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PROCESSES OF TRANSFORMATION IN URBAN DEVELOPMENT

Comparative Study of Oporto and Wrocław

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Abstract:

With the augmented globalization phenomena and the increased competitiveness, the need for cities' rapid adaption is massively identified. By understanding Glasgow and Barcelona's approaches to strategies and implementations it is aimed to comprehend in what way and extent the processes of regeneration and reinvention are being applied in the cities of Oporto and Wrocław.

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1.

Introduction

Transformation processes are indispensable to the development of every fragment. Life itself is guided by such broad *motto*. The city as a dynamic element is certainly not an exception to this natural process. Regarding to the author, a *continuum* of changes crossed the paths of the cities of Oporto and Wrocław. Such intersection was understood as an opportunity to explore the similarities and differences of these two geographical extremes of the European Union.

Having as basis the processes of regeneration and reinvention, both cities were analyzed in order to understand in what way and extent these concepts have been being applied.

Such exercise has been established in four main phases. First, a theoretical approach is presented in which an evolutionary framework of the transformations in the city development is presented so as to understand the legacy from the past and the needs for future times. Secondly, recognizing the resemblances in some of the main directions' policies of both Portuguese and Polish cities – the implementation or bidding for mega-events, namely the *European Football Championship* and the *European City of Culture* – two case-studies were studied. The paradigmatic implementation of cultural policies in Glasgow, having as catalyst the *1990 European City of Culture* event and the successful restructuring of the social, economic and cultural assets through the boost of the *1992 Olympic Games*. A third part comprises the practical analysis to the cities of Oporto and Wrocław. Two different scales are taken in account, the city and the city center levels, in order to comprehend the relation between holistic and more local policies. Later on, and according to the articulated results obtained in both theoretical and practical discussions, some general conclusions are formulated.

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2.

City Transformation

2.1 Evolution of City Development

"Transformations are as essential to cities as learning is to human beings." (Musterd & Ostendorf, 2004)

Adopting as basis for the present exercise the essential role of transformation in the city development, it seems to be imperative for every urban agglomeration to have the adaptation's capacity regarding to the continually changing paradigms and circumstances so that they can maintain its position, emerge or re-emerge in the global map of reference.

It is possible to discern major shifts in cities' types during history despite the fact the changes are continuous (Musterd & Ostendorf, 2004). There are numerous points of view referring such changes. Musterd and Gritsai (2009) refer the examples of Kondratieff and Toffler's theories. The first defended the phenomena of cyclical structural changes in economic development happening every fifty years in which economies often experience twenty five years of high performance followed by the subsequent second part of the decade in decline. There can be identified four cycles in the last two hundred years being initiated by the invention and implementation of the steam engine, the mass production of iron and steel, the chemical industry and the electronics, respectively. It has been said that the present days in which computer science, communications and biotechnology's influence is clear represent the fifth cycle (Musterd & Gritsai, 2009).

According to Toffler, the first wave of development is defined as the one associated with the agricultural functions. In this so-called *Pre-Industrial* time cities' production was based on craft activities and orientation of land use was determined by the quality of the soil itself (fertility, etc.). Yet trade centers were also undeniable sources of development and growth for some urban concentrations.

With the major turning point materialized in the Industrial Revolution the Toffler's second wave is defined. New paradigms of production were created – the mass production – being the city's supremacy manly determined by the availability of workforce and capital, of raw materials and infra-structures to import and export goods (Musterd & Ostendorf, 2004).

The third wave is associated with the *Post-Fordism* development (Musterd & Gritsai, 2009). With the *globalization* phenomena and concepts such as *information*, *knowledge*, *culture* and *creativity* increasingly gaining importance it is broadly believed that the future of present cities is being linked to those referred key-words (Musterd & Ostendorf, 2004). Allingham (2009) claims that economists Pine and Gilmore described for the first time, in 1999, the most recent development in the continuous economic transformation – the *Experience Economy* – consisting in a strong articulation between goods and services and the experience of accessing them in order to privilege the differentiation of the products.

