

COBRAMAN: Manager Coordinating Brownfield Redevelopment Activities funded under CENTRAL EUROPE programme 2008 –2013

The COBRAMAN project arose in early 2007 during the EUBRA (European Brownfield Revitalisation Agenda) workshop in Stuttgart. EUBRA was initiated with a view to interconnecting complexities of brownfield-related activities. Delegates of European municipalities, regional and national development and environmental agencies put their heads together as to what has been achieved in the brownfield management so far and what still remains to be carried out. Sharing the experience and pinpointing priorities in handling brownfields remains of paramount value in the times when the spread of new technologies and emergence of new industries gallop so fast. The actual status quo due to the industry high-speed remoulds is the sole trace left from past industries in a form of ugly brownfields. It is preferable that municipalities should command brownfields more efficiently and a creation of one position strictly devoted to brownfield management within municipal structures would secure the brownfield revitalisation management productiveness.

Grzegorz Boron, project coordinator, Hanna Lewandowska and Natalia Weckwert, City of Bydgoszcz, Poland

Though, John Constable might once have said that “There is nothing ugly; I never saw an ugly thing in my life (...), a perspective will always make it beautiful.”¹, brownfields definitely are not pretty. But once someone gives them a new perspective, they might become such.

BM – a Brownfield Manager – best method

Municipalities command brownfields in different manners. Nevertheless, if there were a one-stop shop person, a brownfield manager through whom all the information regarding brownfields would be filtered, the control over under-utilised areas would be more robust. With that thought in mind, a trap must be avoided of no one being prepared to steer such responsibilities in municipalities. Thus, a future brownfield manager should undergo a series of trainings that could help him or her in their future work and should be given tools to help him/her with activities and results pursuant to brownfield revitalization requirements, i.e. pilot application, e-learning courses, brownfield database, to name a few. As for the trainings, a cycle of transnational training seminars is coming full-circle – starting in Bydgoszcz (seminar on basic and roadmap in 2009), in Most (seminar on management instruments and tools in 2009), in Ostrava (on civil engineering and environmental technologies in February 2010), in Ferrara (on economic aspects in 2010), and a most recent seminar in Usti nad Labem in September 2010 (on marketing and communication).

The brownfield manager must be fully equipped as he/she will act as a hub and a vital catalyst among different entities and target groups. The requirements for the BM job and skills needed have been defined in a document called **Job description Brownfield manager** set up by Dr. Thomas Ertel of et environment technology. It was defined that the BM should possess “technical skills, technical analysis and reporting, relevant degree, knowledge of regulatory framework and site technical skills, generic skills like programme and project management skills,

project and business development skills, communication and client management, skills of conceptual thinking, leadership and consensus building, the ability and focus to understand the regeneration needs of a community, ability to manage and be a part of multi-disciplinary and cross-disciplinary working to facilitate joined-up thinking and informed decisions being made at the early stages of large and complex projects, economical background knowledge”.² There were also skills diagnosed that have already been put in CABERNET* list of key skills for a brownfield process manager, like: ability to organize a multidisciplinary team, communication and mediation skills, consensus builder, consultative skills, creativity, decisiveness, deductive reasoning and forecasting based on past experience, dependability (deadlines and commitments), diplomacy and tact, empathy, expertise, flexibility/adaptability. He/she must be a good listener, good negotiator, lateral and critical thinker. He/she must have leadership abilities to mobilize local support, be proactive, have energy and enthusiasm, but stay realistic and thorough with attention to detail (CABERNET Position Paper – Professional Skills in Brownfield Regeneration, 1st Edition, April, 2005).³

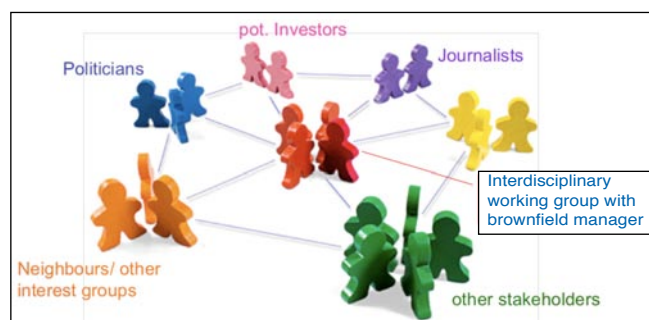


Fig. 1: Organisational Structure, quoted from COBRAMAN, prepared by Bettina Schug & Thomas Ertel, et environment technology, July 2010.

* CABERNET (Concerted Action on Brownfield and Economic Regeneration Network)

Knowledge base and decision support

The University of Economy in Bydgoszcz has prepared an internal version of database of revitalised brownfield projects. The database is a result of common work between the University of Economy and the Technical University in Ostrava. The brownfield project database effectiveness and applicability should be verified and if possible improved hence a draft database was presented in Ferrara during an open conference where its content was further discussed. The database will be available to the public in 2011 and hopefully will be useful both for practitioners and those who have just started their adventure with brownfields.

Pilot application

The BMs garner practical know-how while working on their local applications which tackle various problems and aspects of brownfield revitalisation. The local application is a true test of the knowledge and strategies that are being gained and made during the BM training path and work. [Practical findings and experience learned from five real pilot projects \(Most, Ferrara, Usti, Stuttgart, Bydgoszcz\)](#) are continuously being collected and will be treated in a structured definition of frame recommendations included in the best practices in brownfield management document. Each pilot tackles individual points of revitalisation process and all aspects will be included in this BM document. For example, Stuttgart BMs have worked on Bad Cannstatt (Area Quellenstraße) to decontaminate it and formulate a Marketing Study for it, and then lobby it and promote it. Ferrara BMs are preparing environmental expertise and technical documents that will enable ascribing new functions to their pilot site as an Energy Park. Bydgoszcz BM team is working on a contaminated area in the city centre, to name three.

