

# The intersection of management and maintenance - what is the role of residents?

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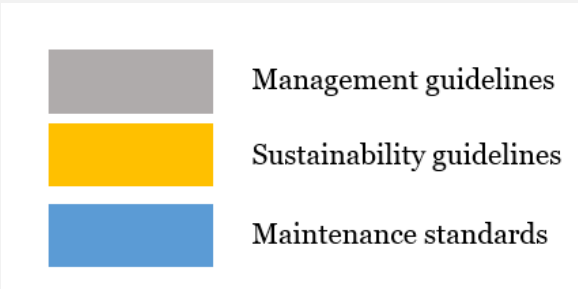


There is still a fuzzy line between the concepts of *management* and *maintenance*. Especially in the fields of architecture and green industries, the concept of management may refer either to the management of vegetation growth or the management of a process or project. Maintenance refers clearly to the care and fostering of vegetation, but alongside it, management is used to describe the control of growth or growth factors. Maintenance means concrete actions such as cutting, mowing, and watering. In addition, maintenance concerns also an up-keep of paved surfaces and different constructions that gives it the spirit of keeping the object in a condition where repair is unnecessary. This overlapping use of concepts causes problems if it is needed to describe the “*management of the maintenance*” referring to the punctual presence of qualified labor and appropriate machines, budgeting, or the long-term participation of residents during place-keeping.

The purposeful enabling of residents’ participation, or place-keeping as Demsey et al. (2014) describe it, takes place in the maintenance phase. The concept of maintenance alone is not enough to describe the management of resources and processes, and especially managing the resident participation. According to Jansson and Lindgren (2012) “landscape management” is defined: as “*activities performed by a management organization in order to maintain and develop existing urban green space for users*”.

Public administration defines the management of public green spaces and the related residents’ participation, whether that management was carried out as an in-house job or as an outsourced contract. Although the details of management are defined in site-specific documents, they often follow general guidelines. We compared a few guidelines and standards for managing green spaces to understand how they interpret the potential role of residents as part of management and maintenance.

	CABE SPACE	SITES V2	HGP	HGS	KESY	BAP	RAMS
Year	2009	2014	2016	2017	2019	2019	2020
Name	A Guide To Producing Park and Green Space Management Plan	Sustainable Sites Initiative	Handbook of good maintenance (Handbuch gute Pflege)	Sustainable Maintenance (Hållbar gröneyskötsel)	Sustainable Landscape Construction (Kestävä ympäristörakentaminen)	Biodiversity plan to advance sustainability	Maintenance classification of green areas (Viheralueiden kunnossapitoluokitus)
Content	Management and maintenance guidelines	A rating system for sustainable and resilient land development projects	Maintenance guidelines	Maintenance guidelines	Framework for sustainable implementation of green spaces	A biodiversity action plan	Maintenance standards
Target area	UK	global	Berlin, Germany	Sweden	Finland	Queen Elisabeth Olympic Park, UK	Finland
The role of residents in management	Participation Involvement	Participation Involvement		Participation Involvement	Participation Involvement	Communities’ participation and involvement (volunteering)	
The role of residents in maintenance	Participation Involvement		An object for which social, ecological, and aesthetic services are produced				An object for which services are produced



The management and sustainability guidelines, and maintenance standards of urban open spaces have emphasized the role of residents in different ways. Guidelines consider residents either as objectives of services or as actors in management and maintenance processes.

However, the maintenance phase has the potential to enlarge residents' participation in operational actions to respond to the evident changes in urban ecosystems. However, maintenance standards and guidelines do not alone include strategic approaches. The guidelines of operational maintenance require additional ‘management of maintenance’ to foster residents' participation in long-term approaches and appropriate operational maintenance. Guidelines and strategies change over time according to the prevailing policies, such as preferring outsourcing or stressing biodiversity. If the aim is to support a well-functioning socio-ecological system, the role of residents needs to remain within the goals of the maintenance guidelines.

Demsey, N., Smith, H. & Burton, M. (eds), 2014. Place-keeping Open space management in practice. Routledge, London.  
Jansson, M. & Lindgren, T., 2012. A review of the concept ‘management’ in relation to urban landscapes and green spaces: Toward a holistic understanding. Urban Forestry and Urban Greening, 2, 139-145.

