

SOCIETAL BENEFITS OF GOLF

INSPIRATION AND IDEAS FOR LOCAL PARTNERSHIP

Experiences from the Sigtuna Project
– A Landscape for All

Sterck



SOCIETAL BENEFITS OF GOLF – a practical example

Our hope is that this brochure will inspire others to take initiatives, create partnerships and thus demonstrate the societal benefits of golf. The practical advice and ideas we share from the ongoing *Sigtuna Project - A Landscape for All* are not intended to be copied, but one or other idea may of course be 'borrowed'. Some important key words in the project are 'overarching' 'involvement' 'inspiration' and 'approach'. Despite differences in conditions, we believe that this folder can inspire other to take their own initiatives for partnerships, which in turn will help to strengthen the role of golf in society. At the end of the brochure, we provide examples of how Copenhagen Golf Club, Hornbæk Golf Club, Gamle Fredrikstad Golf Club and Kjølur Golf Club are also working to develop multifunctional activities and create local partnerships.

External partnerships are an important factor for the development of golf. The form and direction of these partnerships must be adapted to meet the particular challenges facing golf courses, local societies and regions. The partnerships must also be all-encompassing and include different groups of actors such as local authorities, national agencies, other clubs and associations, landowners, residents, businesses etc. Golf enterprises generally have as their driving force the provision of benefits to members, rather than profits to shareholders, so there are excellent opportunities to interact with all areas of society. If work on important issues such as nature conservation, environmental conservation, development, recreation and outdoor life are to be successful, an overarching perspective is important. Therefore the Sigtuna Project is not restricted to the geographical golf course, since we are dependent on the development taking place in our immediate surroundings.

Patience, trust and strong commitment by management are needed among all parties if a joint project is to be successful. For the practical work to succeed, it is also essential to find a project group and an approach to the work which functions for both the golf club and the other actors. Once the partnership is underway, it is very important to spread information about the work to members and actors in the local community.

Maria Strandberg
Director STERF

Ole Skarin
Chairman Sigtuna Golf Club



FACTS

Sigtuna project – A Landscape for All

The initiative for the Sigtuna Project was taken in spring 2012 by Sigtuna Golf Club, the Sigtuna branch of the Swedish Association for Nature Conservation and STERF, in close collaboration with Sigtuna local authority. Inspiration was taken from the STERF project 'Multifunctional golf courses – an underused resource' and the European Landscape Convention.

The European Landscape Convention emphasises that the landscape is important for people's wellbeing and their feeling for, and sense of belonging to, a place. Upkeep, management and, above all, planning of the landscape are positive activities that should involve local residents and others with links to the area.

In the Sigtuna Project, we worked on the principle that good example is the best driver, together with a defined vision:

The area around Garnsviken Bay is increasingly becoming a natural part of everyday life and recreation for Sigtuna residents.

Activities in the area are characterised by:

- **An overarching view** of a defined landscape that is accessible to local residents
- **Accessibility** to all residents of Sigtuna and to visitors
- **Multifunctional use** in management and development of the landscape
- **Involvement** in sustainable development of the landscape's values

Objectives of the project are to:

- Allow people greater access to this unique area
- Develop the area with consideration
- Create an overarching approach for the actual landscape where particular interests are subordinate to considering the interests of all
- Balance the small-town charm of Sigtuna with its medieval roots and intimate links with other periods of history and the unique natural landscape in the immediate vicinity of the town
- Strengthen and exploit the multifunctional opportunities of the golf course
- Communicate that the landscape is accessible and the values it has.

A 'vision-driven planning process' is being used in the project. This means in principle that all interested parties participate in the work of creating a vision and targets for the area from their own standpoints and interests, but with the bigger picture in mind. The planning is based on identifying minor sub-projects that can be started up over time. This division into sub-projects also aims to engage and deepen the interactions between all actors in the area.



FACTS

The European Landscape Convention

The landscape of Europe has undergone greater fragmentation than that in any other continent. This represents a great barrier to creating biological diversity and developing essential ecosystem services and benefits to human recreation, health and quality of life. In order to meet these challenges, we must have an overarching view of the natural, cultural and recreational values of the landscape and of economic development. The Council of Europe's European Landscape Convention, ELC, is a tool for dealing with this situation.

The ELC is the first international agreement to specifically identify the landscape as a resource for multiple use as being important for sustainable development. Changes to the landscape must be made in a way that enhances and develops the diversity and qualities of the landscape and increases people's wellbeing and sense of belonging to a certain place.

The ELC stresses in particular the importance of the public and local communities actively participating in the work of protecting, managing and, perhaps primarily, planning the landscape. The fundamental principle in the ELC is that part of the decision making power is transferred from central and regional authorities to local authorities and individual citizens. At the same time, it emphasises that societal planning must be carried out using a joined-up approach, instead of dealing with each object separately.

The ELC was drawn up in 2000 and came into force in 2004. The initiative takers were local and regional politicians in member countries (The Congress of Local and Regional Authorities – CLRAE). Today, 38 of the Council of Europe's 47 member countries have ratified the Landscape Convention.



The initiative for the Sigtuna Project was taken by from left: Ole Skarin, Sigtuna Golf Club, Lars-Gunnar Bråvander, Sigtuna branch of the Swedish Society for Nature Conservation, and Maria Strandberg, STERF.

