

# GREATER LONDON AUTHORITY

██████████  
(By email)

Our Ref: MGLA280920-5655

21 October 2020

Dear ██████████

Thank you for your request for information which the Greater London Authority (GLA) received on 28 September 2020. Your request has been dealt with under the Environmental Information Regulations (EIR) 2004.

You asked for:

*Please provide all data held by you, from 1 January 2019 to date, reasonably related to the 'Camden Highline'.*

*This request should include, but is not limited to, all internal and external correspondence resulting in the above quote from the Mayor and any follow-up matters.*

Our response to your request is as follows:

Camden Highline was one of the projects we supported through the Mayor's Crowdfund London initiative in 2017<sup>1</sup>. The Mayor put £2,500 into their project (under the crowdfunding model)<sup>2</sup>.

Please note that the quote that you have referenced appeared in a 2017 media article<sup>3</sup>. The GLA provided a generic quote for all the crowdfunded projects, which could be used in their communications:

*The Mayor of London, Sadiq Khan, said: "This innovative project has the potential to become a real asset for [relevant area here] and is a great example of a local community taking an idea and garnering support in order to make it a reality. I look forward to seeing it develop."*

I also attach a copy of the Funding Agreement and project closure form which I hope you will find useful. The names of some individuals are exempt from disclosure under Regulation 13 (Personal information) of the EIR. Information that identifies specific employees constitutes as personal data which is defined by Article 4(1) of the General Data Protection Regulation (GDPR) to mean any information relating to an identified or identifiable living individual. It is

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<sup>1</sup> : <https://www.london.gov.uk/city-hall-blog/crowdfund-london-mayor-announces-25-projects-he-backing-2017>

<sup>2</sup> <https://www.london.gov.uk/press-releases/mayoral/sadiq-khan-invests-over-400k-in-local-projects>

<sup>3</sup> <https://www.standard.co.uk/news/london/sadiq-khan-throws-weight-behind-camden-highline-project-a3597936.html>

considered that disclosure of this information would contravene the first data protection principle under Article 5(1) of GDPR which states that Personal data must be processed lawfully, fairly and in a transparent manner in relation to the data subject.


If you have any further questions relating to this matter, please contact me, quoting the reference at the top of this letter.

Yours sincerely

  
**Information Governance Officer**

If you are unhappy with the way the GLA has handled your request, you may complain using the GLA's FOI complaints and internal review procedure, available at:

<https://www.london.gov.uk/about-us/governance-and-spending/sharing-our-information/freedom-information>

  
Project Manager  
Camden Town Unlimited  
37 Camden High Street  
Via Symes Mews  
London  
NW1 7JE

**Department: Regeneration**

**Our ref: CL\_2017**

**Date: 30/08/2017**

Dear

**Grant Funding in respect of Camden Highline ("the Project")**

I am pleased to confirm that the **THE GREATER LONDON AUTHORITY** whose principal offices are at City Hall, The Queen's Walk, London, SE1 2AA ("the Authority") has agreed to grant Camden Town Unlimited whose registered office is at the address shown above, Company registration number: 05453570 ("You/Your") Two thousand five hundred pounds sterling (£2500.00) ("the Funding") towards the cost of the Project.

The Funding is granted by the GLA to meet the objectives set out in Appendix 1 to this letter of agreement ("the Project") subject to the following terms and conditions:

1. The Funding must be used exclusively for meeting the Objectives and for no other purpose and be applied in accordance with the provisions of Appendix 1. In the event that you wish to utilise the Funding in different proportions from those set out in Appendix 1 You must obtain prior written consent from the GLA.
2. Subject to Your compliance with all of the provisions of this letter of agreement, the GLA shall, within 30 days of receipt of valid funding claims (to be made in accordance with the timetable set out at Appendix 1 ("The Mayor's Pledge") and accompanied by a written report detailing Your progress in relation to meeting the Objectives using the format set out in Appendix 3 ("Progress Update & Claim Form") and any other information the GLA may require i.e. evidence of expenditure), pay You sums in respect of such claims provided that they shall not exceeding Two thousand five hundred pounds sterling (£2500.00) in aggregate. Where, at any point in the opinion of the GLA, satisfactory progress has not been made by You in meeting Your obligations or You are in breach of Your obligations as set out in this letter of agreement and/or appendices to it, the GLA shall be entitled to reduce, suspend, withhold and/or require re-payment of the Funding.
3. You must ensure that the requirements set out in this letter of agreement, and in any clarification or guidance issued from time to time by the GLA, are complied with. In particular You shall:
  - a) agree in writing in advance with the Authority any changes to any of the Objectives;

