

## Work package 00 “Project management”

### Objectives

The main objective of this work package is the administration and organisation of RESCUE, providing the organisational platform for the project and professional support for the participants and the steering committee. Project management forms the liason between the project participants and the European Commission, being responsible for collecting, integrating and submitting the project deliverables. Additionally, the project manager is in charge of distributing the funds received from the Commission and also has a key position regarding the co-ordination of the web based publishing of interim results and tools of the project.

### Methodology / work description

Project management is necessary to ensure the smooth and streamlined conduction of the whole project. It encompasses all the secretary duties for the steering committee (invitations, protocols, dissemination, etc.) and other controlling duties for the project, such as

- contract management and partner co-ordination;
- monitoring of financial frames and time schedules;
- funding co-ordination;
- installation and web master services for the RESCUE homepage in the internet.

## Work package 01 “Development of an analytical sustainability framework”

### Objectives

The methodology of RESCUE is built on comparative case studies of brownfield projects in the participating countries in order to analyse and improve the degree of sustainability of such projects. To follow this methodology, RESCUE needs to consider the general political, social and economic framework of the countries and regions where the example projects are located. Without this, the projects and their specifications cannot be fully understood. Therefore the first aim of this work package is to **analyse and evaluate the contexts** in which the case study projects take place in, setting the general framework for the following work packages. The second aim of this work package consists of the definition of criteria for the **selection of the eight pilot sites** which will be analysed in the course of RESCUE. Another prerequisite of RESCUE is the definition of brownfield specific **sustainability criteria** to be used as benchmarks in the evaluation of the different aspects of brownfield regeneration. Currently, there is still no universally accepted definition for the term “sustainable development”, neither in general nor related to specific action. This work package therefore will allocate and adapt common approaches of comprehensive sustainability indicators to the field of brownfield regeneration and urban development. In this context, the work package will develop a set of sustainability criteria that can be used to benchmark the success of brownfield redevelopment. It will encompass social, economic, environmental and institutional aspects. The deliverables of WP1 will form the basis for all further work packages and their conceptual design. They will be used to develop the appropriate decision making tools. Input will be given by existing international approaches and proposals for sustainability indicators, mainly CSD.

### Methodology / work description

To set the national and regional framework of the case studies, an interdisciplinary team representing the partner countries will describe and evaluate all aspects which influence the regeneration of brownfield sites. Main fields of analysis are the different political and administrative systems, planning systems, property markets, other legal regulations and the specific socio-economic contexts of the projects. The methodological approaches to this will be literature review, the evaluation of existing statistics and expert interviews. Based on this knowledge, the work package team will in close co-operation with the Stakeholder & Validation Team (marking the requirements of the end users) define criteria for the selection of case study sites.

To develop the necessary benchmarks concerning the sustainability of brownfield projects, existing proposals for common indicators for sustainable development (CSD, OECD, EEA) will be analysed and reviewed. Special attention will be given to the national reviews of the project partners regarding the applicability of indicators under national conditions (Interim reports to the CSD). The review will come up with a set of sustainability indicators and criteria for each of the work packages 2 to 5. The indicators will be broken down into social, economic, environmental and institutional indicators and criteria and then assessed whether they are a driving force indicator, a state indicator or a response indicator. Based on this analysis checklists will be derived for work packages 2 to 5. They are aimed to identify the critical steps of each of these work packages regarding sustainability.

Contact:

ZEFIR - Zentrum für interdisziplinäre Ruhrgebietsforschung der Ruhr-Universität Bochum

Mr Ralf Himmelmann

Clemensstraße 17-19

D-44789 Bochum

Email: [zefir@ruhr-uni-bochum.de](mailto:zefir@ruhr-uni-bochum.de)

<http://www.ruhr-uni-bochum.de/zefir>

## **Work package 02 “Management of contamination and reuse of soil and debris”**

### Objectives

Brownfield redevelopment offers unique opportunities to develop approaches for the sustainable management of contamination on derelict land. The management of contaminated soil and debris from brownfield sites may include immediate reuse on site, reuse after treatment or final cost effective disposal. The main objective of this work package is to develop tools for the design of integrated rehabilitation schemes aiming at the optimum reuse of soil and other construction related waste. This work package will also develop decision criteria and databases on available options that are economically and technically feasible, such as

- Quality standards for underground conditions (physically and environmentally);
- Field test requirements;
- Technology selection criteria;
- Quality standards concerning the consumption of natural resources (energy, water, etc.);
- Databases on technologies and case studies;
- Quality standards for recycled materials.