WELCOME JOINT INITIATIVE

The initiative takers for the "Sigtuna Project – A Landscape for All" were Sigtuna Golf Club, the Sigtuna branch of the Swedish Nature Conservation Association and STERF.

The sources of inspiration for the project were the European Landscape Convention and the project 'Multi-functional golf courses – an underused resource', which was carried out by STERF and the Nordic Council of Ministers in 2011. These inspired a way of viewing golf from an outside-in perspective and demonstrated that golf has a number of roles to play in society.

"It's great to be involved when new knowledge is put to good use and leads to projects that have the power to change", said Maria Strandberg, STERF.

Through the Sigtuna Project, a local forum was created for all those interested in the development of the Garnsviken Bay area. Working together and in partnership, it was possible to ensure that the 'yeast entered the dough' at the right time. The project used a vision-driven planning process, which involved actively seeking opportunities for development and not solely reacting to what are in effect complete proposals issued by those bodies which conventionally carry out town and country planning.

"From the very first seminar on 9 April 2013, which was attended by over 50 organisations, clubs, societies and authorities, Sigtuna local authority, Wenngarn/Sisyfos, Wenn-garn Strand, Statens Fastighetsverk and NCC took part in

the practical work. It became abundantly clear that the area was 'our collective responsibility'." said Ole Skarin, Sigtuna Golf Club.

Sigtuna Golf Club wants more people to discover golf, of course. A thought-provoking fact was that half of the 75 delegates at the first seminar had never been to the Golf Club before. The planned walkway and better infrastructure mean that the golf course will be more central when people are passing by to see and experience nature (Find out more about important added value for Sigtuna Golf Club in the factbox on page 14)

The town of Sigtuna is growing towards the north. One of the aims of the project is for the landscape around Garnsviken Bay to be developed considerably, so that nature and culture values are preserved. In the Sigtuna area it represents a quite unique opportunity to spend time outdoors in nature without being disturbed by the noise from road or air traffic.

"The Swedish Society for Nature Conservation aims to ensure that as many people as possible have the opportunity for recreation and outdoor living, in particular rich experiences of animals, plants and the beauties of nature. It is therefore very important for us to participate in the Sigtuna Project in order to develop and protect valuable nature and make the area more accessible" said Lars-Gunnar Bråvander from the Sigtuna branch of the Swedish Society for Nature Conservation.



FACTS

The people behind the Sigtuna Project

Sigtuna Golf Club was founded in 1961 and is still owned by its members. The golf course is 3.5 km from the centre of the medieval city of Sigtuna, which lies by Garnsviken Bay on Lake Mälaren in Central Sweden. Up until around the year 2000, the club was thriving and in good financial shape. However, the crisis that hit golf in Sweden then hit Sigtuna Golf Club equally hard. The number of members declined from 1300 to under 700. The demographics also changed, so that what was a family club became a “pensioners’ club”. As the downturn in the economy continued the club management realised that they to find new development pathways. Wider involvement by the surrounding society became the way out of the crisis – the Sigtuna Project became the engine driving a change in perspective on golf and partnership with the local community. Membership is now showing a moderate increase.

Website: www.sigtunagk.se

The Sigtuna branch of the Swedish Society for Nature Conservation has long been embedded in the local community, with strong political and social involvement. The political involvement is mainly manifested through working intensively with the municipal plans for extending the volume of housing in the town. In the past the Society mainly concentrated on matters concerning nature conservation, but with the advent of the European Landscape Convention, planning from an overarching perspective has become increasingly important. In the informal contacts that have developed between the Society for Nature Conservation and Sigtuna Golf Club, a mutual trust has emerged whereby all are agreed that the balance between land development/exploitation and nature and cultural values is an important issue for everyone in the local community.

Website: sigtuna.naturskyddsforeningen.se/

Sigtuna town, with its geographical proximity to Sweden’s largest airport, Arlanda, is a major communications hub and has also become one of Sweden’s fastest growing towns, third largest in the country in terms of houses built per capita. The present town council understands the importance of embedding and creating dialogue between different parties in the town in order to optimise people’s wellbeing and economic development. “Social economics” is the motto of the town council in Sigtuna. It means that the bigger picture is prioritised: It is not only private companies and state/municipal authorities that build the local community – clubs and societies and voluntary activities are just as important.

Website: www.sigtuna.se

STERF, Scandinavian Turfgrass and Environment Research Foundation, is the joint research body of the Nordic golf associations and is today regarded as an international leader in the sustainable development of golf courses and other green areas. STERF delivers knowledge that is ready to use, for example directly in greenkeeping, in credible environmental work and in partnerships with and by local authorities and regional and national agencies. STERF prioritises research and development within the following important areas: Integrated pest management; sustainable water management; strategies for good overwintering; and multifunctional golf courses and ecosystem services. At present, STERF is running around 25 ongoing projects.

Website: www.sterf.org

FACTS

Multifunctional golf courses

Golf courses are currently an underused multifunctional resource. If golf courses can be used in a more multifunctional way, a range of important services required by society can be supplied. In addition to offering a high quality arena for golf, courses can for example also contribute to improving biological diversity, conserving natural and cultural environments and providing areas for recreation and outdoor life that are open to everyone.

