



*Integrated Planning and Partnership Model
for Brownfield Regeneration*

Towards integrated and partnership-based planning of brownfields

– lessons learned from the Baltic Urban Lab project

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“In the EU more than 1,000 km² every year are subject to 'land take' for housing, industry, roads or recreational purposes. However, EU has a set a goal of no net land take by 2050.” Source: The Roadmap to a Resource efficient Europe (2011)



Cities share common challenges



- fragmented land-ownership
- the large amount of stakeholders involved
- the lack of a common vision for development
- technical, geological, legal and financial challenges of remediating contaminated land

Urban Planning Pyramid

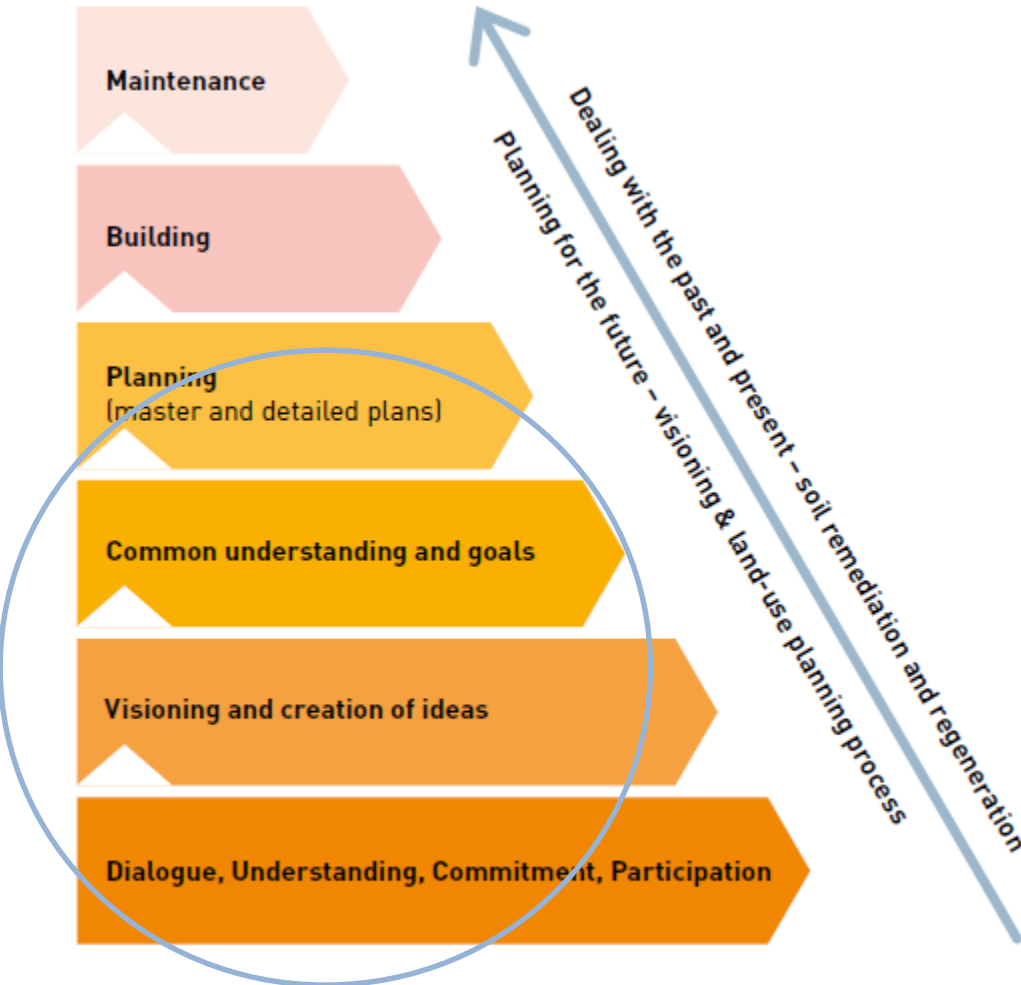


Figure 1. Urban planning pyramid

Source: Based and elaborated on City of Oulu, Detailed planning department (2013)

Close cooperation and **partnerships** between different actors from the beginning of the redevelopment process are **key to tackling challenges**.