This work package will also develop tools to promote the recycling of waste or other material such as penalties or incentives

### Methodology / work description

This work package will be working along an interdisciplinary composition from the four partner countries. Each country will provide two case studies for the work package to be analysed multinationally for their approaches and decision criteria regarding the management of contaminated soil and debris.

The basic methodology for the work package will follow a four step approach:

Step 1: Comparative analysis of different national approaches based on eight case studies in four countries

Step 2: Evaluation of country approaches and cross check with the principles of sustainability

Step 3: Identification of strengths weaknesses and gaps

Step 4: Derivation and development of tools according to best practice and sustainability.

All results will be validated through the validation group by field tests and integration into demonstration projects. Feedback from the validation procedure will be included in the final report of the work package.

Contact:

BUREAU DE RECHERCHES GEOLOGIQUES ET MINIERES  
Environment and Process Division - BRGM/EPI  
Mr François Blanchard  
3, avenue Claude Guillemin  
F- 45060 Orléans, Cedex 2  
France  
Email: [f.blanchard@brgm.fr](mailto:f.blanchard@brgm.fr)  
URL: [www.brgm.fr](http://www.brgm.fr)

### Work package 03 “Management of existing buildings and infrastructure”

#### Objectives;

In many cases brownfield sites are particularly characterised by the existence of old buildings and infrastructures. Most approaches for brownfield redevelopment follow the tradition of destroying old buildings and infrastructures prior to the construction of new buildings and installations according to the planned land reuse option. This planning approach leads in many cases to unacceptable costs and often to failure of the whole project. This workpackage therefore will

- Develop criteria for the maintenance and / or dismantling of redundant buildings and installations, and
- Develop tools for cost minimisation concerning the maintenance, modernisation and replacement of infrastructures.
- Evaluate life cycle appraisal techniques and environmental sensitivity analysis
- Assess options for cost effective preservation of structures with heritage value

#### Methodology / work description

This work package will be working along an interdisciplinary composition from the four partner countries. Each country will provide two case studies for the work package to be analysed multinationally for their approaches and decision criteria regarding the management of contaminated soil and debris.

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Contact:

Central Mining Institute  
National Center for Implementation of Cleaner Production  
Dr. Włodzimierz Sokol  
Plac Gwarków 1  
PL- 40-166 Katowice

Poland

Email: [w.sokol@wfosigw.katowice.pl](mailto:w.sokol@wfosigw.katowice.pl)

URL: [www.gig.katowice.pl/english/index\\_e.html](http://www.gig.katowice.pl/english/index_e.html)

## Work package 04 “Sustainable land use and urban design on brownfield sites”

### Objectives

The sustainable regeneration of urban brownfield sites requires both the identification of suitable use options and their implementation in an environmentally, economically and socially sound way. To be sustainable, brownfield projects have to refer to the regional context of the sites and the problems and potentials that have their origins in the site specific local or neighbourhood context. Uses which proved to be sustainable on one site don't necessarily need to fit into another context. Moreover, the benefits of a well chosen and sustainable land use option can be deterred by a bad and “unsustainable” translation into the built environment, e.g. an unsustainable urban design. The main objective of this work package therefore is to develop integrated schemes for sustainable land use planning and urban design on brownfield sites. This work package will also develop decision criteria, databases and strategies such as

- Land use selection criteria
- Site diagnosis methodologies: definition of necessary information on a regional and urban/neighbourhood scale
- Quality standards concerning the consumption of natural resources (space, energy, water)
- Discovering the “time dimension” for the longer term urban redevelopment process
- Using landscape design as a major tool for cost effective interim management
- Topics for a sustainable public funding (European structural funds)

### Methodology / work description

This work package will be working along an interdisciplinary composition from the four partner countries. Each country will provide two case studies for the work package to be analysed multinationally for their approaches and decision criteria regarding the management of contaminated soil and debris.