b) establish, implement and utilise effective monitoring and financial systems, so that as a minimum the costs funded by the Funding can be clearly identified and the propriety and regularity of all payments and handling of the Funding are ensured;

c) notify the GLA of the monitoring and financial systems in place, and comply with the GLA's reasonable requirements for these systems;

d) notify the GLA immediately if any financial irregularity in the use of the Funding is suspected, and indicate the steps being taken in response. Irregularity means includes (but is not limited to) any fraud, impropriety, mismanagement or use of the Funding for anything other than approved in this letter and appendices to it;

e) notify the GLA immediately if any other financial irregularity is suspected, and indicate the steps being taken in response;

f) notify the GLA immediately if You are Insolvent (as defined at clause 18 below), or have no reasonable prospect of avoiding Insolvency in the future;

g) keep a record of all expenditure incurred in meeting the Objectives together with full supporting evidence and Additional Funding (as defined at clause 14 below) received, and You shall deliver to the GLA a report setting out a detailed analysis of how the Funding has been spent, with such report to be approved by the Authority within 30 days of its receipt. All evidence of expenditure incurred such as original invoices, receipts, timesheets and other relevant documents must be kept for at least 6 years after the date of this letter of agreement;

h) make all relevant documents available and provide access at any time for:

i) inspection visits and scrutiny of files by GLA or anyone acting on their behalf and by the Audit Commission, and

ii) an external audit and review of the Objectives and of financial appraisal and monitoring systems.

4. You must ensure that, where appropriate, publicity is given to the fact that the GLA is financially supporting you in the Project and the Objectives. You must comply with any guidance on publicity given by the GLA and all publicity referring to the GLA, the Mayor of London and/or any third party partner or sponsor of the GLA shall be subject to the prior approval of the GLA.

5. You must ensure that the GLA's logos (as set out in Appendix 2) are used in any marketing activities undertaken in respect of the Project, including all fliers and posters. You should also incorporate the GLA's logos into the credits of each film that is produced as part of the Project. You must also ensure that you use such other logos specified by the GLA in marketing the Project and incorporate the same into the credits of each film that is produced as part of the Project.

6. In acknowledging the GLA's grant of the Funding, you must comply with any guidance on publicity provided by the GLA in respect of the use of the GLA logos and/or any logos of any third party partner or sponsor of the GLA and ensure that any use of the GLA logo or any third party partner or sponsor of the GLA is approved by the GLA in writing in advance of its use.

7. If the Project includes and/or any part of the GLA Funding is used directly or indirectly to purchase or develop any items in which intellectual property rights exist then you shall take all necessary steps to protect such rights and hereby grant (and where such rights are owned by a third party procure the granting by such owner of) a perpetual, royalty-free license to the GLA to use the same for the purposes related to, and connected with, any policies, initiatives and campaigns, and related to, or connected with, the Authority's discharge of its statutory duties and powers.

8. You must not do anything (in the opinion of the GLA) that may place the GLA, its third party partners and/or sponsors in disrepute or harm the GLA's reputation and/or that of third party partner or sponsor of the GLA.

9. You will be liable for and indemnify and keep indemnified the GLA against any loss or damage incurred and any injury (including death), suffered and all actions, costs, demands, proceedings, damages, charges and expenses whatsoever arising in connection with the management (including financial management) and carrying out of the Project and the Objectives to the extent that such actions, costs, demands, proceedings, damages, charges and expenses are due to Your negligence or default in carrying out the obligations as set out in this letter of agreement and/or appendices to it.

10. The GLA may at its sole discretion terminate this letter of agreement at any time whether for breach or convenience by giving two weeks' written notice and in the event of such termination the GLA shall not be obligated to make any further payments of the Funding.

11. You must ensure that You maintain in force policies of insurance with an insurance company of long-standing and good repute in respect of public liability and such other insurance as may be required in order to comply with its obligations set out in this letter and appendices to it.

