a wide range of learning.
- Improving the skills, knowledge and capacity to respond to community needs.
- Improving community relationships and networks.
- Improving financial viability of community premises.
- Premises that use less energy, pollute less, create less waste and have a reduced contribution to climate change.

Although the Community Buildings scheme is only in operation for the next three years it is possible the time period may be extended in the future. The scheme could potentially provide financial support for some of the proposed facilities such as the cricket pavilion, the interpretation centre and the museum, which will provide plenty of opportunities for community usage and increasing social inclusion.

London Borough of Bromley and other Boroughs

There may be potential for the London Borough of Bromley to be involved with the future overall management structure of the Park. In addition, the council could also contribute to funding the maintenance of some of the facilities and areas around the Park.

If other adjoining boroughs are also given a stake in the management of the Park it could be possible to secure payments from them as well.

An additional funding stream could be through the London Biodiversity Partnership for which Bromley Council's Heritage Team was a driving force in launching the Capital Woodlands Project to improve London's woodlands. Bromley's £75,000 share of the £1m payout will be used over three years to make Scadbury Park easier for people to visit, providing National Vocational

Qualifications to develop the woodland management skills of people working in the area and to re-establish the biodiversity of the site, working with the Friends of Scadbury Park. This type of project ties in with the aspirations for Crystal Palace Park and hence future funds could be used for similar initiatives within Crystal Palace Park such as assisting with the maintenance costs of the learning centres that will provide formal and informal education for all ages.

Commercial Bank Loan/Private Finance Initiative

Commercial bank loans and Private Finance Initiatives (PFI) are often used to supplement core funding for development. To increase the chances of securing loans there will need to be a secure commitment from the LDA or similar credit worthy organisation that they will be responsible for taking over the Park. This type of loan financing would effectively be a mortgage with a rate of interest re-payable over several years. Key issues for the future Crystal Palace Park Management Board to consider would be:

- Do they wish to take on a form of long-term financing?
- Would the Board be prepared to take charge of the Park, which although the loan can be paid off earlier, will act as a longer term continued financial liability?

- Does a loan create issues with Government regulations and LDA practice in relation to public sector borrowing?

This is an unlikely funding option for the LDA and would be looked upon as a last resort given the agency is against entering into commercial debt.

Charitable Trusts

There is potential for the Crystal Palace Park proposal to access funding opportunities from charitable trusts. Opportunities to access funding from these sources can be dependent on the structure of the management, for example an organisation with charitable trust status. However, charitable trust funding is by no means restricted to these types of organisations. Crystal Palace Park has particular facilities, such as the Museum and the Dinosaur Interpretation Facilities that could access funding from charitable trusts. It is important that approaches to charitable trusts are made sensitively and strategically with careful consideration for their policies and funds available and only target the most relevant. The British Athletic Charitable Trust, for example, offers funding opportunities to promote health and athletics in marginalised communities.

Given the international profile of the Crystal Palace legacy and its proponents, it may be possible to secure funding from charitable organisations abroad as well as in the UK.

Receipts from Sale of Park Land for Residential Housing

This income could cover possible housing Masterplan proposals in two different areas of the Park - around the Rockhills and Sydenham Gate entrances³⁰. The developer contributions from these housing Masterplan proposals are estimated by Savills to be £8.6million and £4.5million respectively. These figures were estimated in September 2007 and are subject to a margin of variation. The combined total of sales is £13.1million and this would equate to the developer's contribution to the Park's Masterplan proposals for level one Park improvements. This is a contribution of 31% of the total cost for a revived local park.

The receipts from the housing Masterplan proposals would make a significant contribution to funding³¹ the Park's regeneration. Section 9 of this report provides details of the economic and regeneration impacts that would occur as a result of the Park's Masterplan proposals. There would be direct benefits created through employment and spending in the local economy by visitors to the Park.

30. Please refer to the Crystal Palace Park Design and Access Statement (2007) for further details of the housing proposals.

31. The Masterplan proposals have assumed there will be no affordable housing unless there is a subsidy to offset the difference between the affordable housing price and the open market value.

In addition, there would be a number of wider regeneration benefits such as improvements in health and wellbeing of the local community, greater social inclusion, increased local opportunities for education and learning and increased exposure to cultural activities. The residential Masterplan proposals provide critical income to take the Park improvements forward so the extent of these economic and regeneration impacts justify residential housing.

Other funds often require matching sources of income. The funding acquired through the sale of land will increase the total pot of core funding for the Park and hence can provide more opportunity to lever in funding from other sources such as HLF.

The LDA's community consultation exercise held from October to December 2005 found that residents would be more willing to consider the housing Masterplan proposals provided some or all of the following conditions were met:

- The housing Masterplan proposals were of real financial benefit to the Park.
- The scale and design of the housing Masterplan proposals would need to be appropriate in terms of not significantly impinging on the rest of the Park.
- The housing Masterplan proposals would be a once and for all arrangement and not a precedent that could be repeated in Crystal Palace or other London parks.