Cooperation on different levels

Local level



National level

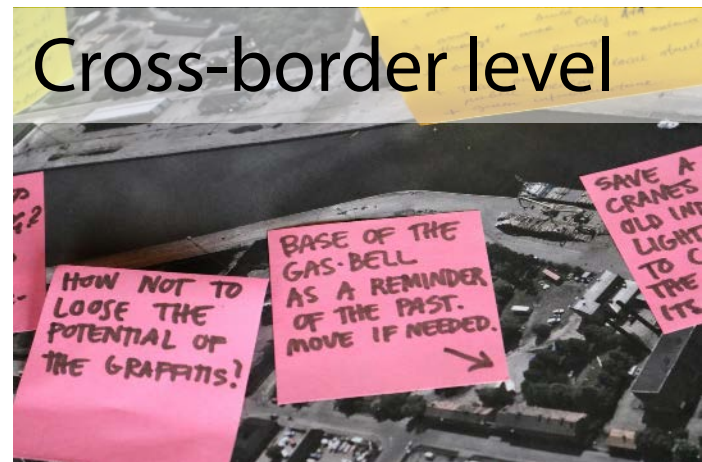


Planning Systems and Legislation

for Brownfield Development
in the Central Baltic Countries



Cross-border level

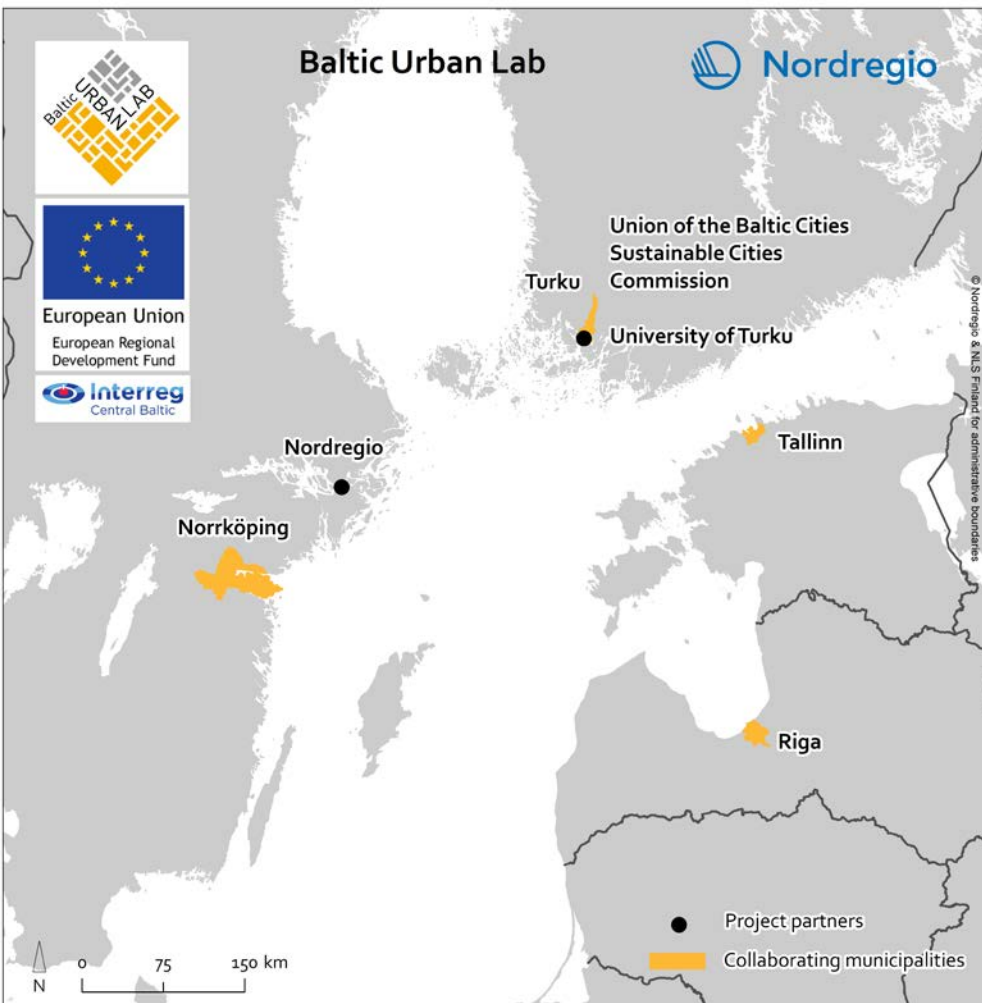




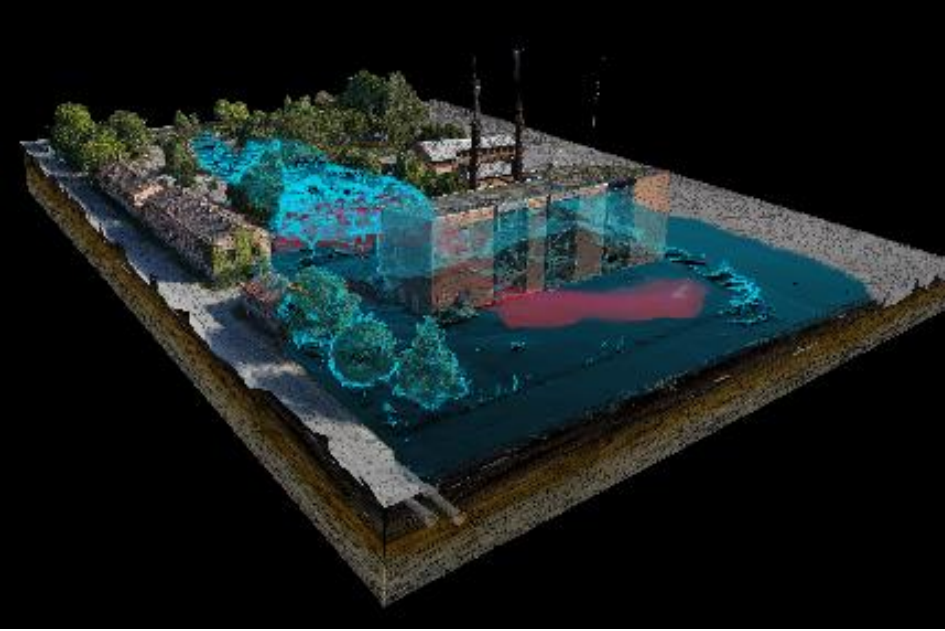
*Designing models for brownfield development
with a public-private-people partnership approach*

Baltic Urban Lab Project

- ❖ Three year cooperation project funded by **Central Baltic Programme**
- ❖ Aim: Develop and test **integrated planning and partnership models** for the development of **brownfield sites**
- ❖ **Four Brownfield Pilot Sites**



Map by Eeva Turunen, Nordregio



Novel & traditional methods combined

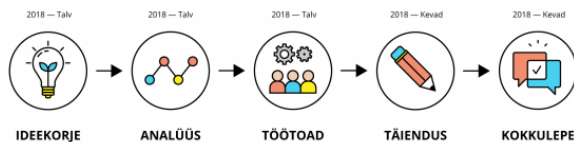


AvaLinn

LINNARUUM

UUENEB!

RÄÄGI ÄPIS KAASA!



Lae alla **TASUTA** rakendus:





Practical learnings from five set of methods



1. Close collaboration with students

- ☐ Creative resource
- ☐ Respect student work

2. Close collaboration with key stakeholders

- ☐ Take responsibility from early on
- ☐ Resource intensive





Practical learnings from five set of methods

3. Digital tools for participation

- ☐ Great potential outreach
- ☐ User-friendliness
- ☐ How validate input?

4. Public activity in urban areas

- ☐ Brings attention
- ☐ Gains for relation city-ngo
- ☐ Cultural heritage – specific limitations

5. Social media

- ☐ Great potential outreach
- ☐ Communication vs. participation





Stakeholders are "invited" to different parts of the planning process

1. Information & idea gathering

- Smart phone applications
- Focus groups
- Seminars and workshops
- On-line web tools
- Visualization tools

2. Formulating visions & masterplans

- Key stakeholder cooperation
- Processes with students
- Call for comments on the plans

3. Solving problems

- Workshops on complicated issues (Traffic; Soil remediation)

4. Making place

- Events in situ
- Giving space to local associations
- Temporary solutions in place





Brownfield characteristic

1. Fragmented landownership & many developers
2. Contamination
3. Inaccessible land





Participation impact...