In conclusion, it is fundamental to take in account premises like the accelerated changes and the increasing competition in the present global economy – having as direct consequence the shrinkage of space and time. For that reason, the presentation of the roots of transformations of cities highlights the need for cities to have a constant awareness to such manners so as to create a sustainable and coherent development and to provide a comfortable and appealing atmosphere to their citizens.

2.2. Image of the City

The awareness to the rapid changes described in the previous chapter often leads to a more proactive response in which the issue of re-imaging or re-branding the city is repeatedly approached. In present days the image of a city and its symbolic value is a fundamental premise to a high social, economic or cultural performance. In a more abstract framework Lynch (2009) defends that in the bilateral relation between the urban space and the observer (citizen, visitor, enterprise, etc.) the created image could be analyzed through its *identity*, *structure* and *meaning*. The *identity* is then understood as the capacity to link to city's image the concepts of individuality and particularity. The *structure* allows the relation between structural and perceptional prisms. Finally, *meaning* is related to the practical or emotional reactions which the image should motivate.

When such conditions are in some decaying process or are not being effective in some part of the city or in its whole the improvement of image is often promoted. By doing so it is expected to attract investors as well as lead to a renewed self-confidence in citizens and to improve the social and economic circumstances through the developments in urban regeneration and private investment (Spaans, 2004).

In this new approach generated by the increased competition out the European and global levels where strong leadership and willingness to take risks are considered key guidelines for success (Marling, Jensen, & Kiib, 2009) cities often sought to attract international investment, developing for instance the connections with the international networks of high-speed railroad transportation or attracting headquarters of international enterprises (Spaans, 2004). This trend is described by Parkinson *et al.* as the *entrepreneurial European city* model (Spaans, 2004). In a more general approach Marling *et al.* (2009) refer the notion of *entrepreneurial city* as the strategic and proactive way of thinking and acting as a consequence of this same global level of competiveness. Summarizing these ideas Greenberg is quoted by Marling *et al.* noting that

> '… *The city is being re-imaged – or re-imaged – as an economic, political and cultural entity which seek to undertake entrepreneurial, activities to enhance its competitiveness…*' (Marling et al., 2009).

These techniques of redefinition of city's image and promotion of the place are commonly designated by *city marketing* (Paddison, 1993; Spaans, 2004) as a means of enhancing the

referred competitiveness. Although the term became recurrent in the publications in Europe in the 1980's, the use of the notion has become frequent for way longer (Paddison, 1993). Yet the use of such idea occurred differently according to the different points of view: the United States' approach consisted of linking it manly to the economic development; the Dutch method adopted a more holistic interpretation promoting a wider scope which included the triangulation economic-social-physical approach; the British adaptation represents a balanced in between those above (Paddison, 1993).

In fact, the question whether this new approach is nothing but a new terminology for the same phenomena remains. Paddison (1993) states that in the new paradigm of the *entrepreneurial city* there are considerable differences between the new and old methodologies. Major shifts are identified in the way promotion of the place is materialized and in a much clearer orientation of the marketing of the city to the process of image renovation. Such approach allows the targeting of specific types of activities allied to the processes of reconstruction and re-imaging of the city (Paddison, 1993).

Marketing of the cities incorporates *a priori* some difficulties and threats. According to Paddison (1993) the renewal process is attenuated by requiring considerable periods of time. Furthermore, such process often transcends the economic capacity of the city directing necessarily the marketing effort to the attraction of private investment. Another problematic situation described by the same author is the organization of the implemented strategy. Being known that the marketing effort is many times oriented to the city level it often transcends its edge. In such cases the challenging question of whether or not the marketing approach should integrate different scales is raised. Finally, a third issue stated by Paddison (1993) is related to the equity and the political responsibility of the strategy. Adopting marketing techniques inevitably define future paths for the city involving important political choices and distributional implications.