Summary of Funding Sources

The main source of match funding for Crystal Palace Park would be the National Lottery, which should provide increased opportunities to secure funds for investment in regeneration, particularly following the 2012 Games. There should be significantly higher levels of Lottery funding available, particularly as the fund will benefit from the recovery of its original funding from the sale of lucrative Olympic Park land.

The residential housing option would be looked upon as a last resort and, if taken up, would fund only basic local Park improvements.

6.3. Income Generation from Park Facilities

Introduction

The Crystal Palace Park proposal provides a number of facilities that will offer income generation for the Park. However the aspirations for the Masterplan proposals are for the Park and the majority of its proposed facilities to be accessible to all members of the community. Hence the majority of facilities are proposed to be free to enter with the exception of the Concert Bowl, events around the Park and facilities in the NSC and RSC. The potential for income generation would appear

to be mainly through the use of some of the areas within the proposed facilities, for example making use of the subway museum area and hiring it out for corporate or community uses. It is likely the majority of the income generated through this process will be modest and in most cases is unlikely to cover much more than the costs of running the relevant facilities. Some income generating facilities may require a subsidy for example while they are becoming established.

Concert Bowl

The Concert Bowl is currently an underused facility. The Royal Philharmonic Orchestra returned to host a series of eight events in August 2007 with financial support from the LDA. However, the concert platform is not in an adequate state to host events. The main aspiration for the Concert Bowl by 2009 is for the facility to become self-financing, which means that it needs to achieve 5,000-6,000 attendees for each of the eight summer concerts being run by the Royal Philharmonic Orchestra. If these forecasts prove correct, and given the Masterplan proposals for the facility, the Concert Bowl could be a potential revenue source to support the Park's operations. This could either be through renting out the Concert Bowl facilities or establishing a profit sharing agreement with the event organiser.

Events around the Terraces

In addition to the events at the Concert Bowl there are a number of events that are planned for Crystal Palace Park. These include a beer festival, a farmers market and a Christmas market. It is difficult to establish the amount of income that could be generated through the planned events especially as several of them are not-for-profit and/or community activities. However there could be some income generated by the events that could be directed towards maintaining the Park.

Dinosaur Interpretation Facilities

Although it is likely that the Dinosaur Interpretation Facility will offer free entry to visitors there are a number of services within the building that could provide a source of revenue income. The Penge Café will be housed within the building and the rental of this facility to a service provider will provide a source of revenue. In addition there will be a small gift shop area within the facility that will also provide a point to hire boats for the nearby boating lake. The gift shop and hire boats could also generate a source of income.

A parallel example is the Regents Park Hub café area which is hired out for evening functions and charges £500 per weekday and £600 per weekend for the room space. The facility caters for up to 80 people. In addition, there is a charge of £10 per head for a meal and additional charges for drinks.

The multi-purpose space in the interpretation centre should be able to cater for 50 people attending functions and events. Our initial findings suggest that Crystal Palace Park could charge between £300-400 for renting the function space. It is assumed the facility could be used up to three times per week for this purpose. In terms of dining and drinking there may be potential for Crystal Palace Park to engage in a profit sharing agreement with the service provider.

Crystal Palace Park Museum

Although it is likely that the Crystal Palace Park Museum will offer free entry to visitors there are a number of services within the building that should provide a source of revenue income. There will be a café/bistro housed within the building and the rental of this facility to a service provider will provide a source of revenue. In addition there will be a small gift shop area within the facility that will also generate a source of income.

Evening usage of the subway facility and viewing platform area in the museum will provide additional sources of revenue for Crystal Palace Park. The subway area could be equipped for hire out for corporate use and small performances such as jazz nights. The subway area space (500m²) is significantly larger than the multi-purpose space designated in the interpretation centre and could potentially cater for 200 people.

Parallels include Sundridge Park Conference Centre in Bromley which offers a range of function rooms suitable for small intimate parties or for up to 220 people for a formal dinner. The rates vary based on month and length/time of event and room hire ranges from £300-1500. Kew Gardens offer a number of venues for a wide range of corporate events. The eighteenth century Orangery is suitable for large evening events and is often used for award ceremonies and lavish corporate events. Guests can enjoy receptions on the terraces with views of the surrounding landscape. The rates vary between £6,000-7000 and the hire time is from 7pm-11pm.

Our initial findings suggest that Crystal Palace Park could charge between £1,000-1,500 for renting the function space for an evening. It is assumed the facility could be used two times per month for this purpose. In terms of dining and drinking there may be potential for Crystal Palace Park to engage in a profit sharing agreement with the service provider.

The museum's viewing platform area could also be hired out for corporate use. This facility offers views of the Park which could add a premium onto the hire charge. The viewing platform could cater for 100 people and our initial findings suggest that Crystal Palace Park could charge between £600-700 for renting this space for an evening. It is

assumed the facility could be used two times per week for this purpose. As with the subway area, there may be potential for Crystal Palace Park to engage in a profit sharing agreement with a catering provider to supply food and drinks.

Cricket Pavilion and Playing Surface

The proposed cricket pavilion could provide a source of revenue for Crystal Palace Park. The pavilion will be designed as a multi-space facility that could be hired out for corporate hire or to community and voluntary groups for meetings and functions. Users of the playing surface would hire the changing rooms area in the facility and this would also generate revenue. In terms of room charges this differs according to size of facility.

