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"The City, however, does not tell its past, but contains it like the lines of a hand, written in the corners of the streets, the gratings of the windows, the banisters of the steps, the antennae of the lightning rods, the poles of the flags, every segment marked in turn with scratches, indentations, scrolls.”

Italo Calvino, Invisible Cities

This executive summary of the final report (long version is available on CD) represents the final results of the B-TEAM project - Brownfield Policy Improvement Task Force - conducted and part financed within the framework of the INTERREG IVC programme.

Information on the B-TEAM project and the partners of the network are available on www.bteaminitiative.eu. The website provides a facility to access and download most of the documents produced in the project.

B-TEAM brings together experts of Brownfield regeneration from different countries to exchange their experiences in local and regional policies and jointly improve and transfer them.

As cities become more congested and green space and landscape disappears, new methods of urban regeneration are increasingly important. B-TEAM addresses the issue of improving and transferring Brownfield policies in partner regions and beyond.

The work on B-TEAM has clearly demonstrated the benefits of working in partnership, exchanging experience and networking. The project partners have discussed and analysed, over a period of 3 years, various Brownfield projects, their differences and similarities and the lessons learned. The shared experiences have been based on the good examples as well as the bad ones. The report outlines the key lessons learned during the operation of the project.
1. B-TEAM PROJECT

a. Project

Brownfield sites are previously used land that has been made available and requires reclamation to a new use. Potentially contaminated by low concentration of hazardous waste or pollution, they have become a concern in Europe’s urbanised areas as a consequence of industrial conversion. B-TEAM is a collaborative effort by 14 partners from 11 different countries to influence policies on Brownfields through their successes and experiences.

B-TEAM assists cities in moving forward the redevelopment of problematic Brownfield sites. Local authorities often run into roadblocks in developing complex or challenging sites and an outside perspective can offer the opportunity or the impetus to advance a project.

The project partners are involved in activities/events leading to the elaboration of local and regional recommendations for relevant policies in the partner regions. The transfer of best practices provides a unique opportunity to learn from each others’ experiences and apply new approaches.

It has been recognised that to tackle the issue of Brownfield redevelopment on a long-term sustainable basis, it is not enough to address the redevelopment of individual sites but that it is essential to consider the problem from a policy perspective.

B-TEAM brings together experts of Brownfield regeneration from different countries to exchange their experiences in local and regional policies and jointly improve and transfer them. Beside the exchange that takes place in the “Brownfield Days”, these experiences are discussed and disseminated to a broader public in European Dissemination Events. The policy recommendations are implemented in the planning process of the partners in need of changing their policies or introducing new policies; the partners are signing the “Brownfield Pledge” committing themselves to improvements regarding their policies.

The project was running from 1/1/2010 – 31/12/2012 with a total budget of EUR 2,046,791

b. Objective

The main objective of B-TEAM is to improve regional policies influencing Brownfield redevelopment through transfer of best practice. B-TEAM offers policy support in the regions that will help to develop Brownfield sites prior to Greenfield land as a principle.

Through the involvement of a number of experts within and outside the partnership, B-TEAM encourages international networking, trans-disciplinary and trans-sectoral cooperation. In the European Dissemination Events, B-TEAM engages organisations outside the network and aims to change the mindset of people involved in regeneration processes and decision-makers.
B-Team partners at Brownfield Days in Ruda Śląska/Poland, March 2011
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d. Project background
2. PARTNERS AND THEIR PROJECTS

BELFAST (Northern Ireland)

Titanic Belfast

Belfast is the capital and largest city in Northern Ireland, as well as the second largest city on the island of Ireland. It is the seat of devolved government and legislative of the Northern Ireland Assembly.

The city suffered greatly during the period of disruption and conflict called the Troubles, but has undergone a sustained period of calm, free from the intense political violence of former years, and substantial economic and commercial growth. Belfast City Centre has undergone considerable expansion and regeneration in recent years. It has become a popular tourist destination, with many visitors attracted to both the city’s fascinating history and its enduring spirit of optimism and hope.

Belfast chose 3 different case study sites for investigation in its Brownfield Days:

2. Springvale/Forth River – Stimulating socio-economic activities in former industrial areas while involving surrounding communities.

As Belfast carried out the last Brownfield Days in the lifespan of the project, the partners’ recommendations are under way of being adopted as the Brownfield Pledge.

The recommendations on strategic level concerned the issues of
- Introducing the City Council as an active player in regeneration; leadership.
- Incentives to attract desirable uses in the city centre.
- Flexible lease agreements and more flexible planning policy at the micro scale.
- Macro retail policy in order to protect city centre.
- Review of parking policy city wide.
- Branding and communication to promote the site.
- Active, inclusive and open engagement and participation.
- Investment and employment.
- Social clauses.
- Community needs (not only wants).
- Integration of environmental issues with land use planning early in the process.
- Education of developer.
- International architectural design competition.
HAJDU-BIHAR (Hungary)

Hangars on former Soviet military airport

Debrecen is the second largest city in Hungary situated 220 kilometres from Budapest. It is not only the cultural and scientific centre of the region, but also a marvelous host of various festivals and cultural events.

The city is located along several traffic corridors of European significance, and can thus serve as an ideal starting point for commercial links toward Russia, Ukraine and Romania.

The Institution Maintenance Centre of Hajdu-Bihar County, which resides in Debrecen, is the main centralised organisation on county level that participates in international projects, like the B-TEAM.