12. You must ensure that your organisation and anyone acting on Your behalf,:

a) complies with all laws for the time being in force in England and Wales.; and

b) without prejudice and in addition to clause 12a):

(i) comply with all relevant enactments in force from time to time relating to discrimination in employment and the promotion of equal opportunities;

(ii) acknowledge that the GLA is under a duty under section 149 of the Equality Act 2010 to demonstrate it has paid due regard to the need to:

(1) eliminate unlawful discrimination and harassment;

(2) advance equality of opportunity between groups who share protected characteristics (including include: age, race, gender, disability, religion or belief, sexual orientation, gender reassignment) and those that do not, in particular, minimise disadvantage suffered by such groups; taking steps to meet the needs of such groups that are different from the needs of others; encouraging such groups to participate in activity in which their participation is disproportionately low; and

(3) foster good relations between people who share a protected characteristic and those that do not,

and in undertaking any activity concerning the Project, assist and cooperate with the GLA where possible in satisfying this duty;

(iii) acknowledges that the GLA is under a duty under section 404(2) of the Greater London Authority Act 1999 to have due regard to the need to:

(1) promote equality of opportunity for all persons irrespective of their race, sex, disability, age, sexual orientation or religion;

(2) eliminate unlawful discrimination; and

(3) promote good relations between persons of different racial groups, religious beliefs and sexual orientation,

and undertaking any activity concerning the Project, assist and co-operate with the GLA where possible to enable the GLA to satisfy its duty; and

c) assist and co-operate with the GLA where possible in respect of the GLA's compliance with its duties under clauses 12b)(ii) and (iii).

d) which must, for the avoidance of doubt meet any requirements of the GLA's related policies in this place from time to time, including (without limitation) the GLA's Child Policy and Protection Procedures;

13. For the avoidance of doubt both the GLA and You acknowledge and agree that Your Project costs exceed the Funding and that the GLA shall not provide any additional funding and shall not be liable for any sums in excess of the Funding provided under this letter of agreement.

14. You shall use Your best endeavours to secure satisfactory funding from other sources to meet your Project costs ("Additional Funding") and keep a record of your activities to raise such additional funding. Records of all additional funding You secure, expenditure You incur, and purposes to which additional funding is put shall, if requested, be provided to the GLA

15. The GLA may at its absolute discretion reduce, suspend or withhold the GLA Funding, or require all or part of the GLA Funding to be repaid if:

a) You fail to deliver the Project or meet the Objectives and/or the delivery of the Project is reasonably adjudged by the GLA to be unsatisfactory;

b) there is a substantial change to the Project or the Objectives which the GLA has not approved, or any attempt is made to transfer or assign any rights, interests or obligations created under this letter of agreement or substitute any person in respect of any such rights, interests or obligations, without the prior consent in writing of the GLA;

c) any information provided in the application for funding or in a claim for payment or in subsequent or supporting correspondence is found to be incorrect or incomplete to an extent which the GLA reasonably considers to be material;

- d) You fail to comply with any of the terms and conditions set out in this letter of agreement;
- e) Your composition, ownership or control changes, or the You become Insolvent or are dissolved in any way;
- f) any other circumstances significantly affect Your ability to deliver the Project and/or meet the Objectives or result in or are in the reasonable opinion of the GLA likely to lead to the Project and/or the meeting of the Objectives as approved not being completed;
- g) any of the events referred to in Clause 3 (d), (e) or (f) occur;
- h) insufficient measures are taken by You to investigate and resolve any financial irregularity or the GLA reasonably concludes the Funding is at risk of being misapplied; and/or
- i) there are any other reasons why in the reasonable opinion of the GLA the Project is being carried out in such a way as to conflict with the objectives of the GLA or bring the GLA into disrepute.

16. You shall notify the GLA immediately and provide the GLA with a full written explanation, if any of the circumstances in clause 15 above arise.

17. If the GLA becomes entitled to exercise its rights under Clause 15 it may nevertheless decide not to exercise those rights, or not to exercise them to the fullest extent possible, or to delay in exercising those rights. Any decision not to exercise the GLA's rights under Clause 15, or to exercise them only partially or to delay in exercising them, may be made on conditions which will be notified to You provided always that any such decision by the GLA shall not prevent the subsequent enforcement of any subsequent breach of that provision, and shall not be deemed to be a waiver of any subsequent breach of that or any other provisions.