Parallels include the community hub at Regents Park which charges a rate of £20-25 per hour for its meeting/function rooms. The facility can fit 80 people standing and 60 people seated. The charge for renting changing room facilities at the Regent Park Hub is £59 per session (every four hours).

The multi-use space in the cricket pavilion is likely to have space for 30 people. Crystal Palace Park might be able to charge around £15-20 per hour and between £75-100 for a full evening for using the facility. A charge of between £50-60 could be assigned for using the changing rooms at the cricket pavilion in Crystal Palace Park.

The playing surface area would be hired out to cricket clubs for use in the summer months and potentially football clubs in the winter and this would also generate a source of revenue. The cost of hiring pitches varies in London parks. Regents Park hire out their multi-purpose pitches for £37 per session (four hours), Greenwich Park hire out cricket pitches for £75-83 while, at the upper level, Valentines Park hire their pitches out between £140-150. It would seem sensible to suggest Crystal Palace Park look to hire out the playing surface starting from £40.

North Greenhouse and South Greenhouse

It is anticipated admission to the North and South Greenhouse will be free in order to ensure the whole community has an opportunity to access the facilities and encourage a higher number of visitors from outside Crystal Palace. However both facilities do provide sources of income generation for the Park. The facilities within the South Greenhouse will provide an opportunity to generate revenue. The rental of the café facility to a service provider will provide a source of income.

The renting of facilities within the North Greenhouse also provides an opportunity to generate revenues. Rental income might be obtained from the Butterfly Pod if it becomes part of this facility. The LDA could engage in a profit sharing agreement with the

Butterfly Pod provider and benefit from the revenue generated through entry charges. In 2004 the London Butterfly House at Syon charged an entrance fee for adults of £4.95 and children of £3.95. Rental income could also be acquired from the visitor shop that will have a range of stock available for purchase and the small café/snacks facility.

Palace Kiosks

There will be a number of kiosks in the Palace Site area of the Park that will look to particularly cater for people attending events on the terraces and the visitors to the Concert Bowl. These kiosks are expected to provide a range of confectionaries including refreshments and newspapers. The kiosks will be rented out to service providers that will provide a source of revenue funding that would contribute to the maintenance of the Park.

6.4. Conclusion

This section provides a brief overview of the main sources of potential capital and revenue funding to support the Masterplan proposals of Crystal Palace Park. There will be a need to undertake a more in-depth review of funding sources to locate funds to support the Masterplan proposals of the Park. Work would also involve looking at potential income generation from the Crystal Palace Park facilities. Section nine discusses the further research that will be undertaken into locating sources of funding for Crystal Palace Park.

7. ANALYSIS OF MANAGEMENT STRUCTURES

7.1. Introduction

The LDA have the option to take over the remaining lease of Crystal Palace Park in 2009 from LBB (the LDA currently has 125 year lease on the NSC and farm areas of the Park). Prior to this and in relation to the proposed improvements to the Park it is important to determine the most appropriate management structure in order to maximise the Park's potential. This includes a requirement to determine how Crystal Palace Park should be maintained in the long term.

A number of options are available for the governance and management structure of Crystal Palace Park. These options include public bodies such as the London Development Agency or the LB Bromley being responsible for the management and maintenance of the Park or alternatively this could be covered by independently funded organisations. Other approaches include collaborations between local authorities, funding organisations, the community and other stakeholders. Each of these options has their advantages and disadvantages that need to be considered within the context of Crystal Palace Park.

The following section³² provides a brief analysis of options for an overall management structure for Crystal Palace Park and compares each option's pros and cons, whilst referring to some existing examples.

7.2. Options

Option One – London Borough Bromley

This approach would involve the Park remaining under direct local authority control with contracts for various aspects of the Park being procured individually on a best-value basis. This approach is the simplest in that no new structure is required. It allows LB Bromley to manage Crystal Palace Park with little explicit requirement for coordination between adjacent local authorities or other open space owners or managers.

The advantage of this approach is its simplicity, with no need to commit management effort of resources beyond immediate open space management aspiration or need. However the disadvantages include:

- The LB Bromley has limited motivation for investment in the Park as it is on the edge of the Borough and is not a high political priority.
- The Park performs a sub-regional function and the structure allows limited scope for the other adjoining boroughs to the Park and the LDA to be involved.
- LB Bromley is likely to find it difficult to commit the resources needed to maintain the Park to a satisfactory standard.

- There may be issues over developing a satisfactory working relationship between LB Bromley and local stakeholders.

Option Two – London Development Agency

Under this option the LDA would be exclusively responsible for the day-to-day management and maintenance of Crystal Palace Park. The LDA would gain direct control over funding and management and have the ability to pursue partnerships with others.

The advantages of this option include:

- There are a number of successful city/mayoral funded parks based on a portfolio of citywide parks, such as in Paris, which can increase funding opportunities such as taxation or green space levies.
- The LDA may be able to ring fence budgets that would focus on the Park.
- There would be one principal organisation dealing with the complex phased implementation of the Masterplan.