The chosen case study site in Debrecen is the former soviet military airport. The total area is ca. 385 hectares from which 245 ha is needed for the operation of Debrecen International Airport, the only regional international airport in Hungary complying with the Schengen criteria.

The focus of the working groups and the recommendations are split into 3 different subjects; namely, regeneration of the residential area, regeneration as an industrial and service area, and the environmental rehabilitation projects. The partners explored the potential uses of the area, suitable functions that promotes community aspirations bearing in mind the environmental legacy of the previously contaminated site.

In the time of writing, partners’ recommendations are not yet finalised and the Brownfield Pledge is not approved. Nevertheless, with the discussions of the partners and all the project stakeholders, strategic information has started to develop.

The challenge is to raise awareness amongst local and regional decision-makers, landowners, airport authorities and local communities the importance of Brownfield redevelopment and continue the successful cooperation among the stakeholders in order to develop this part of the city along local needs and future development directions as well, like tourism, entertainment, leisure or health care services.

The accessibility – establishment of intermodal transport link within the area – new functions, attractive cultural points, green corridors, which promote sustainable neighbourhoods and socially inclusive communities, besides an increased focus on the possibilities of funding sources for infrastructure projects are the priority aspects in terms of future regeneration of the territory.
Oulu is the metropolis of Northern Finland and the most intelligent city in Europe 2012 (Intelligent Community Forum). What sets Oulu apart from other Finnish cities is its youthful demographic. Oulu features a unique combination of know-how, drive and courage to create new science, culture and technology.

Oulu’s project area – Ranta-Toppila – is a former saw-mill area within cycling distance from the city centre. It will be a maritime residential and service area, which will open its doors to the sea. The plans include also a Sea Centre, a marina, a marine sports centre and a harbour for cruise ships and visiting naval vessels.

Challenges:

- To plan and implement a successful, versatile maritime centre in partnership with several interest groups and stakeholders.
- To combine cultural heritage with new functions.
- To involve the adjacent communities and utilise their knowledge.

Oulu took the first step in 2011 based on the Brownfield Pledge: an onsite container that functioned as a platform for exhibitions, presenting plans and interaction events, such as the Future Workshop for residents.

The Maritime Advisory Board, led by the Deputy Mayor, acts as an unofficial and open discussion board. It includes decision-makers, management and employees from city departments and stakeholders, including the business sector and maritime enthusiasts. It brings together various interest groups, organises seminars and participates actively in planning Ranta-Toppila.

The draft of the city plan will be ready in 2012. The first phase of Sea Centre will be implemented by recycling an industrial building from the city centre. The Sea Centre will include space for a summer theatre, restaurants, leisure, maritime sports, commercial and support services. It will be active all year round and host various events such as Oulu Maritime Days, conferences and concerts.
SEVILLA (Spain)

Seville is one of the most important cities of Southern Europe. Located in the heart of Andalusia, Seville is not just a prime tourist destination, but in recent years, has also proved to be an important commercial, economic and industrial city.

The importance of historic, artistic and monumental heritage of Seville is also extended to industrial buildings, because of this Seville has focused its participation in BTEAM project in searching for new uses for the buildings which make up Sevillian industrial heritage.

In BTEAM framework, Seville has made an industrial heritage catalogue, analysing active and inactive industrial areas and also historic industrial areas keeping the same traditional use nowadays.

This local project has been divided in four phases:

Phase 1: A database was created on successful projects, at national and international level, to recover brownfield sites, giving example and reference for local actions.

Phase 2: A catalogue of industrial areas of Seville was also made. This catalogue includes, for each area, information about the name, localization, economic area, owner, socioeconomic context, zone, state and cultural and environmental situation, etc, and some intervention proposals too.

Phase 3: Working with the information obtained in phase 2, an interactive handbook on the industrial heritage of Seville has been developed, which is also available in Internet.

Phase 4: Activation of the industrial areas we are going to work on, paying special attention to Real Fábrica de Artillería, examined by BTEAM members in their last visit to Seville.

The interactive handbook on the industrial heritage of Seville has become a useful tool for two sectors; for the economic sector, it is information for entrepreneurs and possible investors, which main goal is to create employment and for the tourist sector, it is the opportunity to exploit new routes and touristic products focused on the rich industrial heritage of Seville.
TORINO (Italy)

Torino is a city and major business and cultural centre in northern Italy, capital of the Piedmont region, located mainly on the left bank of the Po River and surrounded by the Alpine arch. The municipality has a population of about 900,000 inhabitants while the metropolitan area has an estimated population of about 2,000,000 inhabitants.

Having been the first Italian capital in the XIX century, Torino developed in the XX century as a typical one company industrial city, based on mechanical production, mainly in the car industry field.

After the industrial crisis the city developed transformation projects to define a new function to the dismissed industrial areas around the city centre and along the railway line.

Since the onset of the recent economic crisis, the City reasserted its will to continue on such a path by initiating a new round of urban transformation projects that could continue to play a strategic role in triggering development, even experimenting new ways to face the challenges imposed by increasingly difficult market conditions and budget.

Within the B-TEAM project, the City of Torino analysed two transformation areas on industrial Brownfields, both along the railway line.

The first one, called Spina 3, is a polluted site, previously occupied by industrial buildings, where the objective of the study was, together with the Faculty of Agriculture of the University of Torino, to experiment bioremediation and phytoremediation techniques.

The second one is a new designed settlement in the former FIAT Avio area, located on the east and west side of the railway, which will host a new elevated railway station to connect its two parts as well as a skyscraper for the offices of the Regional Administration.