18. "Insolvent" means:

- a) where You are an individual (or if more than one individual than any one of them):
  - i) the subject of a bankruptcy petition;
  - ii) is the subject of an application for an interim order under Part VIII of the Insolvency Act 1986 as amended by the Insolvency Act 2000 and the Enterprise Act 2002;
  - iii) enters into any composition, moratorium or other arrangement with its creditors, whether or not in connection with any proceeding under the Insolvency Act 1986 as amended by the Insolvency Act 2000 and the Enterprise Act 2002; and

b) where You are a body corporate (or if more than one body corporate than any one of them):

i) a proposal for a voluntary arrangement is made under Part 1 of the Insolvency Act 1986 as amended by the Insolvency Act 2000 and the Enterprise Act 2002 or Your Directors resolve to make such a proposal;

ii) a petition for an administration order is presented under Part II of the Insolvency Act 1986 as amended by the Insolvency Act 2000 and the Enterprise Act 2002 or Your Directors resolve to present such a petition;

iii) a receiver (including a receiver under section 101 of the Law of Property Act 1925 or manager or administrative receiver of Your property (or part of it) is appointed;

iv) a resolution for its voluntary winding up is passed under Part IV of the Insolvency Act 1986 as amended by the Insolvency Act 2000 and the Enterprise Act 2002 or a meeting of Your creditors is called for the purpose of considering that You be wound up voluntarily (in either case, other than a voluntary winding up whilst solvent for the purposes of and followed by a solvent reconstruction or amalgamation);

v) a petition for its winding up is presented to the court under Part IV or by virtue of Part V of the Insolvency Act 1986 as amended by the Insolvency Act 2000 and the Enterprise Act 2002 or a resolution is passed that You be wound up;

vi) an application is made under section 895 of the Companies Act 2006 or a proposal is made which could result in such an application;

vii) entry into or a proposal to enter into any arrangement, moratorium or composition (other than any referred to above) with its creditors; or

viii) Your dissolution or removal from the Register of Companies or Your ceasing to exist (whether or not capable of reinstatement or reconstruction).

19. For the purposes of Clause 20:

a) **“Agreement Information”** means (i) this letter of agreement in its entirety (including from time to time agreed changes to the letter of agreement) and (ii) data extracted from the claims made under this letter of agreement which shall consist of your name, the expenditure account code, the expenditure account code description, the document number, the clearing date and the claim amount; and

b) **“Transparency Commitment”** means the transparency commitment stipulated by the UK government in May 2010 (including any subsequent legislation) in accordance with which the GLA is committed to publishing its agreements, contracts, tender documents and data from invoices and claims received.

20. You acknowledge and agree that the GLA:

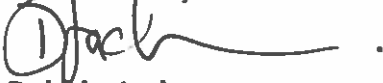


a) is subject to the Transparency Commitment and accordingly, and hereby give your consent for the GLA to publish the Agreement Information to the general public; and

b) the GLA may in its absolute discretion redact all or part of the Agreement Information prior to its publication. In so doing and in its absolute discretion the GLA may take account of the exemptions/exceptions that would be available in relation to information requested under the Freedom of Information Act 2000. The GLA may in its absolute discretion consult with you regarding any redactions to the Agreement Information to be published pursuant to this Clause 20. The GLA shall make the final decision regarding publication and/or redaction of the Agreement Information.

Please acknowledge acceptance of the terms and conditions of this letter of agreement by signing and returning the enclosed duplicate.

Yours sincerely




**Debbie Jackson**

Assistant Director Regeneration  
Development, Enterprise and Environment

For and on behalf of the Greater London Authority

Signed on behalf of [Name of Organisation] to accept the terms and conditions of this letter in relation to the GLA providing the Funding.

Signature:



Print Name:



Position:

CEO

Date:

6/9/17.

## APPENDIX 1

### The Project

Project name	Camden Highline
Area, location & postcode	London Borough of Camden
GLA project lead	
Project Delivery Manager	
Contact address	Camden Town Unlimited 37 Camden High Street Via Symes Mews NW1 7JE
Email	camdentownunlimited.com
Telephone number	
Spacehive webpage URL	<a href="http://www.spacehive.com/camdenhighline">www.spacehive.com/camdenhighline</a>

### Camden Highline

The Camden Highline – a new public park, a 0.8km garden walk, 18 metres wide, and 8 metres high, on a disused elevated railway line would create a new type of green infrastructure for walking and cycling, and link Camden Town to King's Cross by a 10-minute walk. We need to show the people that matter, that this is a project that Camden really wants to make happen, and we can't do this on our own! We're carrying out this crowdfunding campaign to take the project to the next stage. This means carrying out more detailed feasibility work, which includes understanding the existing condition of the infrastructure including site appraisals and surveys. The campaign will also help pay for exhibitions, events and workshops that will guide the project. This project needs your help to form its aims and ambitions! That's where YOU come in! We need your backing to turn this idea into a reality!