Many golf courses are currently experiencing financial problems and are trying to find new ways to maintain and expand their operations. Multifunctionality can provide the opportunity for alternative income, better anchoring within the community through work on environmental conservation and sustainable development, better collaboration and, in many cases, shared costs with authorities, environmental and leisure organisations and other sports clubs and societies. This can lead in turn to better public opinion and greater political support.



Take the initiative to create change – no-one else will do it for you!

Show that you want to be involved in deciding how your local area should develop. Show your local authority that you are a grassroots and network resource and that you can deliver a service that will be appreciated. Bear in mind that local authority officials are bound by political decisions.

Create a vision that is greater than the golf course through being part of the local community

Base this vision on e.g.:

- The European Landscape Convention (see Factbox on page 3)
- The multifunctional golf course concept (see above)
- National environmental quality objectives
- Health care and health targets
- Getting more people interested in golf
- The community's need for dynamic residents/organisations/businesses who want to get involved, make an impact and develop their local area.

GETTING STARTED

In order to get started, you need to create a good project group. The optimal group size is 3-5 people of a practical nature who are important actors in the area. They should come from businesses/organisations/clubs and societies who may be interested in the area in question.

The initial project group for the Sigtuna Project consisted of Ole Skarin, Sigtuna Golf Club, Maria Strandberg, STERF, and Lars-Gunnar Bråvander, Sigtuna branch of the Swedish Society for Nature Conservation. The group was in close and frequent communication with Sigtuna local authority. During winter 2012/13, we met to discuss future partnerships and to agree a joint fundamental aim.

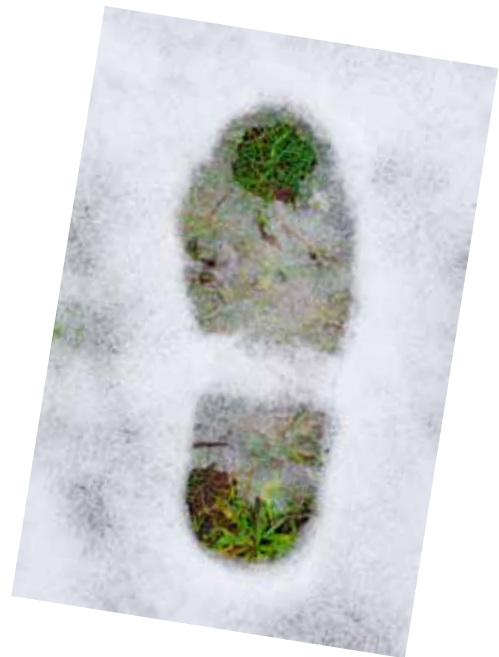
We decided on the shared vision “A Landscape for All” – developing the area around Garnsviken Bay to the benefit of residents and visitors in accordance with the European Landscape Convention (see Factbox on page 3). It prioritises the bigger picture and people’s wellbeing, not individual objects.

The principle of small steps was applied. The first step was to meet representatives of interests in the area, in order to identify the first joint (minor) project that would become the ‘engine’ driving development of the entire project.

The method selected was a “vision-driven process” (see Factbox on page 7). This process allows active participants to create opportunities for development, instead of reacting to completed proposals as is usually the case. It is based

on openness, participation, engagement and embedding in order to make the best use of people’s knowledge, creativity and sense of place.

In order to cover the initial costs, we applied for and were awarded a SEK 50 000 grant from the EU through Leader Upplandsbygd for a pilot study and seminars.



Project group – starts up, drives and maintains activity between meetings

Find 3-5 people of a practical nature, important actors with a good network in the area. The secret is to find organisations/clubs and societies who are interested in the area and who are prepared to help each other – creating a win-win situation is optimal.

Define a joint vision for the project

View the project as an ‘umbrella project’, i.e. a forum where many sub-projects, existing and future, within the area can be presented and discussed.

Choose method/process

There are many methods/processes for driving a project or process to choose between. The Sigtuna Project opted for a ‘vision-driven process’, since correctly used it can lead to creative meetings, good embedding and strong involvement.

Find funding for the start-up phase

In the initial stages, funding is not so important, as meetings can be held at low cost in-house. However, when the time comes for larger public seminars, a budget will be needed for the arrangements.