In both cases, agreements between public bodies were signed. These agreements established intergovernmental working relationship [Conferenze di Servizi] that pools together all the stakeholders in the regeneration process in order to speed up the approval process.
DRESDEN (Germany)

Dresden is the capital of the Free State of Saxony, thus being located in the eastern part of Germany. The reunification process caused a radical transformation of almost all of the urban activities. As one result, in 1995 the share of Brownfield land reached its peak at 20% of the total settlement areas. Since then, Dresden has repositioned itself as a city of high-technology industries, sciences, education and culture. The city has proven to be an attractive place to live, now experiencing a significant increase in population, forecast to be lasting over the next 15 years.

The study area Leipziger Vorstadt – Neustädter Hafen is an inner city area located within walking distance to the historic city centre, with a total surface space of about 55 hectares. It comprises a former railway yard, several derelict industrial sites and the former docklands including the embankment of the river Elbe, providing visual connections to the historic silhouette.

For this area, the City Council’s planning committee approved a master plan, which designates the general guidelines for future developments. These are high-standard residential uses, combined with leisure and public open spaces. Also, commercial and office spaces are provided in order to attain a lively inner city mixed use pattern.

The planning challenges are:

- divided private property ownership.
- restrictive flood protection regulations.
- lack of public open spaces and lack of access to the waterfront.
- development space demands for educational facilities.
- need for implementation in phases according to the investors’ plans.
- demand for integrating the rich variety of intermediate uses in the creative and cultural sector constituting the unique identity of the area.

According to the B-TEAM recommendations, Dresden has contracted an agency to elaborate a specific communication strategy. The main issue is to establish a platform which helps promote the project to both local people and investors, facilitate the implementation process under a defined leadership by the municipality, and to ensure achieving the development goals, having regard to the different levels of scale.

The study area has been designated as key area for preparing the new Dresden Integrated Development Plan 2025+. In this context, a dialogue strategy with local residents has been established. Several neighbourhood walks are conducted in order to match planning goals with people’s expectations and requirements concerning the future developments.
VILNIUS (Lithuania)

**VILNIUS – capital of Lithuania** is the largest administrative, social, economic and cultural centre. Fast growing city with stable number of population with strong knowledge economy clusters: bio, laser technologies, IT, electronics and precision mechanics, medicine, environmental and nanotechnologies. High schools with 70,000 students provide high-quality human resource for the real economy.

The main territorial document - Vilnius city master plan defines areas of former industries in the inner city that amount to 120 ha. Vilnius has a great potential of conversion and faces a challenge to develop cooperation with private owners of these territories.

**Park of Architecture (PA)** is the pilot territory of 78 ha. Part of the territory belongs to the old town which is inscribed in the UNESCO world heritage list. The first stage of the territory development (~7 ha) is the former industrial site, which is planned to be converted into the multifunctional centre with new dwelling houses, commercial objects and public spaces with the unique possibility to create in Vilnius a real living waterfront.

**Challenges:**
- To build new multifunctional quarter according to principles of sustainable development.
- To make a successful partnership with several interest groups and stakeholders.
- To improve the social and engineer infrastructure with limited public financial recourses.

**Plans and actions:** 1 stage of territory development (7 ha):
- Approval process of the Detail plan of the territory is nearly finished and was presented to Unesco. All the approval procedures are carried on along with ICOMOS recommendations.
- B-TEAM Pledge was presented to the Development Committee of the City Council. Financial plan for the long term actions, related with strategic territorial investments will be needed for the final approval.
- Contract of the Quality development between the Municipality and private developer is under the final stage of preparation.
- Application for the EU Structural funds support for the environmental and physical cleaning will be submitted till the end of 2012.
- Developers of neighbouring sites are initiating territories planning procedures in the Municipality. This will lead to the quicker process of the whole territory revitalization.
- Municipality carries out planning and physical works for the public spaces renewal in the territory of PA.
- Communication tool- interactive Internet site of the Park of Architecture—will be finished till the end of 2012.
RUDA ŚLĄSKA (Poland)

Ruda Śląska is a city with a long mining and steel industry tradition, which necessitates serious and dynamic economical and infrastructure restructuring. Projects of revitalisation are becoming more important in Polish cities and communities. Thanks to their successful realisation the attractiveness of living environment has increased, also the natural environment has improved and new investment territories have been gained.

The City Council of Ruda Śląska passed a resolution of a Local Programme of Revitalisation of the City of Ruda Śląska for the years 2007-2015. The Programme is directed to support the economic development, increasing investments, tourist and cultural attractiveness and also counteracting the negative effects of heavy industry restructuring such as unemployment, local community passiveness, degradation of municipal space, environment contamination.

Ruda Śląska’s project areas consist of former coal mining and heavy industrial sites. Vast tracks of lands and abandoned infrastructures were prominent landmark of the industrial heritage of the city. The coal mining industry is of significant importance for the local economy and vitality of Ruda Śląska and the Silesian region.

Ruda Śląska City’s participation in the B-TEAM Project was triggered by the necessity to plan and implement a suitable strategy that would take into consideration the long-term economic interest of the city and the region. The development of Brownfields provides numerous opportunities in terms of investment as well as economic growth and creating new jobs. Moreover, it raises the citizens’ awareness of the fact that their lives – previously centered around hard coal mining – are changing and that their role in creating a common future is vital.