...on three scales

- The vision or the plan for the brownfield site
- The tool for participation
- Making space accessible

...from three power positions

- Private sector
- Public sector
- Citizens

Participants have:
communicated their opinion about the site;
done work that advice or inspire the planners;
had an active role in formulating plans/visions in some cases





Photo: Sandra Oliveira e Costa

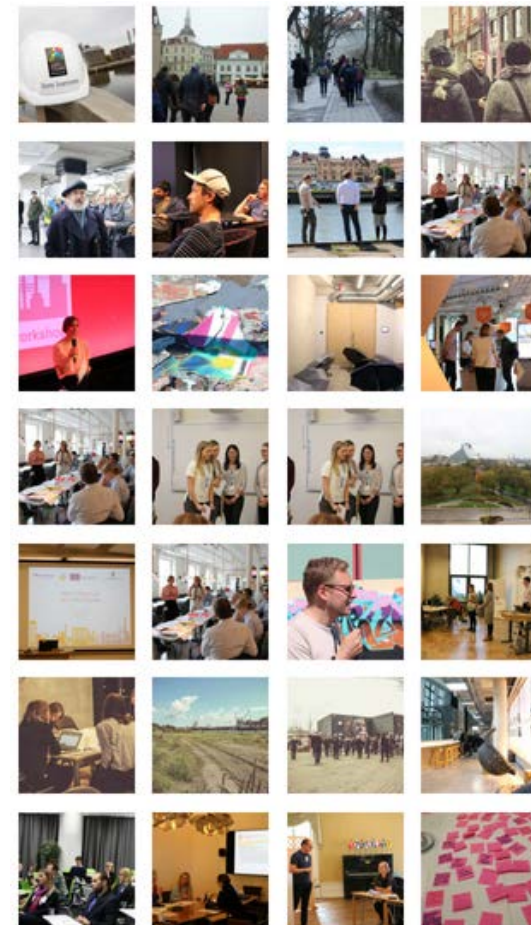
Processwise, many gains in close collaboration.

How does 4P-planning approach affect physical space?



Development strategies and plans for 4 brownfield sites

- Baltic Urban Lab City Pilots have led to development of **strategies and visions** of how the four Pilot sites should be developed in future
- They are results of a **cooperation on local level** with a variety of stakeholders
- Address both how the **planning practices** should be developed & how the site should be **changed physically**





Get your guide!