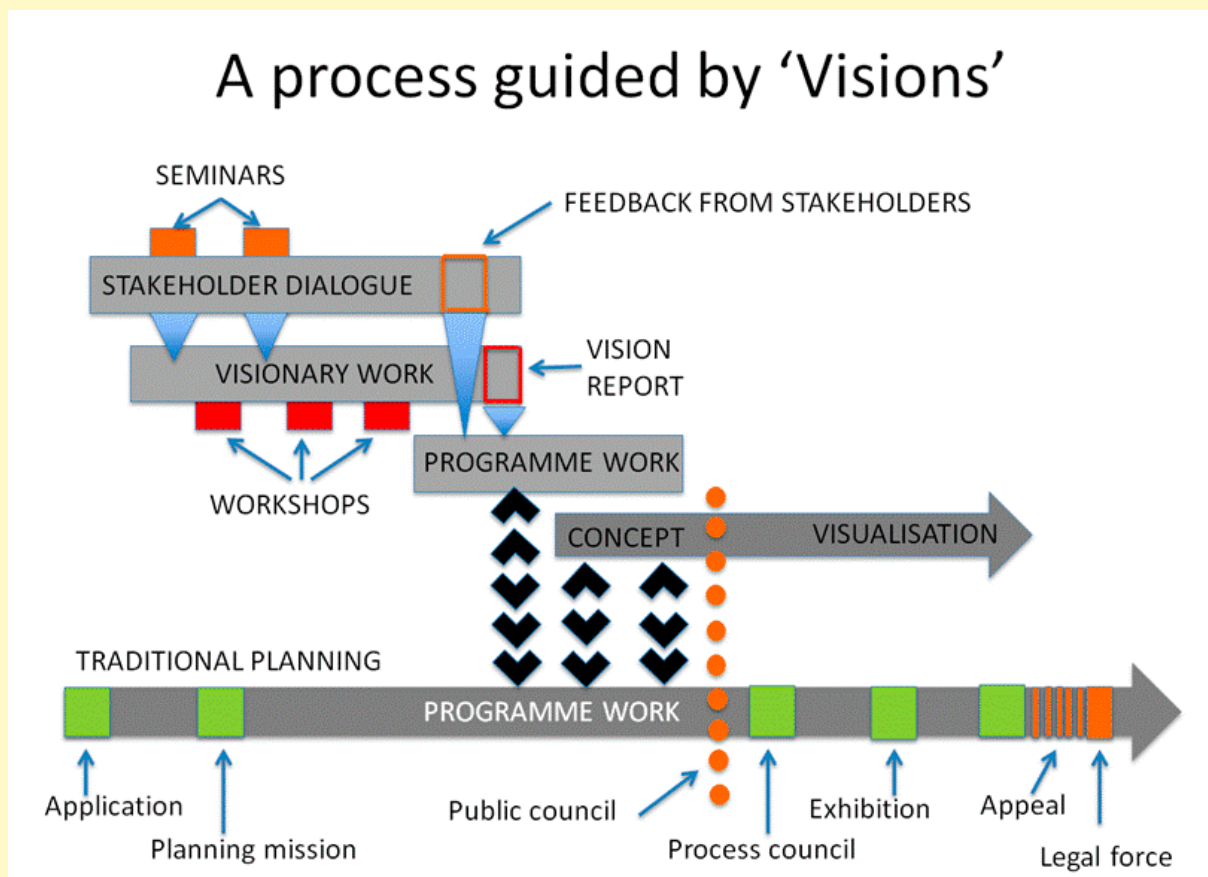


FACTS

The vision-driven process

The vision-driven process involves working together in groups to create and formulate ideas. Keeping one step ahead and being proactive is a good alternative to reacting to the carefully considered written proposals of others and being limited by certain economic conditions.

The diagram below shows how to 'add the yeast to the dough' at the right time. Through this, the project's dialogue with the community and its vision and programme work become an effective alternative to the conventional decision-making process. We reached out to the local community and created understanding even before the legal planning process had begun. This helped to prevent objections or at least minimised them.



FINDING THE RIGHT PARTICIPANTS



In an area that measures around 6 km x 3 km and has many nature and cultural history values, there are of course many people who have interests and opinions on planning, development and management.

The project began by identifying the people who owned the land. We then identified the associations and organisations in the local community with an interest in the area around Garnsviken Bay. There is a register of all associations, e.g. within culture and nature, in every local authority. Sigtuna has for example a local history society, a Rotary club, Sigtuna Friends of Nature, the Sigtuna branch of the Swedish Association for Nature Conservation, an orien-

teering club and the movement for change Omställning Sigtuna.

We decided to invite at least two representatives of each association and organisation. It was also important to identify and invite authorities and associations at regional and national level that could potentially have an interest in the area. Obvious participants were Sigtuna local authority, the County Administration Board and national organisations within the areas of culture and nature. Of course we also invited active private individuals with large networks, people who used the area for different forms of recreation and a number of members of the Golf Club.

Identify important actors

Find as many actors as possible to get a good anchor in the community. Identify actors at local, regional and national level, for example sports associations, confederations of different types, landowners, residents, the local authority, environmental organisations, central and regional authorities, universities and colleges etc. In order to succeed in the collaboration process, it is important to show great respect for the different knowledge and roles of others.

Use local and professional networks

It is important to have local knowledge and use your combined networks.

Find topics and issues relevant to the area

Collect information on what is happening in the area and on the issues and plans that are relevant to many residents.

Invitations and information

Issue invitations by email, phone, Facebook – or whatever suits the target group best. It is important to follow up these invitations with a number of reminders. Use the golf club's website to spread information.

WORKING TOGETHER GIVES RESULTS



9 April 2013 – A full day of inspirational lectures and a workshop at Sigtuna Golf Club

A total of 75 people from 50 different organisations accepted the invitation! The day began with a welcoming coffee and sandwich and registration. It emerged that more than half of all participants had never been to the golf club previously.

It is important to register all those attending in order to get their contact details for future invitations and documentation, and to have this information when applying for grants etc.

Inspirational lectures on the European Landscape Convention, on nature and culture values associated with Garnsviken Bay and on multifunctional golf courses stimulated the thought processes of the participants before it was time for lunch.

The theme for the afternoon workshop was *“Opportunities and challenges in the area – concrete proposals”*. The project group divided the participants into groups in advance, in order to get as much variation as possible within the groups. The groups were then provided with general maps and materials that could be used to mark out needs, activities and opportunities. The project group clearly stated that at this stage the groups should not discuss costs, economics or funding.