#### What we'll deliver:

- Set up a community organisation that will deliver the Camden Highline
- Carry out a publicity campaign to promote the project
- Run events and workshops to guide the project
- Carry out a week-long exhibition to highlight the benefits of the project
- Carry out pre-development work including site appraisal and surveys
- Produce more detailed visuals and a scale model of the route
- Create a roadmap from conception to completion with more accurate costs and timelines

#### Why it's a great idea:

Transforming a disused piece of infrastructure into a public park comes with many benefits. Together we can create a new type of green infrastructure, a source of civic pride that brings health, culture and business benefits, and celebrates Camden and King's Cross' industrial past. The Camden Highline will be a vibrant open public space, accessible to everyone, and completely free... It will create environmental and education benefits and opportunities for participating in a new public space that enables arts, festivals and live performance to take place. The project has been backed local residents, businesses, community groups and politicians who have all welcomed the idea! Since we announced plans for the Camden



## **APPENDIX 2**

### **The Authority's Logos**

# **SUPPORTED BY MAYOR OF LONDON**

This will be provided in relevant digital format for use on all printed / publication material in relation to the project.

Guidance on the use of this logo will be provided.

# APPENDIX 3

## Progress Update & Claim Form

Please use this form to make claims to be reimbursed for expenditure. This form will be provided to you as an editable document. The final claim needs to be accompanied by a blog summarising the project, and before/after images of your project. We would advise projects to keep project backers informed of progress via Spacehive and social media, or public blogging, ideally once a month.

GREATER LONDON AUTHORITY Progress Update & Claim Form		Project:		Project Delivery Manager:	
<b>1. Update</b>					
Please provide an update on progress made in the last month highlighting any achievements and any communications activities undertaken					
1					
2					
3					
<b>2. Current issues</b>					
Please provide an update on any problems that you feel may impact delivery of the project. Please include detail on how you propose to manage them					
1					
2					
3					
<b>3. Finance</b>					
Project Budget:	Capital:				
	Revenue:				
Claim this month:	Capital:				
	Revenue:				
Claims so far:	Capital:				
	Revenue:				
Evidence (please provide evidence to substantiate any claim. These will have been agreed in the project funding timetable set out in the grant agreement and should correspond)					
<b>4. Milestones</b>					
	Please list the key actions as defined in your funding agreement	Planned date	Revised date	Complete?	
1		dd/mm/yyyy	dd/mm/yyyy	N	
2		dd/mm/yyyy	dd/mm/yyyy	N	
3		dd/mm/yyyy	dd/mm/yyyy	N	
4		dd/mm/yyyy	dd/mm/yyyy	N	
5		dd/mm/yyyy	dd/mm/yyyy	N	
6		dd/mm/yyyy	dd/mm/yyyy	N	
7		dd/mm/yyyy	dd/mm/yyyy	N	
8		dd/mm/yyyy	dd/mm/yyyy	N	
9		dd/mm/yyyy	dd/mm/yyyy	N	
10		dd/mm/yyyy	dd/mm/yyyy	N	

## Summary sheet for publication

In compliance with the Local Government Transparency Code 2014

The Greater London Authority must publish details of all grants to voluntary, community and social enterprise organisations. **By signing the grant agreement above, organisations are also accepting the publication of the information** set out below (by GLA officers) and confirming its accuracy:

<b>The beneficiary is:</b>	<i>A voluntary and community sector organisation:</i> <input type="checkbox"/> <i>A social enterprise:</i> <input type="checkbox"/> <i>Other:</i> <input checked="" type="checkbox"/> <i>Business improvement district and company limited guarantee</i>
<b>The award of this grant was formally approved by:</b>	<i>DD</i> <span style="float: right;"><i>DD2093</i></span>
<b>The grant is awarded on:</b>	<i>04/09/2017</i>
<b>The grant covers the following time period:</b>	<i>from 30/08/2017 to 31/03/2019</i>
<b>It is awarded by:</b>	<i>Regeneration, Development, Enterprise and Environment</i>
<b>to:</b>	<i>Camden Town Unlimited</i>
<b>Company or charity registration number:</b>	<i>Company number: 05453570</i> <i>Charity number: _ _ _ _ _</i>
<b>The grant is for a total of:</b>	<i>Two Thousand and five hundred pounds</i>
<b>Purpose of the grant:</b>	<i>Feasibility work to explore the transformation of a disused road into a public park and pedestrian green link between Kings Cross and Camden Town.</i>