2.3. The Case Study of Glasgow

Analyzing the case of Glasgow it is possible to take further conclusions about the application of the strategies associated with the marketing of the cities, presented above. The influence of *city marketing* in the general recovery from the decline of the city as an industrial pole was clear. By the time of the twentieth century's penultimate decade Glasgow was an extreme case of an industrial city in decline. Paddison (1993) refers the report of Cheshire, Carbonaro and Hay (1986) which identified the Scottish city as one of the least healthy cities in Europe. With a continuous demographic decline and high levels of unemployment – especially in manufacturing sector – followed social problems it was needed a new approach. Consequently, in the same decade Glasgow developed a set of strategies based on a proactive nature intending to increase inward investment and to boost the re-imaging of the city (Paddison, 1993).

The chosen policies were not based on the master-plan approach. Taking in account the unpredictability typical from the marketing of the cities' scope (changing macro-economic and political paradigms as well as new types at different times of opportunities which may arise) it was recognized that the usual tools would be less effective. Therefore, this whole practice lacked in previous experience being, hence, a learning exercise for all the main actors included: city and region's lead councilors; Scottish Development Agency; Glasgow Action and Glasgow Development Agency (Paddison, 1993).

The strategies for the city were progressively developed from broad to more target-oriented market methods. According to Paddison (1993) the first phase was based on a technique of indirect promotion, often used in advertising, aiming at changing the image of a product. By doing so it was expected to change the pattern of product's consumption.

The second step was developed having clearer products, focusing on tourism and service sector as well as particular niche markets. This more direct approach was allied to hallmark events and creative-cultural activities so as to boost and revert Glasgow's economic performance more easily. Yet it was also from the agents and performers' concern to boost the citizens' morale. This last goal had the advantage of showing to the city's inhabitants – hence, the electorate – pro-activism and willingness to take risks in the difficult socio-economic time (Paddison, 1993). It should still be referred that these strategies had as one of the main long-term objectives the revitalization the urban space. In other words a

Glasgow Action report quoted by Paddison (1993) stresses the importance of this significant idea.

> '*An image campaign without any improvement in reality would be hollow and short-lived*'
> (Paddison, 1993)

In fact the strong relation between goals sought to improve the city's central zone as well as the relevant infrastructures of the whole urban agglomeration, such as the airport. By doing so the expected profit would be an efficient contribution to the development of the service industry base – sector identified as the key group for the economic regeneration. With this bilateral dependency both sides would ensure a cohesive development (Paddison, 1993).

Taking in mind such premise a visible shift was identified in the strategy and acting method. From the first approach related to the countering of the old image in declining a second phase emerged with the aim of defining a new profile's image of the Scottish city. This new targeted type should be oriented to a culture-led regeneration in order to consolidate the desired *post-industrial* character for the city and to attract and develop the tourism sector in it (Paddison, 1993).

At this point, for a better understanding of the described process, are required two brief explanations about the urban cultural policies and their evolution. In the period between the forties and the sixties of the last century the common approach to the culture consisted of a view which separated this activity from the ones capable of producing economic revenue or any material production. Since the 1970's that the process of transformation of industrial cities into service-oriented ones started in the United States cities and spread to European such as Glasgow – along with Barcelona or Bilbao – has been allied to an increasing interest in having a cultural policy as a tool of urban economic and physical regeneration (García, 2004). According to the same author the seventies and eighties marked a shift in the cultural policies approach integration in the urban policies..

Having this remark done and returning to Glasgow's case of study which progressively adopted more local initiatives,   the year of 1990 was especially significant by the celebration of the *European Capital of Culture*. This European program conceived by the then Greek culture minister in 1983 Melina Mercouri had as main purpose to develop a cultural dimension to the European Community's work.