It turned out to be a very dynamic workshop where the only restriction on the flow of ideas was the geographical boundaries of the area. Judging by the over one hundred suggestions on possible activities received by the end of the day, the meeting was a success. The next challenge was to agree a shortlist of ideas to take forward.

13 June 2013 – Evening meeting to report on the project

During this evening seminar, the results from the workshop on 9 April were presented. In addition, some of the major actors in the area presented their plans and activities.

The points that arose most frequently at the workshop in April concerned the Wenngarn Castle area and the infrastructure in the Garnsviken Bay area. Many groups wanted to connect up existing pathways and make the area around Garnsviken Bay more easily accessible and safe to traverse – whether by foot, horse, boat or bicycle. When it was time for the participants to set priorities among the many suggestions and find a project to proceed with in the project application (to Leader/EU), the choice was quite simple.

The starting project on which all groups were in agreement was to create a disabled access pedestrian and cycle

pathway along Garnsviken Bay connecting the town of Sigtuna to the Askarehage nature reserve. This included building boat jetties for the parts under water. It was also envisaged that the path could be a new stage of Upplandsleden, a popular hiking route in Central Sweden.

Another sub-objective was established: to enter the area in the WWF's 'Swedish Pearls' competition, where the public could vote on a number of areas worthy of special protection conservation in every county. A jury in each county then nominated one Swedish pearl for each county, 21 in total. To the delight of the Sigtuna Project, the area around Garnsviken Bay on 28 May 2014 was named "Stockholm County's Swedish pearl"!



21 November 2013 – Evening meeting with future plans

This meeting provided a look back on how the project had developed since its start in April. It was also an opportunity to describe where the pathway would run and to find out what the delegates thought of the technical issues, materials, construction, design, maintenance and costs of the proposed pedestrian and cycle pathway along the western shore of Garnsviken Bay.

As regards funding for the project, we looked at several different options, e.g. the prospect of obtaining EU funding, grants from foundations and project support from Sigtuna and Knivsta local authorities, the WWF and landowners. We also investigated the possibilities of crowd funding and some form of sponsorship.

We presented a rough schedule and reported that we had started to look at funding the proposed disabled-access pedestrian and cycle pathway. During the meeting we also

talked about the skills required to manage a construction project of this type and on decision making by the local authority. All were in agreement that the local authorities were a natural part of the project organisation at this stage.

The project is an important resource at grassroots level for the local authorities, which actively participated in the project. Even though the process in the Sigtuna Project went faster than local authorities are normally accustomed to, the collaboration was well received. Direct democracy anchored in reality before decision making is appreciated, since it saves time and effort for the local authority. During the workshop on 6 April, they received e.g. 6 hours of free consultancy work from each of around 75 competent, highly engaged individuals – which is equivalent to 6 months of full-time work. Local authorities also need voluntary work to get their operations to function optimally!



Factors for successful partnership

- Create clear managers and an organisation for the project
- Make contact with all actors who might be interested in participating in the work
- Embed ideas, funding and results among the management of the respective organisations
- Identify sub-project that everyone can benefit from
- Creating good personal relations and trust takes time – make haste slowly!
- Ensure that the project is characterised by openness and democratic participation
- Continually communicate information on actions and results
- Seek external funding for joint projects, there is always some source to be tapped
- Inspire each other.

Find the first joint project

The first step is to inventory and identify possible sub-projects together with all interested parties. This is a creative and anchoring process. It is important to get to know each other, build trust and get a good group spirit. Everyone has something to contribute. The next step is to agree a starting project, which should preferably be small. When the first project is finished, the next project can be larger.

Joint projects are a resource for the local authority

The project is a resource at grassroots level for the local authority. It is valuable to the local authority to have ideas embedded in relevant and engaged actors before a decision is made. Local authorities also need voluntary work to help their operations function optimally!

Find out how your local authority works

Local authorities are organised in a slightly different way. A good start is to check the local authority's website, which usually has a complete list of sub-committees, departments, officials and politicians.

Contact local authority politicians/local politicians

To conduct effective public consultation work, you need to know which politicians you will be working with.

- What does the party manifesto state? Check politicians' own agendas and their areas of interest.
- Politicians always want to make political points – what points can you offer?
- Make contact by email or letter with the politicians you have chosen, present a brief summary of why you want to meet them and list the points you want to discuss during the meeting. Local authority politicians are often unpaid politicians. They have an ordinary job and work with politics in their spare time. A good tip is to let the politicians name a time that suits them.

LOCAL COMMUNICATION IS IMPORTANT



During the whole course of the Sigtuna Project, we were careful to document and communicate information to all actors involved, for example project participants, golf club members and the public. The invitations to the seminars were linked visually with reports from the respective meeting, so that it was easy for everyone to follow the process, even when they could not attend the seminars. Information was spread by email and also posted on the Golf Club's website. This created continuity in the work, which was appreciated by the participants. The material was of course also made available to all those interested, not only those who actively participated. Openness is important for the credibility of a project.