**IN ORDER FOR THE GLA TO COMPLY WITH THE 2014 LOCAL GOVERNMENT TRANSPARENCY CODE, THE GLA OFFICER WILL FORWARD THIS SHEET AND THE FUNDING LETTER TO THE GOVERNANCE TEAM AS SOON AS IT IS SIGNED.**

 [@london.gov.uk](https://www.london.gov.uk) / Post Point 17A / Tel extension: 

## Tell us Your Story

### 1. What was your project aiming to do and what did you hope to achieve? How well do you think you met those objectives, overall?

We were motivated to use Crowdfunding London for a couple of reasons:

- Create a good impression of the project at an early stage
- Demonstrate public support for the project

The objectives of the project were to:

1. Find out whether the Camden Highline was technically possible
2. Put ourselves in a position to deliver the project following finding that out

Both were objectives were achieved! We worked with engineers to carry out site appraisals and surveys and have developed a costed program taking the project to planning which is the medium-term target we're now working towards, and our current planning horizon.

### 2. How did you find crowdfunding for your project? (what were the good things, what did you learn, what were the challenges you faced during the campaign and how did you overcome them)

The crowdfunding was extremely hard work and coincided with moving offices, and summer holidays which meant it wasn't carried out as efficiently as could have happened.

Good things:

- The campaign accelerated all the tasks we would have to carry out anyway, imposed deadlines gave project momentum and impetus. The process accelerated our 'pitch' and testing on friends and family at the outset meant we go our story straight. 'A proposed public park... etc.'
- It enabled us to establish the project as a thing. "I work for the Camden Highline", set up social media, created gravitas the project didn't deserve.
- The campaign raised the profile of the project by introducing it to new audiences. It enabled us to create something other people can recognise and get behind. Big projects need lots of support!
- It enabled us to differentiate the Camden Highline from the business improvement district promoting the project which is useful because, a) no one knows what a BID is and, b) create a separate brand identity, tone of voice etc.
- The campaign demonstrated public support at an early stage which was important because we were worried that people have general weariness of 'grande ouvres' in the wake of Garden Bridge. If we can't raise small amount how are we going to raise 7 figures in the future!
- The campaign gave people a stake and role in the project from outset and a sense of ownership over its future aims and ambitions. Important for a project of this nature - public space, on quasi-public land, privately and publicly funded.
- We used the public support and Mayor of London's backing to lobby Network Rail/other important stakeholders.
- As well as the money, getting the Mayor's backing even at an early stage, is validation for the approach, because the project aligns with London Plan, other statutory documents.
- As well as the money raised, the campaign crowd funded skills and expertise. We were inundated with requests and offers of support.
- Crowdfunding is a relatively transparent way to raise money – can see all funders on the Spacehive website.
- Crowdfunding means we can treat vested interests the same as £2 funders. For example, Camden Market have a vested interest in the project being a large landowner in the area and contributed £30k into crowdfunding without conditions. This was useful at beginning of project because those people have undue influence otherwise. Early decisions have biggest impact because nothing important to decide at the end.
- Crowdfunding still not perfect to establish transparency/governance/representation in urban projects, people who donate are generally wealthy middle class. Similar with our Crowd, whose characteristics reflected London (we surveyed this), but who, our anecdotal impression was that they are wealthier than the the median Londoner, which is also a reflection of Camden as a place, which has wealthy residents and employees who live and work in the area.

Biggest challenges:

- The biggest challenge during the campaign, and even now, but to a lesser extent, was the lack of awareness of the project. The project was only in the public domain two weeks before the campaign started which meant our networks - social media, mailing list etc. didn't exist.

What we learnt:

- Crowdfunding is hard work, and isn't a magic money tree. Of the 314 donors, we knew/had met 70 before, and met 120 new people during the campaign i.e. 2/3rds of all donors, which is a lot.
- Newsletters were by far the most successful method of generating donations. After sending a newsletter to the mailing list it was possible to see the donation arriving 'live'. We wish we'd known this earlier and placed more emphasis on working out an email marketing campaign in advance of the campaign!