**Available in English,
Finnish, Estonian,
Latvian and Swedish at
balticurbanlab.eu**



Towards

integrated and partnership-based planning of

brownfield areas

Published September 2018



Planning soil remediation and regeneration together with stakeholders

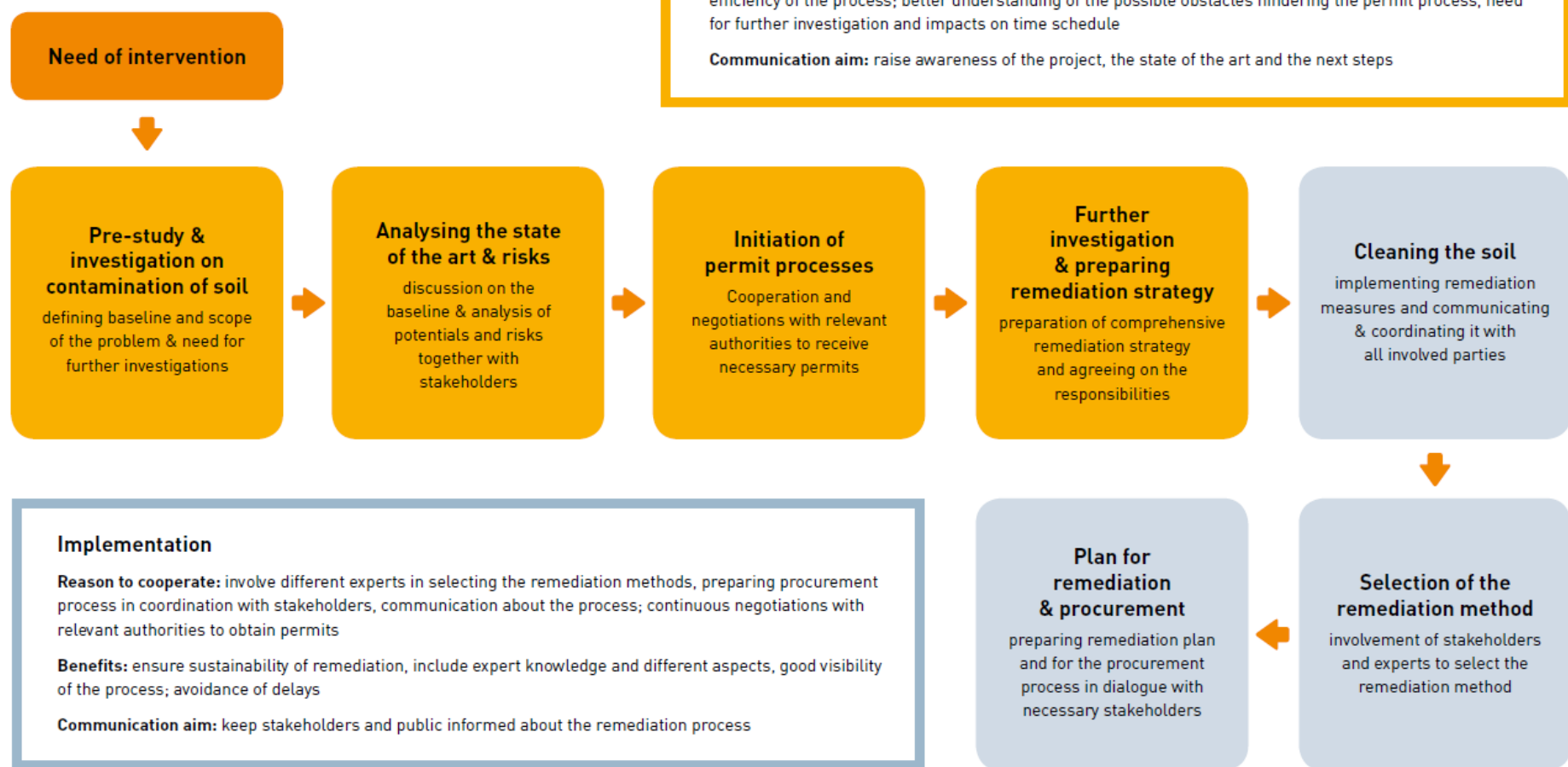


Figure 2. Planning soil remediation and regeneration together with stakeholders

Visioning and land-use planning process with stakeholders

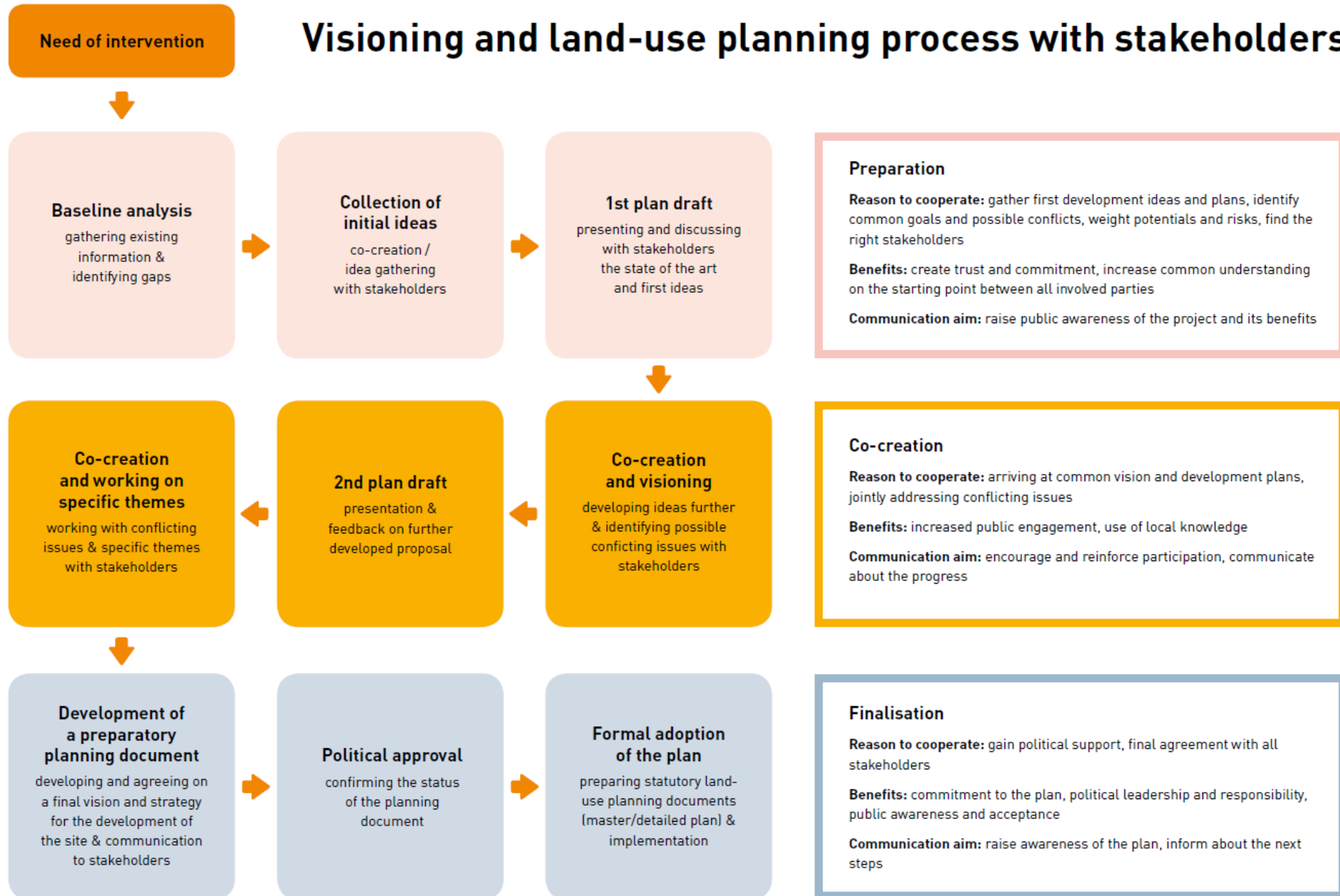


Figure 3. Visioning and land-use planning process with stakeholders



1

Internal organization and preparation

9 Strategic planning and the role of preparatory planning documents

11 Leadership and internal cooperation

13 Baseline analysis

15 Risk analysis

17 Designing the process

2

Cooperating with stakeholders

20 Stakeholder analysis

22 Methods and tools for stakeholder involvement

25 Communication

27 Stakeholder involvement plan

29 Transparency



CASE Urban development hackathon, Turku

The City of Turku organised a three-day urban development innovation competition – the Turku Future Hackathon event – in cooperation with Elisa Oyj, Turku Science Park Ltd and Turku Technology Properties Ltd. The hackathon was a great exercise for involving interested persons thinking outside the “urban planning box” to get fresh ideas for the development.

The aim was to look for applications and application concepts for services that increase the vibrancy and attractiveness of the Turku Campus and Science Park area. These could be related to ways in which people interact in the area, smart mobility or other ways that would make the area that is currently predominantly

a place where people work more vibrant. The participating teams needed to utilise Turku’s 3D city model of the planning area and use of all available open data was encouraged. An international group of nearly 50 participants representing educational establishments in the area as well as businesses and experts, joined the competition forming 16 teams. The number of teams and the quality of proposals exceeded the expectations of the organisers. The Hackathon/innovation competition proved to be a good way to bring different actors together to work towards a common goal and learn from each other and at the same time develop new innovation.

[Read more](#)



CASE 3D Visualisation tool Earth Autopsy, Norrköping

The City of Norrköping has acknowledged visualisation and 3D modelling as a great way of making urban planning more understandable and approachable to the wider public. During the Baltic Urban Lab, Norrköping explored and piloted new innovative technologies in 3D visualisation and developed a tool called Earth Autopsy. Earth Autopsy has been exhibited to the public since December 2017 and so far over 15,000 people have learned about its features.