This section was informed by discussions with LB Bromley.

The disadvantages of this option include:

- The LDA would be required to set up management structures for the Park.
- There may be issues over developing a satisfactory working relationship between the LDA and local stakeholders.

Option Three – Informal Partnership

The third approach is perhaps the most common method of partnership working across local authority boundaries and could provide suitable forum for collaborative and coordinated efforts in the delivery of strategic open space aspirations. The approach involves informal but structured cooperation between interested organisations and is often led by a local authority and can include other organisations especially if there are significant land ownership issues involved. Day to day management and maintenance operations typically remains under the control of the respective open space owners/managers, but management and maintenance standards could be coordinated between the various organisations involved. The use of this approach may also result in the inheritance of certain positive and negative elements of existing structures and procedures.

This approach is illustrated by the South East London Green Chain, which is managed as a

'Regional Park' in a partnership arrangement between the London Boroughs of Bexley, Bromley, Greenwich and Lewisham. The Green Chain partnership has been successfully operating since the late 1970s. The ongoing implementation of the initiative is dependent on a successful partnership between the boroughs and the continued contributions made to the Joint Operational Fund. Partner boroughs agree to continue funding the project, with the current proportion calculated by the size of the population living within 3.2km of the Green Chain. Boroughs can decide to reduce or fix their contribution to the fund.

This arrangement could exist in the Crystal Palace Park case between the five adjoining south London boroughs and the LDA. All the boroughs would sign up and commit to the phased implementation of the Masterplan and funding.

Advantages include:

- The partners can share risk and liability.
- Capacity to capitalise on existing networks and initiatives.

The disadvantages include:

- The task of fostering and maintaining a relatively loose partnership falls to individuals and may be subject to strain as the situation and people involved changes.

- The informal nature of a partnership could result in a lack of longer-term commitment required from various partners and an insufficiently strong executive function.
- Lack of a single focus at a political/senior officer level may limit effectiveness in delivering complex open space initiatives.
- Lack of independent profile needed for marketing purposes and entrepreneurial activity may be an issue.
- Lack of independence from the sponsoring authorities could mean slow decision-making and potential for conflict amongst competing departmental priorities and partners, leading to lack of action.
- Potential for uncertainty over budgets and income would need to be ring-fenced.

Option Four – Formal Partnership

This option involves a more formal commitment between the partners of the partnership organisations. This would involve a dedicated chief executive and executive team. The approach would also require a greater level of longer-term commitment and finance from the various partners, an assured budget, more formalised structures of reporting and support from various local authority committees and from the boards

of other key partners and political representation at a high level.

Member representation on a management board would provide democratic legitimacy. Day to day management and maintenance operations may remain under the control of the respective open space owners/managers, but parts or indeed all responsibility could fall under the control of the partnership organisation.

An example of this option is the newly founded Mersey Waterfront Regional Park, which is a formal partnership approach to the delivery of a strategic park opportunity.

Some of the advantages of this method are:

- It provides a dedicated organisation for delivery and management of strategic open space aspirations.
- It allows existing open space owners/managers to retain full control over the development of the initiative.
- Planning and regeneration powers could be directed firmly in support of the strategic aspirations for the Park.

The main disadvantages of this option are:

- The funding and financial structures may be too complex.

- If a separate legal identity is not established this may limit the ability to raise funds
- The public and others may perceive the organisation as lacking independence.

Option Five – Independent Trust or Company

The management structure under this option would be a trust or company, which would function independently of the existing local authorities, agencies and other partners, whilst being sponsored by and working in partnership with them. The trust would have the power to make decisions relating to the Park management and revitalisation thus maximizing opportunities for efficient decision-making and delivery.

The establishment of a trust would represent a fresh start for the Park and could be viewed as apolitical, with independent trustees and a management board. It could lead to enhanced relationships with stakeholders and foster community support, whilst maximising opportunities for funding. This type of structure could fit well with one of the key aims of the Masterplan proposals - to give Crystal Palace Park back to the community and involve them further in its management.

Central Park Conservancy in New York is an

example and possible model on which the Crystal Palace Park management structure could be based. The Conservancy operates by receiving a fixed fee from the city to manage the park but has also developed the ability to generate its own significant income. Another example is that of Wimbledon and Putney Commons. These commons are managed by an independent management entity; in this case a Board of Conservators. Three of the conservators are Government appointed, one each appointed by the Secretary of State for Defence, the Secretary of State for the Environment and the Home Secretary; five are elected every three years by the levy payers.

The main advantages of an independent trust or company are:

- Single focus and independent nature of the trust.
- Separate legal identity maximises opportunities for marketing, efficient decision-making and fundraising.
- Charitable status may bring tax benefits.

The main disadvantages of this option are:

- As an independent body a trust would lack the security (particularly financial) offered by local authority partnerships.