Glasgow's approach to the European program marked a clear change in its orientation being the first city to use it as a catalyst to speed up the regeneration process (García, 2004). According to the same author there were several key elements which transformed the Glasgow's methodology in an innovative and yet effective mean of revitalization. These contemplated:

> a broader view of culture, incorporating not only the arts but also design, engineering, architecture, shipbuilding, sports and religion;

> an attempt to equitably distribute the activities around the city in order to boost the participation of the lower-sector communities;

> an inclusion at the same time of flagship national enterprises and international stars with the concern to support grassroots organizations as well as local artists;

> an allocation of funding for temporary and definitive activities and infrastructures.

By adopting such an ambitious yet cohesive program a never-before used fund was available from particular sponsors and local authorities (García, 2004).

The well conducted project during the 1990 experience lead to the accomplishment of several goals with consequent outcomes for the city. Palmer (2009) refers the mainly positive impacts in the city, in the long-term:

> an *enhanced cultural development* was achieved increasing internal confidence and international projection of national artists and organizations, with a greater emphasis in the period between 1987 and 1994. The hosting of 1996 Visual Arts Festival and 1999 Year of Architecture and Design were considered to be the direct legacy from momentum created during the European Capital of Culture event. Additionally, a substantial increase in employment related to creative-cultural industries was identified;

> a sustained transformation of image from the post-industrial city to a creative cultural and leisure pole. Such image was absent before 1999 and there was vastly acknowledged the transformative power of the cultural year in the city;

> numerous *social and cultural infrastructural improvements* were developed during and for the 1999 experience. Relevant restructured and restored venues such as The Tramway, The Arches, the MacLellan galleries or the Scotland Street School and

the construction of new edifications like Royal Concert Hall allied to the requalification of public spaces helped to improve the physical aspect of the site;

an improvement in the *sustainability of economic development* was achieved through the European Capital of Culture event. Besides the increased attractiveness in the first years after the 1999 experience as a business center there is no clear proof of the European Capital of Culture was a direct driver on the economic development.

a *continuous tourism flow* is considered to be a direct legacy from the event of 1990, especially in terms of cultural tourism (galleries, museums, built heritage, performing arts, etc.). Growth from the 1990 event related to conferences, business and conventions remained till the time of the development of Palmer report (2009);

an effort to more *continued community development* was achieved through the year of European City of Culture's commemoration and partly sustained in the following ones. A clear conquest at this manner from Glasgow's approach was related to the increasing participation of traditionally deprived communities in the activities. It is significant to refer the survival and growth – especially in terms of professionalism – of some of the grassroots associations responsible for the managing of cultural projects during the 1990 experience. However, in the long-term, an inadequate fund provision from the city did not allow the subsistence of several initiatives;

a development and expansion of *local and European networks* were materialized during the celebration of the 1999 experience. Many connections were settled at both levels among the artists and organizations involved in event. Notwithstanding the relevance of such connections, there were no clear signals of their presence in a long-term. European cooperation developed by that time still exists in the form of networks such as Atlantic Arc, Eurocities or *Les Recontres.*

a creation of *arts-oriented management structures* was a direct consequence of the event of 1999. With the creation of a city council's department partly responsible for maintaining the dynamic flows created during the European Capital of Culture event, a significant shift in the management of cultural manners was developed by having for the first time a city-wide policy concerning to arts and culture. With the

need for reducing budgets and with the re-organization of the local government in 1997 the distinct focus on the manner was lost.

In spite of the undeniable effects, the adopted strategy suffered from significant limitations manly regarding to the lack of a sustainable long-term cultural policy. According to García (2004) this might be explained by the fact that the event's approach was oriented from an economic angle rather than a cultural one. Culture was used as an instrument to boost economic regeneration without developing a proper cultural policy. Choices were often made taking mostly in account the possible profits related to business, media coverage or tourism without integrating the benefits for the community development (García, 2004). Some authors (García, 2004; Palmer, 2009) consider that such unbalanced procedure was reflected in the gap between the budgets oriented to the event of 1990 and the investing conditions and finance which would allow further developments in the enhancing of a cultural program for the following years.