What we did well:

- Actually not very much that probably affected anything(!), it's an exciting project in a great location with lots of reasons people should be interested in supporting it. We didn't have to do too much to upsell it! The New York High Line is the most comparable similar project and has been hugely successful and we made use of their good work...

How much the things below had an impact is impossible to quantify, but:

- We had only one call to action on website before the campaign which meant we grew the mailing list before the campaign begun and which turned out to be most powerful tool for soliciting donations. We learnt how to send mail merges!
- We put time and money into doing the video well. Car salesman example, if you don't trust them, won't buy car etc. All projects that do well on crowdfunding platforms are near professional in their quality, and the video is the most important element we got right.
- Practiced pitch on friends/family first.
- The total was low enough to be achievable considering how size of our networks at the time. In hindsight we wouldn't want it to have been any higher!
- Because the project is being incubated by the BID we had the luxury of not having to include any revenue items like salaries which people can't don't appreciate or understand the value of. Rather, everything was a physical thing - model, surveys etc. which we think makes people more likely to donate. Especially considering the campaign isn't actually paying for the final result, just feasibility work.
- The BID making a large donation at the beginning gave the crowd confidence. And having an office to work from, full time salaried member of staff and all the other benefits that come with the BID promoting the project was incredibly useful.
- We (Re)used New York High Line comparison with a slight change of name to improve SEO. Most people don't know what a High Line is, but when they search it on Google beautiful images are presented of a completed 'rail to trail' project appear! This really helps sell the vision.
- Didn't duplicate ways we contacted different audiences i.e. Facebook ads were completely different audiences to face-to-face meetings and emails.
- There is a gap in the donations we received when we went on holiday half way through the campaign. Crowdfunding/online fundraising will never replace face-to-face meeting and this was the most time consuming i.e. meeting with people/organisations with networks.
- We followed the Spacehive plan and worked out who potential funders were, how many of them there are, how much they'll put in, how you're going to target them, and then the relative price per acquisition based on time/money.
- Worked out most powerful method of communication (email) reasonably quickly and then sent targeted mail merges following. Taught ourselves to segment lists and send mail merges!
- Relied on other people's network i.e. Kentish Town Neighbourhood Forum mailing list, who are active/engaged in the local area.

	Achievement (see the second tab on this spreadsheet for ideas -feel free to add new lines and tell us about all of your successes, but at least the top 3)	Description of the achievement (please be as specific as you can and include any photos or evidence where possible)
1	The money raised was crucial to helping us develop our relationship with Network Rail who are the majority landowner.	We were able to employ a reputable engineering firm who had dealt with Network Rail previously which bought credibility and goodwill. The results of the site appraisals and surveys carried out show the project is technically possible. The project has passed business clearance (i.e. business reasons the project couldn't occur – Network Rail requirements for railway use/future capacity etc.) and technical clearance (any technical reasons the project couldn't occur – Network Rail assets like OHLE masts/cables etc making it impossible), and Network Rail have issued us with a draft set of lease terms.

2	Events held	We ran two events for the Crowdfunders, just after we hit the fundraising target, and once we'd spent the money the crowdfunding campaign raised to update the Crowd on plans, achievements, next steps etc. which were really well attended and have helped inform the project aims and ambitions. We also surveyed the Crowd to gauge their opinion on the project which has helped us create a vision document and manifesto for the project. We've also ran circa 40 walking tours with 800+ people attending, 16 which were held during London Design Festival and which attracted interest and attendees from beyond Camden.
3	Local partnership formed	The campaign was a great way of introducing ourselves to groups and individuals who would otherwise be uninterested. We've since spoken at many events including residents groups, conservation area committees, businesses, residents, and, er, railway enthusiast groups(!) who we would otherwise have not have met and engaged with.

#### 4. What were the two biggest challenges in delivering your project (following the campaign) and how did you overcome these?

1. Fundraising is by far the biggest challenge. Despite public and political support, and a being a great project to promote, it is hard(er) to raise funds from both individuals and statutory sources until all the (planning) permissions are in place. The circa £1m we need to raise for professional fees to gain planning permission are likely to be the hardest/most lengthy to achieve because we don't have the background and networks to solicit large donations.	
2. Writing the brief, tendering and appointing the engineers was a challenge because we had no experience doing this! Fortunately the BID has various Board members with appropriate experience including a former Arup Director who has had a much more hands on role on the project.	