- The trust or company could fail, leaving open space resources unfunded and unmanaged, thereby signifying risk and liability.
- No direct access to the financial support and powers of local authorities or Government (unless otherwise agreed).
- Lack of a monitoring structure to assess the performance of the trust could be an issue.
- It is likely to take time for a new trust to become established, including developing the legal framework, organisational structure and staff structures.

Option Six – A New Park Authority or Similar Organisation

The final option proposes the establishment of a fully independent organisation/governance, which would be supported by the Government. The organisation would be like a park authority, which may or may not have independent planning powers, compulsory purchase powers, etc.

An example of an existing organisation that falls under this category is The Lee Valley Regional Park, which is financed through an annual levy on the council tax base of Hertfordshire, Essex and London Boroughs that cover the Park area. A senior management team of five chief officers, led by a chief executive, is responsible for the professional

management of the authority's business activities and is supported by a staff of about 150. The business is split into two principal operating divisions: Park Services and Sport and Leisure Management, supported by Directorates of Finance, Communications and Technical, Planning and Policy Services.

The main advantages of this option are:

- The approach presupposes Central Government support, powers established by Government and possible Government funding.
- It would signify Government commitment and would carry considerable weight.
- Even if planning, compulsory purchase and other powers were to remain with the local authorities, the organisation would have substantial power, independence and ability to delivery, subject to adequate funding and other arrangements.

The main disadvantages of this option are:

- The establishment of an organisation with similar powers and structure to the Lee Valley Regional Park Authority would require Government support, as primary legislation would be involved. A regional park authority may lack democratic legitimacy.

- Local authorities or other existing open space owners/managers who would lose existing authority may not welcome the creation of a new park authority and democratic control to such a body as well possibly being required to fund it.

7.3. Conclusion

The section provides a brief analysis of possible options for an overall management structure for Crystal Palace Park. Building on this work it will be important to establish a preferred option for the overall management structure of the Park. Section nine discusses the further research that will be undertaken into establishing a preferred overall management option for Crystal Palace Park.

8. REGENERATION IMPACT

8.1. Introduction

This section highlights the main economic and regeneration impacts resulting from the revitalisation of Crystal Palace Park. It identifies some of the quantitative impacts such as the direct and indirect jobs created through the Masterplan proposals and the potential amounts of visitor spend in the area. It also provides an assessment of visitor spend in the local area. It concludes with an analysis of the wider regeneration impacts that will emerge as a result of the Masterplan proposals.

8.2. Summary of Quantitative Impacts of Crystal Palace Park Masterplan proposals

This section provides a summary of the main quantitative impacts that are expected to result from the Crystal Palace Park Masterplan proposals. We have used calculations derived from the socio-economic assessment³³ undertaken by Hunt Dobson Stringer.

The Masterplan proposals seek to:

- Re-enforce Crystal Palace Park as the primary visitor attraction in this part of South London, drawing between 700,000 and 1 million additional visitors, and making it of strategic significance in London as whole.
- Create over 80 new jobs in the construction phase³⁴ and up to 100 new jobs in the Park and buildings. New employment in the Park could include additional park management, staffing of kiosks, cafés and other attractions. One off events in the Park will also create employment and business opportunities although this will be largely casual work including stewarding, catering and other event management/services.

Table 8.1 Summary of Economic Impacts

Impact	Direct Impact and Level	Induced Employment
Construction Employment	83 FTE jobs – regional	N/a
Park Employment	90-100 jobs – local	9-10 additional jobs – local
Wider Employment	50 jobs – local	5 jobs local
Household Expenditure	£3.8 million – mainly local and sub-regional	N/a

Source: Regeneration Statement, LDA (2007).

33. Refer to Crystal Palace Park Regeneration Statement, Hunt Dobson Stringer, October 2007 and Socio-economics Chapter (Chapter 8) of the Crystal Palace Park Masterplan Environmental Statement, London Development Agency, 2007.

34. A significant proportion of the construction employment forecast is expected to be on-site (typically around half), with the rest being elsewhere in the construction supply chain.

- Increase expenditure in the local area in two main ways. First the masterplan will bring new attractions to the mainly unused northwestern part of the Park – the Palace Site and Terraces – adjacent to the Town Centre and open up routes to the town centre from here. Second it will increase the overall number of visitors to the Park thus generally increasing the numbers who are likely to access the Park through the gate closest to the Town Centre. The increase in expenditure will equate to approximately 50 full time jobs.
- Increase expenditure in the area by almost £4 million per year through household expenditure by new residents living in the housing units. The Crystal Palace Park Masterplan proposals could be expected to bring major economic benefits to the local area. These are summarised in Table 8.1 below. In total therefore there are estimated to be 83 construction jobs and 155-165 operational jobs arising from the proposals.

8.3. Wider Regeneration Impacts of Crystal Palace Park Masterplan proposals

Introduction

This section considers the wider regeneration impacts as a result of the Crystal Palace Park. The 'London Strategic Parks Report' published by Greater London Authority (2006) states that the value of an open space is an aggregated measure of its cultural, educational, amenity, health, sport and recreation, children's play, regeneration, economic, environmental and biodiversity values. The value of an open space can be assessed under the following broad key areas of influence:

- Economic value;
- Social inclusion, community development;
- Education and life-long learning;
- Health and well-being;
- Environment and ecology; and
- Heritage and culture.