The exchanges and sharing of partners experiences among city and academic partners open up a new perspective on how the City can regenerate its Brownfield sites. Currently, the City has just approved its Brownfield Pledge and started to implement some of the provisions by conducting essential community studies on the Brownfield areas exploring possibility of using the abandoned materials.
DUBLIN (Ireland)

Dublin is the capital city of Ireland with a population of 527,612 persons. Dublin’s leading assets are considered to be its people, their character and their creativity.

Dublin’s case study area for the B-TEAM Project is Newmarket located in the historic Liberties district in the city centre. The area has a rich history, in particular industrial heritage. A market square, laid out in the 17th Century, still exists but the quality of the public realm is poor with low value industrial uses adjoining. Despite past plans and tax incentives, the area still needs regeneration.

Dublin’s Brownfield Days were held in May 2012. Focusing regeneration around a public open space influenced the theme which was entitled *Can Civic Spaces Regenerate Brownfield Places?*

Challenges:

- The role of urban design in Brownfield Regeneration.
- The importance of Connectivity in Brownfield Regeneration.
- The need for Diversity and Vitality in Brownfield Regeneration.
- Role of Heritage and the Natural Environment in Brownfield Regeneration.

Strategic level recommendations included to set up a data base with site briefs for Brownfield sites, encourage temporary interventions, put vacant sites on the ”mental map” of the city and ensure that our built heritage is kept active in future uses.

Local level recommendations included creating an Urban Village character for the area, improve direct connectivity, encourage an event space with multiple uses in Newmarket Square, encourage green interventions and maximise hidden natural and historic assets.

Many of these creative ideas have been incorporated within the Dublin City Council Brownfield Pledge which was signed by the Chairperson of the Strategic Policy Committee for Economic Development, Planning and International Relations on the 25th September 2012.

It is intended to use the recommendations of our European Partners as a springboard to the continued sustainable regeneration of Brownfield sites in Dublin.
The Central Mining Institute (in Polish: Główny Instytut Górnictwa, acronym: GIG) is a research institute, subordinated to the Minister of Economy, working not only for the benefit of the mining industry, but also for enterprises representing different branches - including small and medium enterprises, state and local administration institutions and offices, as well as foreign partners. Currently the four basic areas of our activity constitute: mining engineering, environmental engineering, problems relating to quality, education and training. GIG is one of the most acknowledged partners in such areas of activities as waste management, raw materials recycling, energy audits as well as modernization of energy economy of municipalities and enterprises, optimization of water supply and sewage disposal, environmental monitoring, Cleaner Production programme, programmes of sustainable development of municipalities (rural districts), and regions.

GIG has a broad offer with respect to: risk assessment, safety reports, industrial safety management system, measurements and work environment hazard control regarding industrial installations, software supporting actions in the field of industrial safety. The problems of education and training rank high among the prospects of the Institute’s development. New kinds of postgraduate studies, specialist training, courses and seminars, raising the employees’ qualifications, place GIG, apart from universities, in the circle of the highest and best training institutions in Silesia.

Central Mining Institute is involved in the B-TEAM project as a scientific partner providing know how in waste management, reclamation technologies as well as innovative environmental motoring approaches for Brownfields.
AREC (Austria)

The Agricultural Research and Education Centre Raumberg-Gumpenstein (AREC) is a research entity of the Austrian Federal Ministry of Agriculture, Forestry, Environment and Water Management (BMLFUW – http://www.lebensministerium.at). It is well-positioned in the research area of cultural landscape, grassland ecology and organic farming. The strategic aim is to develop alternative systems for landscape protection and conservation and to develop indicators for an ecologically sound development of cultural landscapes. Another speciality is a high expertise in dissemination of know-how not only for scientists, but also for farmers, practitioners, decision makers and stakeholders, with several hundred participants each year.

AREC comprises following research areas:
**Livestock Research**
**Plant Production and Cultural Landscape**
**Animal Welfare and Animal Health**
**Organic Farming and Biodiversity**

The department for ecological restoration and forage crop breeding, who is involved in the B-TEAM project, works on strategies related to ecological restoration.

Key activities of the department of ecological restoration and forage crop breeding are.

**Development of concepts for the management and ecological restoration** of valuable cultivated landscape elements with site specific seed mixtures and the collection, multiplication and dissemination of regional wild seed and plant material.

**Plant breeding and seed production of forage plants**, especially the processing of valuable characteristics of low-input varieties of grasses, legumes and herbs for the establishment and management of extensively used grassland areas and landscape cultivation.

**Gene banking of valuable accessions** from Austrian grassland species.

AREC is involved in the B-TEAM project as a scientific partner providing know how in ecological restoration and reclamation as important parts in brownfield recreation, establishing not only healthy and aesthetically surroundings, but also open green spaces as an integral part of newly created areas.
IOER (Germany)

The Leibniz Institute of Ecological Urban and Regional Development (IOER) in Dresden is an establishment of the Leibniz Association for research in the spatial sciences focussing on ecological aspects of sustainable development. The Institute addresses the scientific basis for the sustainable development of cities and regions in the national and international context. Research concentrates on four main areas:

The **Research Area ‘Landscape Change and Management’** is concerned with analysing change in cities and regions. Particular attention is paid to open spaces and ecosystem services, as well as strategies and tools for influencing them. One topic is to contribute to the ecological redevelopment of cities with particular focus on post-industrial landscapes.

The **Research Area ‘Resource Efficiency of Settlement Structures’** looks at whether and to what extent cities, buildings, and infrastructures can be designed and refined to consume less land and material and to achieve higher energy efficiency.

