

COBRAMAN



Manager Coordinating Brownfield
Redevelopment Activities

CENTRAL EUROPE Project 1CE014P4 COBRAMAN

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Professional profile description

WP No. 4
Output No. 4.5.1

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March 2012



Brownfield Regeneration Management – a Professional Profile

Brownfield regeneration processes are often long term, complex and involve 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. Key tasks for professional regeneration managers are to develop and deliver opportunity plans and to steer revitalization processes. Furthermore the issue of community involvement as well as application of new market instruments to facilitate the redevelopment of brownfield sites lies within the responsibilities of the brownfield manager.

The following paragraphs briefly describe the profession “brownfield regeneration manager”.

Tasks and responsibilities

The widespread area of responsibility of the regeneration manager requires excellence in coordination and communication. However this is not simply a moderating role but strongly target-oriented. Basic knowledge in a broad range of disciplines is prerequisite. Open-minded attitude also towards unconventional and innovative approaches characterize the visionary and holistic thinking to be combined with managerial leadership.

Table 1 summarises tasks and responsibilities from the public perspective - the brownfield regeneration manager in the city administration. However these issues can be easily reflected with a wider perspective including jobs in the private sector. Then the aspects of forming the link between different levels from policy via decision making level down to technical implementation might be less dominant due to lean structures in the private sector. However it will be extended by the bridging function from the private sector to those different administrative levels, which all play a role in regeneration processes.

Table 1. Task and responsibilities of brownfield regeneration manager

Tasks	Responsibilities
<ul style="list-style-type: none"> • Provision of relevant and well targeted information for specific groups • Identification and involvement of community/neighborhood and other stakeholders in redevelopment process 	<ul style="list-style-type: none"> • “One-stop-shop” for internal and external stakeholders (e.g. investors as well as for site owners) • Initiator and moderator of the stakeholder engagement process
<ul style="list-style-type: none"> • Internal communication in the municipality, short and direct channels enable short time project results • Set-up and steering a project-specific interdisciplinary working group 	<ul style="list-style-type: none"> • Acting as interface between policy makers, administration and the technical specialists • Coordinating information flow and work at any step in the development process
<ul style="list-style-type: none"> • Developing the visions/development plans which recognize existing policy, built on local needs and expectation • Preparation of political decisions, financial and institutional framework • Identification of potential partners • To adopt an interdisciplinary project team approach 	<ul style="list-style-type: none"> • Triggering the regeneration process
<ul style="list-style-type: none"> • To facilitate efficient project delivery • Coordination of revitalization process including time schedule and cost 	<ul style="list-style-type: none"> • Project manager

<p>management</p> <ul style="list-style-type: none"> • Quality and risk management • Coordination of all works and services required 	
<ul style="list-style-type: none"> • Branding – building a positive image for the area under regeneration • Marketing – initiating target group specific marketing activities 	<ul style="list-style-type: none"> • Initiator and coordinator of public relations and marketing activities

Basic skills

As mentioned previously the principal skills required by a brownfield regeneration manager are not only technical ones. Skills of conceptual thinking, leadership and consensus building, and the ability to understand the regeneration needs of communities are of utmost importance for this position.

The profound knowledge needed can be categorized into 6 groups shown in table 2

Table 2. The profound knowledge of brownfield regeneration manager

Management		<ul style="list-style-type: none"> • General project management • Conceptual and visionary thinking • Leadership - strong team player • Organizational skills
Communication		<ul style="list-style-type: none"> • Communication management • Moderation, negotiation, mediation • Ability to describe even complex and multidisciplinary issues in illustrative and simple words - spokesman qualities • Marketing and campaigning
Planning and design		<ul style="list-style-type: none"> • Landscape and urban planning • Architecture • Socio-economic dimension of urban development
Environmental and civil engineering		<ul style="list-style-type: none"> • Civil and construction engineering • Environmental engineering, geotechnics • Health and safety measures
Real estate industry		<ul style="list-style-type: none"> • Basic knowledge in project financing and calculation • Market mechanisms and trends • Life cycle considerations of real estate investments
Legal and administrative aspects		<ul style="list-style-type: none"> • Basic knowledge in all related legal areas • Municipal administration and structures • Understanding of municipal decision making processes and a keens sense of political feasibilities

Job opportunities in Europe

There are significant differences between the old Western Member States and the Central and Eastern European Countries. E.g. in UK, Germany and Italy strategic brownfield policies are to be established and the need for a professional brownfield management is broadly accepted. Organisational structures are partly established (e.g. UK) since recent years, and based on early experiences a process has started to describe the requirements for such positions and jobs, paving the way to general introduction in municipal practice within the coming years. In the Central and Eastern Countries brownfields are an upcoming issue, to be recognised very recently as an important issue for local policy and development. Beyond the realisation of some big flagship projects in major cities with international investors involved, only few targeted activities have been initiated. So informing and convincing the public and political level about the need of a targeted brownfield management approach is still a top issue in these countries.

Examples from the US and Canada do clearly indicate a strong leverage effect of national or other superior funding programs to the local policy level. Such programs do support the public perception of the topic and help to initiate structural changes at lower level. European policy documents as the Leipzig Charta in combination with e.g. the operational programmes of EU structural funds support the implementation of the brownfield regeneration issue in national policies.

The cities are key players for the realisation of brownfield related activities. Dealing with brownfields in city administrations can have a strong strategic coordinative component (e.g. land management in general, information systems etc.) or can be more focused on the role of a project manager in specific site developments. Whereas in smaller cities probably the generalist performing well in both components will be preferred, a more shared work between several persons in bigger towns allows more specific dedication of the duties. Current practice indicates that project specific appointment of staff in special purpose vehicles like development agencies and PPP constructions etc. can be an option to settle the specific project management aspects aside of the core structures in a city administration.

Job implementation at municipal level

The experiences of the partners reveal that integrating brownfield management into the workflow of urban regeneration is an important issue for European cities. However within most municipalities well settled structures reflecting this demand do not exist yet. Nevertheless, the COBRAMAN experiences demonstrate the stimulating effects of an appropriate placement in the organisation chart of the administration including procedural clarifications and further top-down support.

Nearly all technical departments are affected by brownfield revitalisation processes, including the sections

- business development benefiting from new created jobs during revitalisation and later on the newly developed site,
- real estate and finances
- planning, building, environment in case contamination has to be remediated or new building plans need to be set up.

The placement of a brownfield regeneration manager could fit better to the real estate department in cases when a broad portfolio of brownfield sites is owned by the city. Vice versa it could fit better to the planning department in case most brownfield sites are private. In such cases when significant contamination of the sites is expected or known, the brownfield regeneration manager would also fit well in the environmental department.