There were also identified other complications and issues which appeared in the years after the 1990 event. Some are referred by Palmer (2009) as:

subsequent *financial difficulties* could not fully enhance the cultural activities with the decreased sponsorship and public sector fund, with political changes and with an absence of strong political leadership concerned with cultural manners;

a *non-capacity of keeping the rates of growth* in the attendance of cultural activities and attractions in the long-term was identified. The loss of funding to organizations and the reorganization of the local government might have influenced such tendency;

a sense of *frustration after the restructuration* with the finding that the dynamics created during the culture year could not be sustained.

As a final remark about these issues it seems important to refer the change in the local government had a considerable range of influence affecting great part of the positive externalities and worsening some of the negative effects.

Yet this experience renovated not only the city but also the European City of Culture project (García, 2004) and even though it is stated by Palmer (2009) the city is working slowly to maiximise the benefits from the cultural year, the capacity to lead with high

expectations and pressures and the experience gained will certainly be fundamental for future achivements.

2.4. Case Study of Barcelona

In the process of defining generators for urban development different approaches are commonly accepted as feasible yet challenging to achieve. Another emblematic methodological process is related to the Barcelona case. During the last twenty years Barcelona managed to emerge as an appellative European place to live in and to locate business. Having as catalyst a *mega-event* – the Olympic Games of 1992 - the city and region witnessed a great transformation at the economic, social levels promoted by public implementations and private related developments.

During nearly forty years of dictatorship (from 1939 to 1976) the Spanish territory faced significant issues related to low levels of competition and small public investment in infrastructures as well as restrictions in private investment and actions. As a result a non-follow-up of modernization's waves which occurred in Europe was identified (Pareja-Eastaway, 2009). With the death of the dictator Franco and with the subsequent fall of the regime a need for a main organizational restructuration was clear.

In the economic field, a transformation from a Fordist model of production to a more flexible one was achieved in a relatively short term having as a direct consequence a significant change in work and residential patterns (Pareja-Eastaway, 2009). According to the same author political developments were naturally substantial. With the new political perspective a process of decentralization of powers and strategies were boosted. Regarding to the social point of view, a community with high levels of segregation was inherited from the dictatorship (Pareja-Eastaway, 2009).

It is stated by Pareja-Eastaway (2009) that the turning point in the changing image process promoted by the effort to convince international investors of the potential and then regular functioning of the city and region was obtained in the decade of the nineties with the development and celebration of the Olympic Games of 1992. In the preparation and along with it two strategic planning exercises were developed and executed as a means to the end of redefining Barcelona as a dynamic European metropolis.

Regarding to the theoretical framework associated to the development of the city of Barcelona in the last twenty years it is argued by Marshall (1996) that it can be separated in two main frames:

the first related to the concept of *glocalization* as the emerging interplay between global and local levels. As a consequence of the tendency of less regionally or nationally contained economies, competition between the local levels worldwide is consistently growing. Such phenomena is also supported by the increased of governance and disempowerment of global levels;

the second notion is associated with the *strategic planning approach* which guided most of the efforts in the model adopted. Such methodology privileges the achievement of the main objectives through the development of feasible short-term programs promoting more flexible relations with stakeholders. In such framework the development of public-private partnerships of many kinds are commonly boosted.

In the development of the Barcelona's transforming effort of the last two decades these concepts were widely used as it can be seen in the following description and discussion of the adopted methodological procedure separated in three different steps as argued by Marshall (1996).

2.4.1. Methodological Process for the Olympic Games

With the decision to bid for the Olympic Games in 1980 the main aims were social and economic related in order to emerge from the economic crisis which was faced by the city in the beginning of the same decade characterized by high levels of unemployment caused by the substantial industrial closures. Nevertheless the economic situation it is stated by Marshall (1996) that by that time it was argued that the required developments for the Olympics were seen as having mainly social purposes as the improvement of public spaces and the renovation of the deprived districts. Improvements related to the communicational infrastructures were seen as drivers of social conditions as well as of economic development.