European School for Brownfield Development

The universities involved in the project have designed practical coaching measures and teaching materials. The structure of the BM educational path forms as follows: Gradual degree: Master study – European school for brownfield redevelopment (VSB – Technical University of Ostrava), postgraduate studies Brownfield Management Economical University of Bydgoszcz, e-learning (non-graduate degree). E-learning is supposed to have 5 modules and to focus on the practical brownfield planning and management. The subjects within master study courses will be divided into compulsory and optional and shall cover inter alia: industrial landscape regeneration, fundamentals of architecture, marketing, municipal development, urban planning, brownfield management, industrial architecture, case studies, information systems at landscape, cultivation greenery setting and maintenance, risks in brownfield redevelopment, socio-economical assessment of brownfields, environmental law modelling and territorial planning, industrial heritage protection, investment processes and brownfields regeneration, economical tools for brownfield regeneration. ■

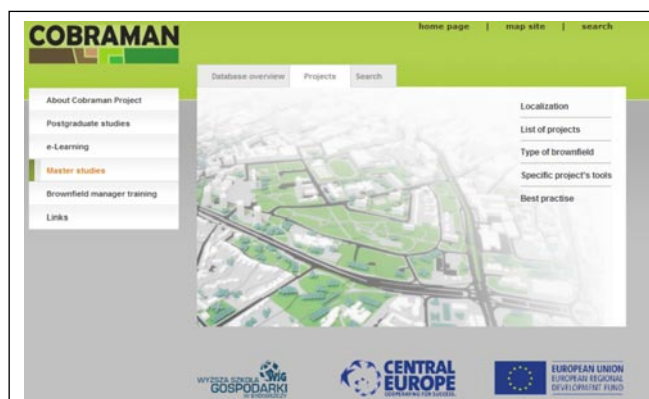


Fig. 2: Database prepared by the University of Bydgoszcz and the Technical University VSB of Ostrava.

Project partners

City of Bydgoszcz (Poland) Lead Partner, City of Stuttgart (Germany), University of Economy Bydgoszcz (Poland), City of Most (Czech Republic), VSB Technical University of Ostrava (Czech Republic), City of Kranj (Slovenia), City of Usti nad Labem (Czech Republic), SIPRO Ferrara (Italy), Urban Planning Institute of the Republic of Slovenia (Slovenia).

References

- ¹ Quoted in C. R. Leslie, *Memoirs of the Life of John Constable, Composed Chiefly of His Letters (1843)*, (Phaidon, London, 1951), p. 280
- ² Quoted from COBRAMAN document called 'Job description Brownfield manager', by Dr. Thomas Ertel, et environment technology, 25th May 2009.
- ³ Quoted ibidem.

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Soil – Biodiversity
Boden – Biodiversität

Project-Reports:

- Urban SMS newsletter no. 5
- COBRAMAN Manager Coordinating Brownfield Redevelopment Activities

Steinfurter Bodenwoche 2010:
„Boden will leben!“

Im Rahmen der *Kampagne „Boden will leben“* organisierte das Umweltamt des Kreises Steinfurt die Durchführung einer Bodenwoche vom 12.–19. September 2010, in der Absicht, mit zahlreichen Aktionen das Bewusstsein für das Schutzgut „Boden“ in der Bevölkerung des Landkreises zu fördern.

In Zusammenarbeit mit der Natur- und Umweltschutzakademie NRW (NUA) sowie anderen Kooperationspartnern, Vereinen und Unternehmen hat das Umweltamt eine Vielzahl von Einzelaktionen für große und kleine Besucher zusammengestellt, die sich auf ganz unterschiedliche Weise dem Thema nähern. Neben bodenkundlichen Fachveranstaltungen wurden auch vielfältige Exkursions- und Erfahrungsangebote durchgeführt.

So fanden im Wochenverlauf zahlreiche geführte Touren durch besondere Naturräume wie Moore, Steinbrüche, Waldlandschaften auf ehemaligen Wanderdünen und Standorte von Bodendenkmälern statt und zeigten zahlreiche Bezüge zum Boden und seiner besonderen Bedeutung im ökologischen Kreislauf auf. Ein Höhepunkt war sicher die Eröffnung des *Bodenlernstandortes „Boden und historische Landnutzung“* in Lienen-Kattenvenne während einer natur- und bodenkundlichen Fahrradexkursion.



Michael Heuer, Steinfurt.

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22./23.11.2010, City Hall, Stuttgart (D):

COBRAMAN annual meeting: Brownfield Management in the City of Stuttgart combined with a parallel exhibition of Stuttgart's associate partners and regional brownfield market players. There will be international workshops on pilot projects, brownfield manager's job profile and related organisational requirements within municipal structures.

More information: www.cobraman-ce.eu or e-mail at: henrike.fischer@stuttgart.de

29./11.–02.12.2010, Internationale Natur-
 schutzakademie Insel Vilm, Putbus (D):
 Bundesamt für Naturschutz (BfN), Technische
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26./27.05.2011, Bodenbündnis europäischer
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