The basic methodology for the work package will follow a four step approach:

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Contact:

MGG Montan-Grundstücksgesellschaft mbH

Mr Gernot Pahlen

Rellinghauser Str. 9

D-45128 Essen

Germany

E-Mail: [rescue@mgg.de](mailto:rescue@mgg.de)

<http://www.mgg.de>

## Work package 05 “Sustainable planning processes and methods for citizen participation”

### Objectives

After decades of massive interventions of public authorities (European, national/federal and local level), a growing awareness of the importance of the specific human and social factors puts citizen participation in a key position in brownfield regeneration. It addresses the limits of traditional concepts of land use planning and public decision-making. Brownfield redevelopment is a complex matter with many actors and stakeholders who often pursue contrasting aims in the development process. To meet the demands of sustainability, a socially balanced planning process which offers participation opportunities for all interested parties should not aim at systematic consensus but is a prerequisite for each brownfield project. Moreover, citizen participation should be organized from the beginning of the project and pervade each step of the decision making process.

In this context, the main objective of this work package is to develop innovative methods for citizen participation and sustainable planning processes that integrate and transparently evaluate different stakeholder interests, while preserving efficient project management (in respect of time schedule and budget). By these means the quality of regeneration projects and the efficiency of urban development and planning can be improved. Citizen participation and the feeling of “having a stake in urban development” is an important way to foster cultural identity as a prerequisite of improving the quality of life in the often deprived areas where brownfields are located. This work package will also develop decision criteria, databases and strategies such as

- Assessment of different experiences of citizen participation: a comparative typology of methods and results;
- Methods for the elaboration of a corporate diagnosis;
- Quality standards of social inclusion and citizen participation;
- Guiding principles and elaboration of indicators of urban governance efficiency;
- Tools for an increased integration of the citizens’ interests in master planning, architectural competitions and urban design;
- Communication and dissemination tools.

### Methodology / work description

This work package will be working along an interdisciplinary composition from the four partner countries. Each country will provide two case studies for the work package to be analysed multinationally for their approaches and decision criteria regarding the management of contaminated soil and debris.

The basic methodology for the work package will follow a four step approach:

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Contact:

MISSION BASSIN MINIER NORD-PAS DE CALAIS

Ms Catherine Bertram

Fosse 9 / 9 bis

Rue du Tordoir  
BP 16  
62590 Oignies  
France  
Email : [accueil@missionbassinminier.org](mailto:accueil@missionbassinminier.org)  
URL :

## Work package 06 “Tools for the management of brownfield projects”

### Objectives

The achievement of a smooth, cost-efficient and low-risk realisation of brownfield redevelopment projects is the main responsibility of project managers (cost and time control). The project management function must integrate different philosophies and disciplines from both social and engineering sciences who take part in the regeneration process. Moreover, project management has to deal with the often contrasting aims and interests of stakeholders such as site owners, planners, engineers, politicians, citizens etc. Current approaches for project management are rarely required to consider this complexity. In this respect, there is a specific demand for specialised tools and methodologies to manage complex and multi-disciplinary brownfield projects. Therefore the objective of this work package is to integrate many years of practical experience of the project partners and to develop European best practice tools and approaches for the management of brownfield projects. This work package therefore aims at the

- Development of organisational structures for a sustainable project management;
- Development of qualification criteria for project managers;
- Development of specific tools and software for the management of brownfield projects.

### Methodology / work description

This work package will be working along an interdisciplinary composition from the four partner countries. Each country will provide two case studies for the work package to be analysed multinationally for their approaches and decision criteria regarding the management of contaminated soil and debris.

The basic methodology for the work package will follow a four step approach:

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### Contact:

BUREAU DE RECHERCHES GEOLOGIQUES ET MINIERES  
Environment and Process Division - BRGM/EPI  
Mr François Blanchard  
3, avenue Claude Guillemin  
F- 45060 Orléans, Cedex 2  
France  
Email: [f.blanchard@brgm.fr](mailto:f.blanchard@brgm.fr)  
URL: [www.brgm.fr](http://www.brgm.fr)

## Work package 07 “Virtual Training Centre”

### Objectives

The principal objectives of this work package is to develop a web based training package that will enable anyone to understand the main conclusions and lessons to emerge from the project. Inputs will come from wp01, the case studies collected in wp02 – wp06 and all conclusions, lessons learnt and good practice pointers from other work packages.

### Methodology / work description

The Virtual Training Centre will allow self-teaching in order to assimilate the lessons from our research across the entire field of urban regeneration. Material will also be in a form that can be used by trainers in an interactive form of training session. 3D virtual fully attributed sites will be created and used in a series of scenarios to demonstrate or draw out key learning points that come from the outputs of the other work packages. The sites will be developed from case study information collected by these other work packages.