This first phase of development is considered as being a direct use of the paradigm of the classic urban planning strategy. Being oriented and mainly financed by the public sector (Marshall, 1996) structural communication elements such as the ring roads were already main objectives from the politics designed in the decades of the fifties and sixties. It is also

argued by the same author that in the last years of this first step the public decision makers involved in the programs and projects adopted a more entrepreneurial approach.

Although the methodology has never been associated to the term *strategic planning* the Olympics are considered as being a good application of it with various characteristics of this notion attached to the process as argued by Marshall (1996) such as:

> well defined and comprehensive aims with effective motivations at the economic and political fields in order to generate support and include a wide range of stakeholders;

> a close relation between objectives and implementations through the understanding of an expected simple project;

> clearly defined dead-lines with high public losses in case of non-accomplishment.

With clear advantages for the politicians in charge aiming to unite the citizens through a public project, a drawback can also be identified associated to this process and way of acting. Every program which could not be included in the 1992 main project would increase its difficulties in obtaining funding. As a result it was considered by some quarters that some pertinent social initiatives had fallen behind favoring the Olympics strategy (Marshall, 1996).

On a socio-economic balance, high positive externalities are assumed to be a direct result from the Olympic project. Based on the Kodz's data Marshall (1996) reports that increases in the GDP *per capita* in the city were considerably higher than in the region or country. Also unemployment rate decline was sharper in the city rather than in the country. Regarding to the created facilities and infrastructures it is, by and large, consensual that were developed effective gains for the city's inhabitants (Marshall, 1996). Cases like the improvement of the city's public space, the enhancement of the telephone system, the development of the ring roads and the upgrading of airport facilities are good examples of such described gains. According to Andranovich *et al.* (2001) the increasing role of sports development is relevant for the way every city sees itself. Besides it is argued that it is becoming one of the anchors of consumption based development. Considering such point of view, the reinforcement of the sports facilities in Barcelona should then be considered as gain for the whole citizens.

As a final remark for the first step of the methodological procedure it seems plausible to consider that a positive outcome privileged the majority of the citizens of the city of Barcelona (Marshall, 1996).

2.4.2. Development of Barcelona 2000 Strategic Plan

With the objective to prepare the city's development after the 1992 event taking as much advantage as possible from the knowledge and practice gained during such experience a then declared strategic planning approach was developed. As the result the new formalized orientation was developed with the approval, in 1992, of *Barcelona Economic and Social Plan 2000*.

Table 1 - Major Objectives of Barcelona 2000 Strategic Plan

Main Objective		
Consolidate Barcelona as an enterprising European metropolis, with influence over its macroregion and with a modern, socially balanced quality of life, deeply rooted in Mediterranean culture		
Strategic Lines		
(a)	Make Barcelona one the key centres of the macroregion	
(b)	Improve the quality of life and progress for people	
(c)	Support for industry and for advanced services to business	
Objectives		
(a)	1.	Insert Barcelona in the network of Eurocities and of metropolitan centres around the world
	2.	Improve communications within the metropolitan region
(b)	3.	Improve the environment
	4.	Improve, at all levels, training and research as a means of progress
	5.	Improve social opportunities for housing and training
	6.	Prioritise cultural infrastructures
(c)	7.	Create basic infrastructure for advantaged services, in addition to those related to transport and telecommunications
	8.	Promote technological innovation for industrial progress
	9.	Develop sectors with potential within the metropolitan area

(Source: Marshall, 1996)

With the analysis of main and secondary objectives of the referred plan (Table 1) it is plausible to identify a more oriented priority to the promotion of the city. Although it is clear that the Olympic experience materialized a *city marketing* campaign by excellence (Marshall, 1996), it is argued by the same author that the approach of the new plan

identified the global exposure as a place marketing opportunity. Adopting such strategic planning methods at this manner denoted an orientation to a more entrepreneurial approach.

The referred approach involved a substantial partnership contribution with a strong balance between the public investment – specially associated with infrastructures developments – and international investment – in a form of multinational firms, international public agencies or tourists (Marshall, 1996). This tendency to orientate the policy to international investors can be understood as a use of the *glocalization* concept (Marshall, 1996).