#### 5. How has the Crowdfund London opportunity helped you to improve your local area and support your community? Can you demonstrate that the project has been well received by the wider community?

<p>We've not made any physical improvements to the local area (yet), but the project has been incredibly well received and demonstrated by the positive press coverage, growth in networks - mailing list, social media etc. and the number of donations (500+) we've received so far, as well as the hundreds of messages of support.</p> <p>10,000+ mailing list  50+ pieces of press coverage including Guardian, Evening Standard, Telegraph, CNN - and a few namechecks for the Mayor! ;)  110,000 website views  700 Facebook likes  800 Twitter followers  500 Instagram followers  30+ organisations/new partnerships  800 + people on 40+ walking tours</p>
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#### 6. Has the experience gained through delivering the project helped you in your personal or professional life?

<p>Professionally, in the sense that the project has advanced and, as above, we/I've been carrying out new and different activities than the BID has previously. I didn't know anything about crowdfunding or Network Rail protocol 6 months ago, and now I do.</p> <p>The project's perceived stature has meant we've engaged with senior politicians and other stakeholders who might otherwise not pay much interest, and which has benefitted the organisation, but also we hope the project inspires other BIDs similar organisations to be more progressive in the future and look at how we can (re-)use infrastructure.</p> <p>Working with Network Rail, engineers etc. has been a new experience. No one has built a High Line-style project in the UK, and the New York High Line, although a similar name and purpose, is a hugely different context which means were quickly developing a niche in how to do it (or not), which hopefully comes in use in the future!</p>
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#### 7. What advice would you give other people trying to improve their local area through Civic Crowdfunding in the future?

<p>Just go for it! But be prepared for rejection, and to work really hard on the way!</p>
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#### 8. Have you ever applied to the Greater London Authority, including Transport for London and the London Legacy Development Corporation, for funding in the past?

<p>Yes, we have received funding from the GLA previously but for another project carried out by the BID.</p>
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#### 9. Have you ever delivered a local improvement project in your community before?

<p>Yes, the BID carries out various projects. <a href="http://www.camdentownunlimited.com">www.camdentownunlimited.com</a></p>
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#### 10. Would you apply to Crowdfund London again and do you have any feedback for us to help improve the programme and experience in

<p>Yes, definitely, but it would be for another project. The timeline for the Highline, approvals, scrutiny required, and the large construction costs make it inappropriate to Crowdfund using Spacehive again. If you're raising £1m and the platform takes 5% fee then it is worthwhile employing a fundraiser on £50k PA, or building your own website, which we have/are doing...</p> <p>We wish Spacehive's website was better! It plays quite a big role shaping people's impression of the project, which is especially important because the projects on the platform are not well-developed and don't have their own identity established. Specifically, we had numerous people struggle to make payments and the automated newsletters are badly designed and there seemingly irregular, which meant some days our mailing list received several emails. Even knowing when the automated emails would be sent i.e. at 100 donors, £1,000 milestones etc. would help plan comms.</p> <p>The Spacehive/GLA teams are great, we came to the intro events, followed their ultimate guide, which seemed to work for us, and they were really supportive during the campaign. Couldn't have asked for more!</p>
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#### 11. What is the future for your project and did your experience allow you to secure a legacy or any further funding for this or another

<p>The process of the building a project like the Highline is really important and the crowdfunding campaign has established an ethos for the project at an early stage, which is difficult to</p>
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quantify, but establishing a positive impression of the project is the main legacy of the campaign.

We need to raise a huge amount of money to make the project happen, and the crowdfunding campaign was our first experience of fundraising as an organisation. It has definitely emboldened us, and reasonably confident (he says!) to pursue the project beyond the initial feasibility stage. We've since begun fundraising properly, and have received 500+ donations from small individuals (£5k since the campaign), as well as £10k CiL money from Camden Council. A lot more work to do!

It is particularly difficult for anyone in a western country to propose 'grande ouveres' that could change cities because of the well-defined regulatory frameworks. If you wanted to propose a new project, it is not even clear who you'd need to propose it to, who would fund it, and who would eventually OK it! That's enough to stop anyone with an entrepreneurial idea! The Mayor's Spacehive program is a good start at addressing this problem and his donation at an early stage has catalysed support for the project and raised its credibility.