The tool aims to visualise things we cannot see – the history of the Inner Harbour brownfield site and the impacts of past activities. It visualises what has caused contamination, how widespread it is, and how it can take care of combining complex data regarding contamination and history (nature and physical distribution of contaminants, historical maps with buildings) with data sets from the actual harbour area, including drilling samples and photos taken by drones. Soil remediation is a long-term process which affects the planning process and the whole city, due to high costs and disturbances during the time of remediation. The tool has raised a lot of interest and has helped the wider public and also professional stakeholders to better understand the past and the measures needed to deal with the contaminants, but it has also helped further discussions on the future plans for the Inner Harbour.



[Read more](#)

Leadership and internal cooperation

Planning the redevelopment of brownfield sites in cooperation with a variety of stakeholder groups requires strong leadership and vision from the City itself, clear agreement on the roles and responsibilities internally, and good cooperation between different units. An integrated and inclusive planning approach as well as the goals of the redevelopment should be widely supported.

Why is internal cooperation important?

Urban planning is naturally seen as the task of architects and urban planners. However, brownfield redevelopment projects are often large-scale strategic processes that require expertise and resources from different departments within the City. Leading a strategic process and working with stakeholders to create joint visions and plans require skills like project management, stakeholder involvement and communication that are not part of urban planners’ regular tasks. The question “who should take the lead” and “who should be involved” within the City organisation

needs to be answered early in the process. The project should be organised so that it allows both internal and external cooperation (Figure 4) and ensures that relevant expertise is included in the process (Figure 5). Communication between different units and levels in the City organisation is as important as external communication. A common understanding and agreement on the development goals internally is required so that the City can speak with one voice but can also avoid internal conflicts and overlaps between different urban development projects.

Expertise & skills required in brownfield redevelopment



Figure 5. Expertise & skills required in brownfield redevelopment

Internal roles

Project Manager with the overall coordination responsibility (urban planning or strategic planning department)

An **internal steering group** consisting of representatives of different departments with mandate to make decisions. Steering group should meet regularly and discuss the progress and steer the project

Working groups in different topics like transport, housing, public spaces, etc., with representatives from different departments to bring in expertise from relevant fields and ensure cooperation

Figure 6. Internal roles

Stakeholder involvement plan

There is a lot to think about when working with various types of stakeholders. When the stakeholder analysis has been completed, different tools and methods for involving stakeholders have been identified and a communication plan has been prepared, then you have a great base for creating the stakeholder involvement plan to keep control over the process. Start with a **general description of your aims and goals** for the involvement of different stakeholders. Why do you need to involve them? How can cooperation enhance the quality of the brownfield development?



Tip!

A stakeholder involvement plan should be prepared hand-in-hand with the **Action Plan** for the whole planning process. It might be useful to include experts from different departments when preparing the plan.

The stakeholder involvement plan should include

Requirements	Preparations	Implementation	Analysis & Feedback
Clarified mandate from politicians and CEOs to cooperate with and involve stakeholders.	Goal for the stakeholder involvement. What is the aim of engaging the participation of various groups?	Choose and design and prepare stakeholder involvement methods and tools. Plan it in detail.	Now analyse the collected material. How do you interpret it? Did participants understand the tasks and information they got?
Review of internal competence – is additional competence needed?	Identify target groups. Make use of a stakeholder analysis .	When and where do you set up different activities to best reach out to those you want to reach?	Provide feedback to participants and others. Results need to be communicated to politicians, those who participated, and to the general public. Be transparent about how the collected material will impact the process (or not).
Is there sufficient resources ? If not, how can you find more?	Have a clear commission . How much power over decisions will be distributed to the stakeholder engagement forums? Goes hand-in-hand with the mandate.	How do you analyse material you get from using different methods and tools? Think about an analytical framework before performing the activities – it will have an impact on the implementation.	Make an evaluation of each involvement activity, and of the process as a whole. Did you reach your aim and your goals? Could participants communicate in the way you expected? Was any important group not heard? What did you learn? What will you do differently next time?
	Make a communication plan . Customised communication increases the chances to reach those you aim to include.		



Join Webinar to learn more!

- **A Webinar** on different tools for Urban Planning
- Time: **25.10.2018 at 9:30-11:00 CET & 10:30-12:00 EET**
- Organised by UBC Sustainable Cities Commission in cooperation with Baltic Urban Lab & iWater projects
- Follow our website balticurbanlab.eu or facebook to learn more!





**We wish you fruitfull conference
and are looking forward to the
discussions!**





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Thank you

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