Information to the public

A brochure on the Sigtuna Project was sent out to residents in the towns of Sigtuna and Knivsta around one year after the start of the project. More than 30 000 copies were sent as an attachment to the local newspaper and to all households. The aim was to inform the public about the partnership that had been established on the Golf Club and Garnsviken Bay, as part of the anchoring process in the community. The message was that the project was not only planning a pedestrian and cycle pathway with disabled



access along Garnsviken Bay, but also creating part of the infrastructure in Sigtuna. This mailshot was possible thanks to the largest actors in the project helping with the production and printing costs.

Media and marketing

The Sigtuna Project has attracted attention in the media, it is talked about within the golf sector and it has been cited as a good example in both the environmental movement and at official level. Here are some examples:

- A number of presentations on the project in different forums, locally, nationally and internationally
- The project was used as a good example in the Swedish Golf Federation's (SGF) board seminars held at 12 places in Sweden in autumn 2014
- An article about the project in the SGF's magazine *Golf & Affärer* no. 1 -2014
- An article in the *European Journal of Turfgrass Sciences* 02/2014
- To identify the natural areas in Sweden most worthy of protection, the WWF ran its 'Swedish Pearls' campaign, which asked the public in each Swedish county to nominate a 'pearl'. The area around Garnsviken Bay won the title of Stockholm County's pearl 2014!



International attention

The project has already attracted international attention both inside and outside Europe. Here are some examples in which experiences from the project have been presented.

- Experiences from the project formed an important part of a conference on multifunctional golf courses at Copenhagen University in May 2014.
- A presentation was held at the European Turfgrass Society's conference in Osnabruck in July 2014.
- During a workshop on multifunctional golf courses in Peking in August in 2014, the project had great value as the 'good example'.
- The project has been presented on various occasions to a number of golf sector organisations in Europe.



- **Document and provide continual information on meetings and gatherings.**
- **Get in contact with the local press, the tourist board, the local authority's representative for local communications and others who could be interested in the project.**
- **Provide information on a broad front when anything happens in the project.**
- **If given the opportunity, inform a wider audience about the project in national and international contexts. This increases the status of the project.**

MORE ABOUT THE SIGTUNA PROJECT

The Sigtuna Project is about more than a pedestrian and cycle pathway with disabled access. The Project has been used as a platform for information, discussion and coordination by e.g. the following activities and sub-projects:

- Restoration and development of Wenngarn Castle and the castle grounds, including establishment of 2 hectares of vegetable garden and coppicing of 500 trees in the barrack garden and the avenues. Over the course of one year, 120 000 working hours have been devoted to the Wenngarn Castle area
- Planning of close-to-nature housing at Sigtuna Golf Club is proceeding according to plan. An environmental impact assessment regarding this will be completed in spring 2015
- The forestry company Svea skog, owner of Wenngarn, Sigtuna local authority and project management for the

Sigtuna Project have, through dialogue, found a solution for re-establishing the model plane club's 'flying area'

- NCC plans to build 750-900 houses 1500 m from the golf course, at the limits of the area we delineated for the project. The actual area delineated for the project will be very important for recreation and outdoor activities by residents in the new housing area 'Sigtuna Stadsängar'
- Sweden's first limnic reserve is being established (2014-2016) in Garnsviken Bay by ecologists employed by the local authority
- Preparations for funding the pedestrian and cycle pathway with disabled access are underway and the local authority's planning process continues
- The Sigtuna Project has been nominated for the European Council's landscape award 2014/15.



FACTS

Important values added by the project for Sigtuna Golf Club

Sigtuna Project – A Landscape for All is a long-term project, but has already provided added values for Sigtuna Golf Club, including:

- The Club has developed into a local arena for partnerships between different actors. We have seen this enhance the role of golf as regards influence in the local community and the chances of recruiting new members
- During 2014 The Club attracted over 100 new members. We would like to think that the Sigtuna Project was an important parameter in their choice of Sigtuna as their home club
- The practical infrastructure has been defined, i.e. how people can travel by cycle, with a pushchair or on foot to and around the course in close interaction with the game of golf
- The club has used the fundamental preconditions that exist in the entire area in terms of nature and culture to increase the aesthetic experience for members and guests
- Actively and positively participating in the social debate has increased the marketing value of the club from a sponsorship perspective
- Media coverage has increased
- Collaboration with other associations has increased
- Golf has been exposed to new groups, and partnerships have been established with actors outside the golf sector. An example of this is the 'building camp and golf' activity for toddlers and juniors, where NCC, one of Sweden's largest construction companies, and Sigtuna Golf Club integrate the construction of bird boxes, wooden go-karts etc. with golf lessons.
- In the construction project now underway, on land sold by the Golf Club or on other land in the vicinity of the golf course, building companies are offering properties with inclusive golf rights, which they have bought from the Golf Club – a direct injection of finance into the club.
- The approx. SEK 250 000 which the project has received from Leader Upplandsbygd, Sigtuna local authority and construction companies has also benefited the Club.

FACTS



The project area

The area around Garnsviken Bay is unique. A limited area of approx. 6 km x 3 km contains a number of different types of landscape that are the result of human activities and naturally created nature values.

Viby village, Wenngarn, Sigtuna Golf Club, the Askarehage nature reserve and the smallholdings Humparboda and Konterbacka are the result of over 1000 years of development of the cultural and natural landscape.

The area is also directly connected to the north-east part of the expanding town of Sigtuna, the medieval heart of which is Sweden's first and oldest town. Garnsviken Bay lies mainly within the jurisdiction of Sigtuna local authority, with its northern part in Knivsta local authority. The golf course is in the centre of the area and occupies around 15% of the entire project area.