The above criteria act as indicators of the wider impacts of the regeneration of an open space, which is in addition to the more direct and quantifiable impacts of the Crystal Park Masterplan proposals.

Table 8.2 summarises the benefits of revitalised and new facilities at Crystal Palace Park against the above criteria in terms of their potential area of influence and wider regeneration impacts.

Economic Value

The specific economic impacts of the regeneration of Crystal Palace Park are highlighted in Section 8.2. These include direct employment benefits to the economy not only at the local level but also to the wider South London sub-region. There are a number of wider and more qualitative economic impacts of the Park that also need to be considered.

'The Economic Impacts of Funding Heritage' (2006) document published by the Heritage Lottery Fund (HLF) recognises through anecdotal evidence that there is a link between their projects and the wider regeneration of an area. The document particularly highlights claims from property agents, which suggest the increased saleability of residential property within close proximity of certain revitalised projects.

The HLF report also states that several of the projects had made an important contribution to increasing the quality of the tourist offer within the local area. The development of the National Coal Mining Museum was highlighted as an example of a key visitor attraction in the sub-region that has provided a boost to tourism in the local area.

Table 8.2 Crystal Palace Park Facilities Evaluated Against Indicators of Regeneration Impacts

Facilities/Indicator	Economic Value	Health & Well-Being	Social Inclusion & Community Development	Education & Life Long Learning	Environment & Ecology	Heritage & Culture
Crystal Palace Park Farm and Lodge	✓		✓	✓		✓
Penge Café and Dinosaur Interpretation Facilities	✓		✓	✓		✓
Concert Bowl	✓		✓	✓		✓
South Greenhouse	✓			✓	✓	
North Greenhouse	✓			✓	✓	
Palace Kiosks	✓					
Crystal Palace Park Museum	✓		✓	✓		✓
Cricket Pavilion	✓	✓	✓	✓		✓
Treetop Walk	✓	✓		✓	✓	
Events in the Park	✓		✓			✓
Regional Sports Centre	✓	✓	✓	✓		
National Sports Centre	✓	✓	✓	✓		

Source: URS

Such benefits can be termed 'catalytic impacts' and capture benefits not directly related to the project but for which the project is a valuable pre-requisite. As suggested by the South London Economic Development Implementation Plan draft, Crystal Palace and the immediate surrounding areas have low business density, low rates of business start-ups and are often described as some of the most deprived areas. Regeneration of Crystal Palace Park should, if executed well, increase the attractiveness of these surrounding neighbourhoods. It could add value to the residential and commercial properties in the surrounding Crystal Palace, Penge, Anerley, Sydenham and Norwood areas. This should help attract increased investment and economic activity to the areas, with for example the establishment of new restaurants and cafes near the Park, thereby boosting the local economy and initiating a knock-on effect to benefit the wider sub-region.

Social Inclusion and Community Development

Enhanced social inclusion and community development will be a positive consequence of the regeneration of Crystal Palace Park. 'The Community Development Challenge' (December, 2006) document published by the Department for Communities and the Local Government describes

community development as a 'set of values and practices which plays a special role in overcoming poverty and disadvantage, knitting society together at the grass roots and deepening democracy'. Similarly, social inclusion as defined by the Planning Portal is the 'positive action taken to include all sectors of society in planning and decision-making.'

The Park, as a community amenity, performs a variety of functions for the local communities as well as contributing towards the sustainability of the wider region.

The restoration work will improve the image and profile of Crystal Palace Park, thereby attracting a greater number of people from the surrounding communities to visit and use it and in this manner encouraging increased interaction between the various communities and people. The proposals as part of the development framework suggest that the Park will play host a variety of events and activities, which are community-oriented and would promote social integration, play and learning. This would include events such as the BMX and skateboard competition, Interschool cross country, Buzz School Holiday Activities, Fun Run and Kids of Steel Triathlon.

The planned cricketing pitch rejuvenation will provide opportunities for bringing together the local community in Crystal Palace. In Regents Park, the

community hub facility acts as a mechanism for holding meetings and functions for, amongst others, community, voluntary and youth organisations. The cricket pavilion will have a multi-use area that can be used for community activities.

Events at the Concert Bowl and those planned for the terraces and other areas within the Park such as the Jamaica Fun Day, Bowl Festival, Crystal Palace Arts Fair/Exhibition, Horticultural Show and SOS Community Concert will help to draw people from different backgrounds. Given that the wards immediately surrounding the Park³⁵ are made up of a percentage of individuals of Asian or British Asian origin, the above-mentioned events will increase the opportunities for inclusion of these minority communities and also promote their development through participation. The variety of events, which includes the Horticultural Show, Victorian Weekend and Christmas Market will also provide an opportunity for the large number of older people³⁶ in the area to interact with the community at large.

35. Crystal Palace, Forest Hill, Perry Vale, Sydenham, Penge and Cator, Clock House, South Norwood, Upper Norwood, Gipsy Hill and College.