The **Research Area ‘Environmental Risks in Urban and Regional Development’** is concerned with analysing and assessing risks for spatial development from natural hazards and climate change. Planning strategies, tools, and measures in risk prevention are also addressed.

The **Research Area ‘Monitoring of Settlement and Open Space Development’** develops survey, monitoring, and analytical procedures for better describing the state of and changes in land use. Forecast procedures are also elaborated for establishing housing land requirements as a driving force in urban and regional development.

The Institute makes its findings available to the political authorities and society. It places great value on the promotion of young researchers and has therefore introduced structured support for doctoral students.

The IOER is involved in the **B-TEAM project** as a scientific partner. It brought in its specific expertise in strategic questions and in sustainable urban development by using Brownfields. It linked ecological aspects (especially with view on the potentials of urban green spaces) with questions of spatial planning and policies in the wider context of urban (re)development.
Bioforsk is a national R&D institute under the Norwegian Ministry of Agriculture and Food, with about 500 employees. Bioforsk is a relatively new institute, and a result of the merge of the Norwegian Centre for Soil and Environmental Research, Norwegian Crop Research Institute and Norwegian Centre for Ecological Agriculture. Bioforsk conducts applied and specifically targeted research linked to multifunctional agriculture and rural development, plant sciences, environmental protection and natural resource management. International collaboration is given high priority.

Our approaches are targeted towards research on processes in terrestrial ecosystems, new technologies for remedial measures and adaptations, and monitoring systems for policy support. Integration of research and science, together with consultancy services, gives a multidisciplinary platform ensuring relevance for end-users and stakeholders.

The Research Area ‘Integrated Environmental Technology’ covers, beside others, risk assessment and restoration of contaminated sites, environmental monitoring systems with sensor technology for ground and water wastewater treatment and measures to limit runoff from landfills.

As a national R&D institute Bioforsk promote its activities and results through regional, national and international media. High priority is given to support young scientist with their scientific career.

Bioforsk is involved in the B-TEAM project as a scientific partner and contributed particularly within the topics risk assessment and restoration of contaminated Brownfields.
UNITO - UNIVERSITY OF TORINO (Italy)

The University of Torino is one of the most ancient and prestigious Italian Universities.

It has about 70,000 students, 4,000 academic, administrative and technical staff, 1,800 post-graduate and post-doctoral students and 120 buildings in different parts of Torino and in key places in Piemonte; the University of Torino can be considered as “city-within-a-city”, promoting culture and producing/creating research, innovation, training and employment.

The University of Torino is today one of the largest Italian Universities, open to an international perspective in the fields of both research and training. It carries out scientific research and organizes courses in all disciplines, except Engineering and Architecture.

The University is an integral part of the community, changing it for the better, reviving urban and suburban areas, promoting cultural interaction, social integration and development, encouraging dialogue and insight into current realities.

The DIVAPRA is a Department of the University of Torino, and promotes and coordinates the activity of the following research fields:

- Chemical, physiochemical, and microbiological processes of the soil-plant system.
- Changes of the soil planet system induced by environmental and anthropic factors.
- Biochemistry and physiology of crops and trees.
- Basic and applied genetics for the improvement and production of plant seeds.
- In vitro technologies for plant propagation.
- Protection of crops and trees from diseases and pests.
- Biology and physiology of plant disease.
- Microbiology, chemistry, and technology of the transformation of wine and dairy products.

The DIVAPRA is involved in the B-TEAM project as a scientific partner. It brought in its specific expertise in Environmental soil chemistry. In particular, sustainable technologies for soil remediation were presented to the B-TEAM participants as good practice example for reclamation and regeneration of derelict land.

Good practice example: Site visit to Demonstrative plots for soil remediation on a contaminated site to be reconverted to green areas and public park.
### 3. B-TEAM EXPERIENCE

#### a. Chronology of project meetings

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<thead>
<tr>
<th>Event</th>
<th>Date</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kick-off meeting in Belfast</td>
<td>8-9 February</td>
<td>Management structure, identification of policies</td>
</tr>
<tr>
<td>Brownfield Days Oulu</td>
<td>13-16 September</td>
<td>Land use policies, participatory urban planning</td>
</tr>
<tr>
<td>Brownfield Days Torino</td>
<td>8-11 November</td>
<td>Environmental policies, experimental laboratory</td>
</tr>
<tr>
<td>European Dissemination Event Dresden</td>
<td>13-14 December</td>
<td>Presentation of results from Oulu and Torino</td>
</tr>
<tr>
<td>Brownfield Days Ruda Śląska</td>
<td>7-10 March</td>
<td>Spatial planning - procedures and strategies</td>
</tr>
<tr>
<td>EDE Hajdú-Bihar</td>
<td>19-20 April</td>
<td>Presentation of results from Ruda Śląska</td>
</tr>
<tr>
<td>Brownfield Days Sevilla</td>
<td>31 May - 3 June</td>
<td>Industrial heritage, re-use of productive space</td>
</tr>
<tr>
<td>Brownfield Days Dresden</td>
<td>4-7 July</td>
<td>Land use, temporary use, phased development</td>
</tr>
<tr>
<td>EDE Ruda Śląska</td>
<td>5-6 September</td>
<td>Presentation of results from Dresden</td>
</tr>
<tr>
<td>Brownfield Days Vilnius</td>
<td>3-6 October</td>
<td>Environment, land use in historical context</td>
</tr>
<tr>
<td>EDE Vilnius</td>
<td>26-27 April</td>
<td>Presentation of results from Sevilla and Vilnius</td>
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<tr>
<td>Brownfield Days Dublin</td>
<td>21-24 May</td>
<td>Civic space as initiator of Brownfield regeneration</td>
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<tr>
<td>Brownfield Days Hajdú-Bihar</td>
<td>3-6 July</td>
<td>Regeneration of a former military airport</td>
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<td>Brownfield Days Belfast</td>
<td>10-13 September</td>
<td>Vacancies, community issues and environment</td>
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<td>Final Conference Sevilla</td>
<td>7-9 November</td>
<td>Presentation of B-Team results</td>
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b. Successes/Best practices identified