More about local partnerships:

- Program och dokumentation från Sigtunaprojektets tre seminarier (Programmes and documents from the Sigtuna Project's three seminars). K. Schmidt. 2012-2014. www.sigtunagk.se
- The Sigtuna brochure 'En svensk pärla' (A Swedish Pearl), 2014. www.sigtunagk.se
- Golfnyttan (Benefits of golf). Golf and Affärer. 2014. www.golf.se
- Multifunktionella golfanläggningar en outnyttjad resurs (Multifunctional Golf Courses – An Underused Resource). M. Strandberg. 2011. www.sterf.org
- Forsknings och utvecklingsprogram inom multifunktionella golfanläggningar (Research and Development Programmes on Multifunctional Golf Courses). M. Strandberg. 2013. www.sterf.org
- Multifunctional Golf Facilities as a Driving Force in Implementing the European Landscape Convention. A Case Study at Sigtuna Golf Club. M. Strandberg et al. 2014. www.sterf.org

OTHER EXAMPLES OF NORDIC GOLF COURSES THAT HAVE CREATED LOCAL PARTNERSHIPS



Copenhagen Golf Club, Denmark

Copenhagen Golf Club is the oldest golf club in Scandinavia and has 18 attractive golf holes. The club leases the land for the course, which lies inside Jägerborg Animal Park. The park is a major nature reserve, with large old trees and open areas where many visitors come to walk in the forest, play golf, cycle, jog or ride horses. All have an equal right to be in the area and show great consideration to each other. In and around the golf course there are also many ancient monuments.

The state owns the land and sets the limits on what may and may not be done. Course maintenance measures are strictly regulated. The course has to blend into nature and preferably not be obvious to non-golfers. The flags are removed at night. There are no benches, tee signs, ball washes, kiosks or toilets. This may sound restrictive but it works well, since the club has a close relationship with the City of Copenhagen. Golfers and the club are aware that they are guests in the park, despite the club having been there for more than 100 years.

Other activities on the golf course

- 2000 deer roam free in the park and over the golf course, which gives the course a special character and a sense of exclusivity
- Once a year, the golfers make way for the Hubertus hunt, when large numbers of horses, riders and spectators gather in the park. The event attracts more than 30 000 spectators every year
- An annual race called Eremitagloppet, with almost 20 000 runners and spectators, passes over parts of the golf course
- In the autumn there is a kite festival, during which large numbers of people run across the area with their colourful flying creations
- In the winter, skiers and children with sledges take to the golf course area

- The paths around the golf course are used by schools in Copenhagen during national outdoor day in the autumn
- There are bridledways around and through the golf course that are used daily by riders from a nearby riding school
- The golf course area is popular among mushroom hunters, since mushrooms are easy to see in the short grass.
- Many photographers visit the golf course, particularly during the rutting season of the red deer in late autumn
- During the hunting season some of the deer are culled, even on the golf course, without hunters and golfers disturbing each other.

Examples of working partners:

- The club has close contact with Hovedstadens Skovdistrikt (City Forest District), which e.g. lends work vehicles for the hunt.
- The golf club and Copenhagen Ski Club lay down cross-country skiing tracks on the golf course every year if there is enough snow:
- The golf club collaborates regularly with the horse riding club.

Added value of multifunctional activities for Copenhagen Golf Club:

- Integration between golfers and the park's other guests, e.g. the red deer create a unique golf experience.
- The club has always been multifunctional. This is part of the club's identity and its sense of place, and makes the club an important part of the animal park.
- Multifunctional use has resulted in club members and guests being very open to, and showing great consideration for, other users of the park around the golf course. This has enhanced the role of golf in the local community.



Hornbæk Golf Club, Denmark

Hornbæk Golf Club is a member-owned golf club and is partly situated in an old gravel pit, in a low-lying wet meadow area and on a former farm. The golf course is located in a typical Danish cultural landscape between a forest and farmland, with the Gurre stream running through the course. The first nine holes were opened in 1998 and the second nine holes in 2001. In spring 2015, the club will open a new nine-hole par three course. The city of Hornbæk is situated 4 kilometres north of the golf course and the area around Hornbæk is known as an exclusive summer cottage area lying only 50 kilometres north of Copenhagen. The town of Hornbæk has 5000 residents, but during the summer close to 50 000 people populate the area.

In 2014, Hornbæk Golf Club finally included its golf course in the Danish national park 'North Zealand – Denmark's Royal Retreat'. This was the result of many years of work by the golf club with the focus on developing the golf course to represent the original cultural landscape – a combination of agriculture and the Danish king's hunting grounds. The golf course is divided into three parts: the plains course, the meadow course and the urban course.

In order to promote the golf club to potential members and guests, Hornbæk Golf Club is using its above-mentioned work on 'North Zealand – Denmark's Royal Retreat' in connection with multifunctional activities.