36. Around 15% (20,943) of the 140,257 people living in the wards immediately surrounding the Park are 60 years or over.

The new Museum and the Dinosaur Interpretation facilities being unique facilities to the sub-region could potentially promote community development through their heritage and educational value. The education suites provided within these facilities and the North Greenhouse could support the development of local schools by encouraging more practical and out-of-classroom learning.

The high-grade access and facilities for disabled people and the inclusive design of the new buildings and the entire Park will contribute towards meeting the needs of diverse communities. The re-landscaped Park with better pathways, well-lit areas and buildings designed to attract everyone, would also help reduce anti-social behaviour which can be a common problem in parks.

The regeneration of Crystal Palace Park will deliver an amenity that attempts to cater to the needs of the whole community. It will promote learning and education, employment and development of skills amongst local people and should enhance social inclusion.

Social cohesion can be enabled through design and a well-facilitated park that provides a sense of place and belonging to the local communities.

Education and Life Long Learning

The Crystal Palace Park proposals include developing a new range of formal and informal learning activities. These include learning and training opportunities for school leavers and people at work.

The Museum and Dinosaur Interpretation facilities promote the historical significance of the Park and the local area and through their unique features. Galleries and exhibitions can be viewed as an educational experience in itself. The Masterplan proposals will also include a number of educational benefits for young people from Crystal Palace and its surrounding areas through the establishment of three education suites within the Park. These will be housed in the museum, Dinosaur Interpretation Centre and North Greenhouse and will provide formal and informal education for all ages.

The Capel Manor College is a facility within the Park that will provide unique training courses for young people and adults that tie-in with the National Curriculum and provide opportunities for practical work experience in horticulture, landscaping, floristry, flower-arranging and animal husbandry that would significantly improve the skills base of the local community as well the wider sub-region.

The estimated 300 students that would attend the college will have the opportunity to benefit from a range of courses including NVQ level 1 in animal

care; first diplomas in animal and horse care; national diplomas in animal care and horse management; national certificates in animal care and horse management; a national award in animal care; and certificates in saddlery and advanced saddlery.

Health and Well-Being

There will be health and well-being benefits associated with the regeneration of Crystal Palace Park. These benefits could include reduced levels of stress, blood pressure and obesity, which in turn improve the physical and mental well being of an individual.

A larger proportion of visitors to the Park will benefit from having healthier lifestyles and an enhanced quality of life through some of the new facilities such as the improved sports facilities at the NSC and RSC, the cricket pitch, Treetop Walk and the children's play areas.

The upgraded landscape in Crystal Palace Park with its dedicated pedestrian and jogging pathways, and ample play areas will also provide greater opportunities for the general park users to exercise and walk through and should contribute to their physical and mental well-being. The Finsbury Park Management Plan 2007-2011 (January 2007) stated that improvements to that park had a positive impact on the number of people

taking part in physical activity. These activities included walking, children's play, skating, skateboarding, cycling, dog walking and jogging.

The Masterplan proposals of Crystal Palace Park should also bring newfound publicity to the NSC providing physical health benefits to an estimated 273,000 visitors per annum.

Environment and Ecology

Parks and green spaces can provide opportunities for people to enjoy and appreciate the natural environment. The benefit of revitalising Crystal Palace Park is in providing this opportunity to the local communities and people within the wider region.

The Crystal Palace Park proposals provide an enhanced area where nature can flourish in an urban environment and where people can enjoy, learn from and protect the natural world. The Park's Masterplan proposals include landscaping and remedial works to the lakes that will enhance the existing ecological network. It will also highlight its importance in terms of it being a high quality natural environment in an urban setting and the added aesthetic value the Park provides to the sub-region.

A well-maintained large green open space such as the revitalised Crystal Palace Park will attract a greater number of people to live and work in the area, thereby kick-starting a wider regeneration drive.

The North and South Greenhouses being particularly dedicated to flora and fauna could provide a learning experience to tourists and more importantly the local population. Learning about the natural environment could potentially raise awareness amongst the local communities about issues, such as climate change and sustainable development, which will encourage people to support causes and initiatives that aim to tackle the above issues.

The regeneration of Crystal Palace Park as an expanse of ecology amidst an urban setting can contribute towards highlighting the increasing importance of maintaining and protecting similar parks everywhere in order or to make sure of a sustainable environment.

Heritage and Cultural Value

Crystal Palace Park is steeped in history dating back to the time when Joseph Paxton's original Crystal Palace stood there. In regenerating the Park the hope is to re-establish its historical prominence in Crystal Palace and the wider sub-region. Even though the palace itself is not proposed to be re-built, there are various other features and facilities that once restored will bring to light the heritage and cultural value of the Park.

The new museum with exhibitions and galleries dedicated to the history of the Park will

commemorate and celebrate the Park's past and its significance in London's history, teaching the local communities and tourists of the history of the Park and its role in shaping the area. The revitalisation of the dinosaur facilities will emphasise the Park's historic heritage value in addition to promoting education and learning.

The regeneration of the Park includes the rejuvenation of the cricket ground, which is of historical significance given it is where Victorian cricketer legend W.G. Grace managed the London County Cricket team. The restoration and re-use of the ground for cricket amongst other things would also add to maintaining the heritage of the Park and its uses.