The Brownfield Days were the main focus of the project; these were the events where the exchange of experience took place. A lot of good practice examples were identified that can support successful Brownfield regeneration. During the Brownfield Days it emerged that most of the B-TEAM partners have special field of expertise, topics which they are good at but also areas where they can learn from other partners.

In the following we captured some of the successes that are worth to transfer (or are being already transferred) to others.

**Participatory Urban Planning**

Participatory Urban Planning (PUP) is one of the participatory planning tools and methodologies that were being adopted by the City of Oulu in partnership with the University of Oulu to contribute in knowledge building and knowledge transfer among the 14 B-TEAM partners. A workshop was organised to fully understand and implement the practice of PUP. Part 1: Virtual walking tour and Part 2: Future Workshops which includes role play, brainstorming, vision phase and implementation. Virtual walking tour through Oulu (9 stops) where participants should write down their impressions and opinions followed by the discussion of ideas for future development.

The participatory urban planning is a method to involve all stakeholders and actors to get their opinions and interests. It was considered to be a rapid way to generate information and enables different groups to express their ideas on the planning area.

**Maritime Advisory Board**

The City of Oulu has put their Brownfield Pledge into action. The City organised three “Maritime Oulu” -seminars related to the case study area, the Toppila Shore II.

The Maritime Advisory Board, led by the Deputy Mayor, acts as an unofficial and open discussion board and an interaction workgroup which promotes the project. It includes decision-makers, management and employees from many city departments, for example cultural, technical and business, and also stakeholders: business sector and maritime enthusiasts. The Board has organised maritime seminars related to the case study area. The Maritime Advisory Board is based on the Partners’ recommendations and the Brownfield Pledge.

**“Conference of Services”**

The “Conference of Services” is an intergovernmental working relationship that pools together all the stakeholders in the regeneration process. The good practice identified in Torino is a system wherein stakeholders are organised in one structure to discuss all issues in Brownfield regeneration. The organisation involved are government agencies, local authorities, planners, university and developers working together to address regeneration issues.

**Experimental Laboratory**

This good practice both supports the remediation of polluted soil and providing transparency in community involvement. The experimental project deals particularly with the utilisation of soil materials in a Brownfield area and turns them into useful greening agents through testing different soil remediation techniques. Adjacent citizens have the opportunity to visit the laboratory field and learn about the decontamination process. This will increase their confidence in public authorities managing
contaminated sites and will improve the reputation of Brownfields.

The experimental laboratory was initiated by the Municipality of Torino and University of Torino, together with a private institution. The experimental project, which is located on-site of the identified Brownfield area, presents the various techniques in soil remediation.

The results of the demonstration shows the potential success in soil remediation techniques which can be replicated in other partner cities, or even adopted into a wider scale of actual Brownfield redevelopment. Another objective of this laboratory is to bring the remediation process closer to the public and to overcome their fear of Brownfield sites by using a transparent method.

**Children’s drawing competition**

Ruda Śląska developed this good practice and used a children’s art competition to learn about the needs and expectations of this group of citizens. The good practice highlights the process of engaging communities, in this case especially kids, to solicit ideas for the regeneration of their Brownfield sites. With the support of local politicians, university and local communities, the city engaged with children through a project called “Bewitch the Heap” asking them to draw up ideas what they want to see on a derelict site. The involvement was hugely successful and the successful participants got recognition (and a prize) by presenting their art works at the B-TEAM European Dissemination Event in Ruda Śląska.

**Promoting industrial heritage as a driver for regeneration**

In Sevilla the importance of industrial heritage is known and valued. Research was undertaken and valuable buildings and artefacts related to the industrial past were documented. Key element of this research included an assessment of the potential benefits of retaining the historic structures. A book containing all the historical buildings and structures was produced; it was then used at a strategic level to prioritise the importance and conservation status of these buildings.

They were integrated in the Industrial Heritage Trail of the city that will show tourists a different side of Sevilla and will raise the awareness regarding industrial and cultural heritage.

In this good practice example the City of Sevilla has provided guidance for investors and other stakeholders and is now more flexible regarding the end use of these buildings and whether or not they should be retained. It shows that industrial heritage can play an important part in creating a unique identity for an area and contributes to local distinctiveness by linking a place with its industrial past.

**Temporary use with cultural focus**

This good practice uses existing cultural settings established as temporary use to determine the potential of the area. Artistic and entrepreneurial interventions are using the area temporarily. These uses are influencing the planning of the area and are partly integrated into the Masterplan. It was established in the B-TEAM Workshops both in Dresden and Vilnius that the area allows itself to cultural use that was kick started by temporary users. The opportunities of the site were highlighted and the natural succession of the cultural use became obvious. Different roles in this process were established and their responsibilities. This initiative reflects through a creative approach in the skills and history of both cities. It will also become a key element of the local identity and international image.
Temporary use for creative enterprises

A successful example in Dublin of a temporary use concept which has proven to be a success and pioneering example is the Fumbally Exchange in Dublin 8.