University of Nottingham  
School of Chemical Environmental & Mining Engineering  
Dr. Paul Nathanail  
University Park  
NG7 2RD Nottingham  
United Kingdom  
Email: paul.nathanail@nottingham.ac.uk  
URL: <http://www.nottingham.ac.uk/scheme/>

## Work package 08 “Stakeholder & Validation Team”

### Objectives

The process of brownfield redevelopment involves a number of technical and social disciplines and affects a range of stakeholders. The best practice to manage the redevelopment of brownfield sites also has to be selected considering the geographical, political, social, economic and legal conditions of the area where the site is located. Methods and strategies to bring brownfield redevelopment forward therefore are no unique solution. Recommendations that have been derived even from the analysis of a number of brownfield projects still need to be cross checked for their suitability under different conditions. Therefore, the objective of this work package is to validate the project findings among other EU member states. Thus, the major objective is to ensure the quality of work in terms of guaranteeing its validity for most of the European Union and the accession countries.

### Methodology / work description

The Stakeholder & Validation Team” will be located right in the core of the projects components. The composition of the team will include representatives from several countries that are not acting as partners in the RESCUE consortium. They represent stakeholder groups such as developers, land owners, financiers, regulators, professional advisors, academics, citizens communication experts and technology suppliers. They will review all projects that are subject of research, will review the detailed work programs of Component II of the project and will review the results for validation purposes. A certain amount of subcontract money has been reserved for detailed technical and institutional validation at other projects.

Contact:  
Umweltbundesamt / Federal Environmental Agency  
Mr Detlef Grimski  
Bismarckplatz 1

D-14191 Berlin  
Germany  
Email: [detlef.grimski@uba.de](mailto:detlef.grimski@uba.de)  
URL: <http://www.umweltbundesamt.de/index-e.htm>  
<http://www.umweltbundesamt.de/altlast/web1/start.htm>

## **Work package 09 “Dissemination and exploitation”**

### Objectives

This work package will disseminate and exploit all interim and final results of the project. It is desired to multiply information on the availability of the developed tools and of the results of technical and institutional validation tests. This work package will also constitute the primary contact point for all requests coming from outside the project. It will provide information on various matters being of general interest and serve as an information gate to the specific project components.

### Methodology / work description

The major work steps of this work package are:

- Write newsletters on the project for the media and the general public;
- Access networks such as CABERNET, CLARINET, NICOLE, CASTER, RETI or other upcoming networks on brownfields for dissemination and exploitation of the results;
- Organise specific thematic or stakeholder workshops for wider presentation and discussion of the results;
- Motivate the members of the research teams for international publications;
- Respond to call for papers with respect to international and national publications of the results;
- Set up and maintain a project specific web site;
- Set up and administer e-mail discussion groups for a range of stakeholders;
- Translate key findings into German , French, Russian and Polish.

Contact:  
MISSION BASSIN MINIER NORD-PAS DE CALAIS  
Ms Brigitte Huttner  
Fosse 9 / 9 bis  
Rue du Tordoir  
BP 16  
62590 Oignies  
France  
Email : [accueil@missionbassinminier.org](mailto:accueil@missionbassinminier.org)  
URL :

## **Work package 10 “Manual of tools for an European system approach in sustainable brownfield regeneration”**

### Objectives

This work package will integrate the validated results from the previous work packages to compose the first Manual for Sustainable Brownfield Regeneration. This manual will be a substantial decision making tool for stakeholders, public administration and financial funding bodies. It will provide checklists, performance indicators, evaluation criteria and examples of best practice that have been evaluated within RESCUE. Economic tools for the enhancement of brownfield regeneration will be proposed (e.g. tax incentives etc.). Furthermore, decision making tools for funding organisations on the national, regional or even European level will be part of the manual.

Methodology / work description

The work will focus on conclusive integration of the validation feedback into a holistic system approach that may be used throughout the European Community respectively in EU accession states. The manual should be disseminated throughout Europe to practical end users and scientific networks. It will also be available on the RESCUE homepage on the internet.

## Contact:

exSite projects

Mr David Edwards

Hillcrest

Hillam

Leeds

LS25 5HG

United Kingdom

Email: [exsite@btinternet.com](mailto:exsite@btinternet.com)URL: <http://www.exsite.org/>