Multifunctional activities on the golf course:

- A flock of sheep graze the meadow in order to keep the area open for alternative biodiversity
- The local orienteering club has produced an orienteering map of the golf course and hosted two orienteering events in 2014, a night orienteering event and an adventure race. Both attracted approx. 100 participants
- In 2011, Hornbæk Golf Club bought a cross-country ski track machine. The intention is to establish a cross-country ski track on the golf course when there is enough snow
- Eat your golf course – Hornbæk Golf Club wants to show that its golf course is maintained in an environmentally friendly way and therefore serves food made from plants and animals on the golf course in its restaurant. In 2014, it made schnapps using different herbs picked on the course. In 2015, whole menus will be available on selected weekends
- Children from local schools have been visiting Hornbæk golf course in 2014. A visit includes golf practice and a short trip to visit the sheep
- The club is cooperating with Elsinore local authority in order to develop and maintain a number of different biotopes.

Examples of partners:

- Elsinore local authority's environmental department.
- Elsinore Skiing and Orienteering Club.
- The Hornbæk federation of sports clubs.
- Local schools in Hornbæk and Tikøb.

Added value of multifunctional activities for Hornbæk golf club:

- Positive publicity for the club through articles in the local newspaper about multifunctional activities.
- Introduction of the golf club to potential members.
- Growing knowledge about biodiversity on the golf course among members, helping them to understand and value their golf course (retaining members).
- The image of golf in the local community has been strengthened by inviting the public to dialogue and partnership.



Kjölur Golf Club, Iceland

In order to extend its golf course from nine holes to eighteen, Kjölur Golf Club needed to secure a parcel of land that extended onto the Blikastadan peninsula in Mosfellsbær – a neighbouring municipality to Iceland's capital Reykjavík.

The peninsula's perimeter was, and still is, listed on the National Registry of Natural Monuments. The Environment Agency of Iceland and the local authority of Mosfellsbær stipulated that public footpaths and bridlepaths should run along the shore, meaning that no golf holes could be planned between these paths and the sea. Introducing other routes for public footpaths and bridlepaths were also a planning requirement, increasing the need for active co-operation between parties interested in using the area. It became clear that it was necessary for all stakeholders to join forces in the creation of a total planning scheme to ensure that the peninsula could be secured for recreational purposes.

Kjölur Golf Club sought co-operation with other potential land users, such as the local horse riding school and angling clubs. This led to the creation of a golf course layout that included paths along the entire shoreline and a more direct route through the heart of the property. The golf course design also steered away from the banks of the Korpa river estuary in order to minimise disturbance to aquatic wildlife and angling enthusiasts.

According to the National Registry of Historical Antiquities, the area has around twenty listed archaeological artefacts. The course design took these into account. No earthworks took place within a 20 m radius of registered remains.

In the master plan, the land in question was owned by a property development company that had indicated a desire to use it for residential development. The developer and the local authority agreed a land swap, shifting the residential area to a more inland location. The design of the golf course therefore also relied on good co-operation and communication with the developer. Safety was a primary con-

cern to avoid injuries or property damage caused by errant golf shots.

This co-operation was also planned to extend into construction. Along with the land swap, the building company was given the rights to extract gravel for the residential development from part of the peninsula. In the design for the golf course, all areas disturbed by this quarrying work were to be occupied by golf and cleaned up immediately once the developer's permit to extract gravel expired. Moreover, all excavated soil from roadworks and housing foundations was hauled over the shortest possible distance, directly onto the golf course site, where it was used as fill material for the golf course and for the shaping of various features.

This sustainable use of soil and minerals minimised transport of materials through the town, reducing energy use and carbon emissions and eliminating inconvenience to residents. In this way, the carbon footprint of the overall development was significantly reduced. This is how golf can serve a key role in multifunctional, sustainable development projects.



Gamle Fredrikstad Golf Club, Norway

Gamle Fredrikstad Golf Club is in a unique location just outside the old fortified town of Fredrikstad. In addition to these very special surroundings, there are also a number of other facilities in the neighbourhood and the golf course is close to a larger recreation area.

The golf course was built in 2010-2012 and consists of an 18-hole course, a driving range, a practice area and a nine-hole pay & play facility. The course is in an idyllic spot beside Gamlebyen. It is built on state-owned land, with Kungsstenen Fort in the background. The course is designed to blend into the original landscape and has a certain links feel, with challenging greens, water hazards and bunkers. The course is managed by Gamle Fredrikstad Golf Club.

Fredrikstad Motel & Camping Site acts as the clubhouse. The motel has 20 rental chalets and 26 rooms. The motel is well used by the Golf Club's guests.

Other activities on the golf course:

- Football on the pay & play course
- Cycle paths that can be used for cycle races
- Public paths and recreation trails
- Skiing tracks in the winter
- Areas/courts for tennis, handball, floorball etc.

The club is also planning activities such as a mini Olympic Games, which are expected to bring in new revenue.

Other activities in the immediate area:

- Gamlebyen is one of Norway's most visited tourist attractions
- Kungsstenen Fort is one of the main sights
- Riding centre
- Shooting range
- Bird sanctuary.



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STERF (Scandinavian Turfgrass and Environment Research Foundation) is the Nordic golf federations' joint research body. STERF supplies new knowledge that is essential for modern golf course management, knowledge that is of practical benefit and ready for use, for example directly on golf courses or in dialogue with the authorities and the public and in a credible environmental protection work. STERF is currently regarded as one of Europe's most important centres for research on the construction and upkeep of golf courses. STERF has decided to prioritise R&D within the following thematic platforms: Integrated pest management, Multifunctional golf facilities, Sustainable water management and Winter stress management.

More information about STERF can be found at sterf.golf.se

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