Founded in 2010, the concept of the Fumbally Exchange was to establish a design and innovation hub co-operative within former vacant office accommodation. Individuals with similar and complementary skills and business ideas network and collaborate together to work on shared projects. There are now more than 40 small businesses established. Each business person signs a Licence Agreement and pays a modest weekly licence fee to the property owner for the rent of fully serviced desks within a shared office space. Work space is offered as hot desks, semi permanent hubs and permanent work stations.

The co-operative provides facilities that have benefit to all occupiers including reception and administration services, break out areas, refreshment areas, a library and information centre, parking, security, meeting and conference facilities.

The hub has gone from strength to strength gaining many significant work commissions and media attention for its concept and success as a design hub.

Its success is such that it has created demand for additional creative enterprise space in the local area, it has placed the local area on the map as a location for creative enterprise, it is attracting similar types of business activity, creating synergies with other business locations in the city, it has generated activity and enlivenment in a location in need of regeneration and has provided employment and encouraged entrepreneurship at a time of great economic challenges in the city.

Temporary (permanent) use as urban green spaces

One option for developing Brownfields is integrating them as temporary or permanent green into the green infrastructure systems of cities, taking in consideration their ecological functions and their contribution to urban biodiversity → resilient cities, human well-being, green as soft location factor. A high quality greening is necessary for providing benefits like urban biodiversity and species protection, climate regulation, regenerative, regeneration and provisioning services of soil (food productivity, water management) as well as health and well-being (both at human and community level). Dresden demonstrated how such green spaces could be used, for example as areas for temporary use for events, creative activities, community gardens, outside sports, beach bars. Other parts over years had developed to wild biotopes which could be integrated in green connections. The City of Dresden in his landscape plan admits to the mission of “Compact City in an Ecological Network”. But for such unusual green space design the acceptance of residents should be created.

Allotments as interim uses

The allotment project on Chamber Street in Dublin was established following interest from the local community and Councillors to address the empty development sites in the local area, particularly Council owned former social housing sites and to create an interim use for these sites.

The project was driven by the Liberties Area office with best practice examples studied for guidance [Cambridge Council in the UK have successful allotment policies and examples]. A total of 27 allotment plots and a community gardens were created on the site.
In this allotment example, eleven month leases are signed with the Council with modest costs for renting a plot for each eleven month period. The list of allotment members is drawn from the locality and is renewed for each period. Initiatives such as gardening tutorials were held when the allotments were launched to provide education and encourage good practice in plot maintenance.

The benefits are considered significant and positive for the local area, particularly for visual improvement, community development and an education/recreation asset for the local community.

Once established, the allotments became an instant success with demand for plots over taking supply.

Although this particular example is of a Council owned site, there are other national examples where private lands intended for development but now vacant have been converted into allotments for rent and have provided an income stream for the owner that off sets the cost of set up (thus increasing their attraction as a viable temporary use).

Regional Dissemination

The awareness on the challenges of Brownfields differs within Europe – our project was a good opportunity to fill gaps of potential stakeholders. Therefore, to disseminate the results of the B-TEAM project and to present the situation in Austria, the Agricultural Research and Education Centre Raumberg-Gumpenstein organised a conference in Austria. The main aim of the conference was to get a glimpse on the European perspective and discuss in comparison the situation in Austria.

Speakers were from different institutions and public administration bodies from Austria concerned with Brownfields. The project was represented by the Lead Partner, the IOER Dresden and AREC.

Pro-active solutions in difficult circumstances

Belfast City Council decided because or despite the difficult economic situation to take a pro-active approach and continue to invest in the city.

The newly elected council wanted to focus on stimulating local economy and continued regeneration of the City. There was cross party support for the development of the “Investment Programme”. This programme for Belfast sets out the commitment to deliver for the city over the rest of this Council elected term (2012-15) and beyond - working both directly and in partnership with other bodies.

A central element of the programme will be investing €180 million in physical projects over 3 years. This will help to build communities, develop city assets and support construction. It will impact on the wider economy, stimulating demand, transforming neighbourhoods and providing opportunities at a time when they are needed most.

The emphasis is on the regeneration of the City from within and naturally focuses on the potential for the more effective use of the existing assets such as Brownfield sites.

c. Overcoming Barriers

It is important that all of the partners sign up to the same aim and acknowledge that each region has varying local objectives for the project, whilst working to a common partnership aim, through the joint project actions.

The time that some regions have to spend on the project varies considerably and this needs to be clear and
all partners made fully aware of the situation, as this affects how quickly partners can respond to queries and produce work.

Some of the partners have limited human resources – that makes it difficult for them to look effectively for new and innovative solutions or to transfer good practice to their cities. Sometimes the project’s activities are seen as an extra burden for those involved and not as an added value for the organisation. To establish a number of practical actions between some local authorities would demonstrate the practical value of collaboration on a higher level.

d. Lessons learned

- The link between policy improvements on regional level and local regeneration case studies proved to be essential to ensure the practical relevance and applicability of all development work undertaken by the project partners.

- The work in the Brownfield Days and related site visits continuously stimulated the work at local level by valuable exchange of experience and input from the experts of the partner cities and institutions.

- The exchange of experience and the attempted transfer of good practice revealed significant differences in technical-organisational approaches as well as cultural aspects and decision-making procedures within the administrations involved (both within a city/region and in different European cities/regions).

