

COBRAMAN



Manager Coordinating Brownfield
Redevelopment Activities

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Job description Brownfield manager

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Brownfield revitalization is often long term, complex, and involves a wide range of professional disciplines as well as political actors and different stakeholder groups. Co-ordination and communication are essential to sustain complex projects, and the management of the process as such is more evident than sole technical aspects. There is a need for professional process management to develop and deliver opportunity plans and to steer revitalization processes. Besides this the issue of community involvement as well as application of new market instruments to facilitate the redevelopment of brownfield sites should be within the responsibilities of the brownfield manager.

The following chapters give a first detailed description of the profession brownfield manager.

Requirements for the job – skills needed

- Technical skills – technical analysis and reporting, relevant degree, knowledge of regulatory framework and site technical skills
- Generic skills -programme and project management skills, project and business development skills, communication and client management
- Skills of conceptual thinking, leadership and consensus building, and 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
- CABERNET list ¹of key skills/abilities for a brownfield process manager:
 1. Ability to organize a multidisciplinary team
 2. Communication and mediation skills
 3. Consensus builder
 4. Consultative skills
 5. Creativity
 6. Decisiveness
 7. Deductive reasoning and forecasting based on past experience
 8. Dependability (deadlines and commitments)
 9. Diplomacy and tract
 10. Empathy
 11. Expertise
 12. Flexibility/adaptability
 13. Good listener
 14. Good negotiator
 15. Lateral and critical thinker
 16. Leadership abilities
 17. Mobilize local support
 18. Pro-active, energy and enthusiasm
 19. Realistic
 20. Rhetorical abilities
 21. Thoroughness, attention to detail

Main tasks

- “one stop shop” for investors as well as for site owners
- setting up and leading interdisciplinary working group (IWG)
- acting as interface between policy makers and the technical specialists
- preparation of development visions/development plans, to be discussed within the IWG
- involving community/neighborhood and other stakeholders in redevelopment process

¹ CABERNET Position Paper – *Professional Skills in brownfield Regeneration, 1st Editions (April, 2005)*

- coordination of revitalization process within the municipal structures including time schedule management
- internal communication, which means gathering information from all involved municipal department/private actors and distributing information to relevant actors
- marketing and branding

Responsibilities

- recognize and engage with all the stakeholders that need to be involved in the different stages of the redevelopment process
- up to date information available for investors, site owners, policy makers, technical specialists, municipal staff. Starting from “smart-e” to current state of process planning and process implementation across all involved municipal departments/private actors
- developing the development visions/development plans which recognize existing policy, build on local needs and expectation.
- Managing the redevelopment process by coordinating information flow and work at any step in the development process
- Managing the duration, cost and quality of the project to reach the goals defined during the planning phase
- Taking care of the sustainability of revitalized site. Sustainability objectives and indicators for Project Management of brownfield regeneration defined by RESCUE:

1	To adopt an interdisciplinary project team approach	Existence of a quality assurance and quality control system to ensure that standards and procedures in planning, assessment, reporting etc are effective and compliant
2	To facilitate efficient project delivery	<ul style="list-style-type: none"> - Existence of appropriate skills in the Project Manager’s profile. - Existence of a Project Management plan, updated on a regular basis. - Existence of a marketing strategy and related documents.
3	To promote and manage stakeholder participation	Existence of a stakeholder Information and Participation plan
4	To provide a framework for transparency in decisions, flow of information and improved communication structures	Existence of documents recording the decision-making process
5	To protect human health and safety during field work	Existence and use of a health and safety plan
6	To adopt an approach that integrates social, economic and environmental aspects	Cost benefit tools