The Concert Bowl, which has previously played host to number of famous bands including Bob Marley, the Beach Boys, Eric Clapton, The Cure and Level 42, is of cultural value to the area. Proposed events, such as the Royal Philharmonic Concert series, Jamaica Day and the Bowl Festival will add to the cultural impact of the Park and contribute towards its growth as a cultural hub for the community and the wider sub-region.

Demonstrating the heritage and cultural value of the Park can significantly influence the economic viability of the area particularly through tourism and also socially by fostering a sense of pride within the community.

9. NEXT STEPS

9.1. Introduction

This document provides an outline of a business case for the Crystal Palace Park Masterplan proposals. A range of additional work will be required. This section outlines suggested next steps in the process of developing the Crystal Palace Park business plan, economic and regeneration case and funding bids.

9.2. More Detailed Demand Assessment

The findings from this report provide an initial demand assessment of proposed facilities within Crystal Palace Park. The demand assessment highlights the potential number of visitors to each facility and the Park overall and also identifies factors that may impact on the demand for using these facilities. There would be benefit in undertaking more detailed research to scope out the details of the proposed facilities, their financial models and estimated demand amongst the local and wider population.

This work would involve looking at revenue generation from different activities and services provided within Crystal Palace Park. Factors that will need to be considered for each activity include amount and nature of space required, frequency of use and potential revenue generated. Some

activities/services will take place without a payment being made, in particular, those which provide facilities for the local community, whilst others will attract a full commercial rent.

Further detailed information on the NSC and RSC is also required. This will include confirming the activities and services to be provided in the sports centres.

9.3. Capital and Revenue Costs

Further work is needed to firm up on capital and revenue costs. For example, costs for remediation works and phasing are currently being researched and may require more detailed soil testing and investigation. There is also a need to prepare an on-going costed maintenance plan for the upkeep of the Park and its structures. We would also recommend the formation of a fund to pay for upgrading facilities (e.g. new exhibitions) to keep them fresh and attractive.

9.4. Detailed Research into Funding Sources

There will be a need to undertake a more detailed review of funding sources to support the Masterplan proposals for the Park.

Work would involve exploring potential funding sources, both for the Park as a whole and for

particular activities and facilities. Discussions would be held with organisations, such as HLF and Sport England, to determine the potential for funds.

This research would cover potential capital funding sources for building and landscaping works. It will also involve looking at revenue funding sources to support operations within some of the individual facilities; for example, the museum will be able to tap into charitable trusts for both capital and revenue funding support.

9.5. Detailed Economic Assessment

This report provides an initial socio-economic assessment of the Masterplan proposals considering employment impacts, visitor spend and wider regeneration impacts. A detailed economic assessment will need to be undertaken. This could include cost-benefit analysis and value for money assessments. These studies would consider deadweight, displacement and additionality and conform to Treasury Green Book requirements.

Another method for measuring the economic impact of the Masterplan proposals of Crystal Palace Park is contingent valuation. This is a method used to place an economic value on non-market public goods. It is commonly used in the economic valuation of ecosystems and environmental goods. Contingent valuation uses a survey to elicit

how much respondents are willing to pay to receive a public good, or how much they are willing to accept in compensation for not receiving that good. The results can be used (alongside other economic measures) to derive a total economic value for a public good. Contingent valuation can be used to derive social values for both users and non-users of the good in question. For example, people may value their local library as a valuable cultural asset even though they do not directly use it, i.e. existential values.

9.6. Management Arrangements

This report has provided a number of options for an overall management structure for Crystal Palace Park. An important element of work will be to establish a preferred option for the overall management structure. This will involve detailed research into management arrangements building on the initial findings in this report and will involve looking at management structures of parks of similar size. The potential options for the Park's overall management will need to be discussed with the local community to enable them to be part of the decision making for a preferred option. There will also need to be further discussions with stakeholders such as the LB Bromley and Greenwich Leisure Limited to establish their potential role in a future overall management board for Crystal Palace Park.

9.7. Business Plan

The findings from this report provide an outline of the economic and regeneration case for the Masterplan proposals of Crystal Palace Park. There will be a need to use the information to produce a detailed, fully costed business plan for Crystal Palace Park and its facilities. It is imperative to develop this detailed business plan given the need to demonstrate to funding organisations the potential benefits, outputs and outcomes that would result from the Park proposals. In addition, funding organisations will expect a detailed financial case to be made that would highlight how facilities and the Park would be sustainable.

Business plans could be developed for each of the facilities and for the overall Park in order to quantify all of the differing aspects of the Park. The production of fully costed business plan(s) will include an organisational structure for the Park, a detailed demand assessment of Park facilities, capital and revenue costs, cash projections, funding sources, cost phasing, sensitivity analysis and risk assessment.

9.8. Funding Bids/Packages

There will be a requirement to put together a number of funding applications to support the regeneration of the Park. The majority of funding applications will require a business plan that demonstrated an economic and regeneration case for Crystal Palace Park.