- The achievements of partnership working depend on:

  - The commitment of partners to play their part in reaching the common goal and the resources they can invest in the partnership.
  - The will to achieve a win-win outcome for all partners.
  - The trust and respect between all partners.
  - The common believe in the importance and value of the partners itself.

- Brownfields have a history – sometimes a past that would be better not remembered and in many cases brings contamination with it – in other instances the relics of the past can be reminders of achievements that should be preserved and promoted for the future. These histories influence the perception of a site as well as the redevelopment.

- The project gave the participating partners the chance to take on an innovative approach in sharing knowledge. In the Brownfield Days interactive workshops, role plays and scenario building exercises were held that improved their understanding of the subject material. Partners have learned through the experiences of others different approaches to a variety of topics and have found new ways of tackling the redevelopment of problematic Brownfields.

- Due to the complexity and size of Brownfields a comprehensive stakeholder engagement is essential. The strategy should include clear objectives, identification of stakeholders, funding for resources, outlines for key events, venues, processes and milestones. There should be clarity on what can or cannot be negotiated. Public information and involvement is necessary to create acceptance.

- The regeneration process highlights the burden of compensation or payment for necessary work such
as decontamination or archaeological excavations. It is important that these costs can be recovered in some way – by tax incentives or remission or by direct grants from government.

- To attract investors the benefits of Brownfield redevelopment have to be highlighted:
  - Impact of surrounding areas
  - Removal of blight
  - Impact on the positive image of the city
  - Attracting private investment

- For the scientific partners, it was also important to see how know-how provided by them is seen and understood in the context of different approaches by those who apply them – How communication with city planners, architects, people outside of their “normal” target group, has to be approached.

- Temporary use can be a catalyst for permanent use.

- During the Brownfield Days awareness was raised that temporary (and permanent) green spaces can be an affordable alternative when new permanent uses are not in sight. Urban green spaces are important soft location factors, so “green” Brownfields can help to attract new investors. High quality greening of Brownfields, even within newly built-up areas, is an important component for building resilient cities. High quality is necessary for providing benefits like urban biodiversity and species protection, climate regulation, regulative, regeneration and provisioning services of soil (food productivity, water management) as well as health and well-being (both at human and community level).
4. CONCLUSIONS

3 years, 14 partners to support and promote local and regional policies on Brownfield regeneration in 11 different countries of Europe ... what next?

a. Benefits and future

European transnational partnerships are vital as they provide mutual benefit for all involved partners and enable people to learn from the differences in other countries. The added value of this kind of cooperation is significant since it permits benchmarking and the development of innovative practices, inspired from European partners’ approaches.

In the individual cities, national policies and legislations can limit the possibilities of intervention and there are usually procedures or ways of operating that are taken for granted. Cooperation between different European regions enables us to study a wider range of possible tools and procedures and to expose implicit assumptions which influence the regeneration process. As a result, even though the possible institutional transfer of tools and procedures that are successful in one national context to another are limited, an interregional exchange of best practice can provide valuable support for decision making in Brownfield regeneration projects.

Additionally, input from experts from different fields (soil, ecology, botany etc.) is a valuable resource to find innovative solutions based on solid foundations.

The analytical approach of scientists can help to solve deadlock situations.

We also learned in the project about the added value of informal contacts. Throughout the project’s lifespan numerous contacts were created and ideas exchanged that were not directly part of the B-TEAM project plan but nevertheless are beneficial in the way project partners carry out their work. As a result, working relationships were created between some of the partners that will last over the period of the INTERREG project and beyond.

For successful partnership working it is important that partners know each other – the challenge is to be transparent about your internal organisation and processes. Sometimes this is easier with external partners than with partners from inside your organisation. We learned during the project that relationships were not only strengthened between the different European partners but also inside their respective organisations. Different departments in one organisation that rarely interacted before the start of the project began to co-operate more as a result of the B-TEAM project.

Actors in the partnership need to understand each other’s way of thinking so that communication and cooperation are made easier. One of the success factors is stability and commitment of competent actors at the heart of the partnership.

In the final conference of B-TEAM in Sevilla/Spain, official representatives of the project partners signed up to a future cooperation agreement and committed themselves to work jointly together in improving their policies and procedures.
b. Top 10 tips for making Brownfield regeneration a success

1. Brownfield sites present complex problems – to tackle them requires engagement with different interests and a variety of stakeholders and the need for cooperation.

2. Development of innovative leadership and management approaches to commit the involved organisations and corresponding pilot projects can kickstart the process of Brownfield regeneration.

3. It is imperative to understand political motivation, potential support or opposition at the start of the project. Politicians should be kept informed and, where possible, positively participate in the project.

4. Cultural heritage and Brownfield regeneration in general can be strengthened through festivals and events on temporary and permanent basis. Marketing activities should support these activities.

5. Innovative funding is crucial and a partnership or profit share arrangement helps to attract investors to take on these development opportunities.
Successful regeneration schemes must respond to the needs of the local community. It is not only about the number of jobs created, but also the provision of public amenities.

A degree of marketing is required to “sell” the potential benefits of the site being developed and alter the image over a period of time.

Start doing something – even if it is only small!

b. Top 10 tips for making Brownfield regeneration a success

6. Practical implementation of pilot projects, hand-in-hand with local project development and demonstration of good practice – need to initiate redevelopment.

8. To accelerate revitalisation processes it is important to incorporate Brownfield specific elements into planning and implementation processes and policies; this includes environmental considerations from the start.