With a pyramidal structure of participation allied to the entrepreneurial approach the created plan had a smaller rate of public participation than the first stage, yet existent. A more moderate discourse presented in the plan's objectives denoted the sought for a consensus of the major political forces having with this orientation a shift from the old more populist approach (Marshall, 1996).

It is considered that this second plan, with a formalized strategic planning approach, was less successful than the first (Marshall, 1996). It is also argued by the same author that the resulted substantial boost from the Olympics promoted a less ambitious plan.

2.4.3. Development of the Second Barcelona 2000 Strategic Plan

With the development of a second strategic plan – approved in the end of 1994 – a more international oriented approach was promoted. By that time a generalized opinion was that although the drive promoted by the event of 1992 moved up the city's scales of activity, there was a need to fully materialize it through further developments (Marshall, 1996).

It was an intention from the developers of the document to increase its strategic nature, with a less precise orientation and a non-targeting to any explicit project. By understanding that the increasing difficulties in getting a public fund – in relation to the pre-1992 situation – this approach can be understood as a response to the need for international and private investment in order to successfully achieve the outlined objectives (Marshall, 1996). By analyzing these objectives (Table 2) it is clear the main emphasis in the international economic competition.

Again, this plan is coherent with the notion of *glocalization*. Such thesis is corroborated by promotion of international target, rather than the public support (Marshall, 1996).

In a final analysis of the strategic plan it is noticeable an economic oriented approach. In this chosen path of a tercialized city the risk of a potential social polarization is pointed out by Marshall (1996). However a clear range of positive social externalities were also identified.

Considering Marshall's quote (1996) of Harvey's identification of the four main approaches for urban entrepreneurs:

> '*seeking gains from direct production; from consumption; from 'command and control' functions (from HQs, international organizations, financial centres) and from state redistribution programmes*' (Marshall, 1996)

it is feasible to declare that the Barcelona project insisted heavily in the second and third options (Marshall, 1996).

Regarding to the Olympics as the experience which promoted the city marketing approach it is concluded by Marshall (1996) that the various projects were successful in improving citizens' morale and enhancing the idea of the city of Barcelona as a valuable brand.

As a final remark related to the strategic planning exercise it seems important to refer the fact that the most effective and successful approach was not framed in term of *strategic planning*. It is, hence, pointed out by Marshall (1996) that the most essential condition to the effectiveness of a strategic plan is not the methodology but the political dynamic in projects. Besides it is considered by the same author that *glocalization*, instead of facilitate, tended to make it difficult to strategically plan.

Table 2 – Major Objectives of Second Barcelona 2000 Strategic Plan

General Objective	*To increase the integration of the Barcelona region into the international economy, in order to guarantee its growth in terms of economic progress, social progress and quality of life*
Mission	Management programme for quality and efficiency in the city
Strategic Line	*Objective*
1. Facilitate the adaption processes of the region's economic sectors in to the international economy	Strengthen training and technological structures
	Improve the efficiency of private services
	Improve the effectiveness of public administration and public services
2. Secure the economic and social articulation of the Barcelona region	Simplify the region's administrative structure
	Implement programmes at the metropolitan region level
3. Create a positive response to the new needs for the social integration	Predict the risks of rising unemployment
	Create new forms of employment
	Gain from the process of ageing of the population
	Integrate young people's potential
	Anticipate a response to increasing immigration
4. Ensure the development of modern internationally appropriate economic activity	Activities and infrastructures related to mobility abd logistics for goods transport
	Activities and infrastructures related to information superhighways
	University centre
	Tourism, fairs, congress and conventions
	Health sectors
	Maintenance of the weight if industrial sectors
5. Place the Barcelona region within the international economy	Macroregion
	Europe
	Latin America
	North Africa

(Source: Marshall, 1996)

After this analysis more focused on the methodological procedure related to the development of the various plans and strategies it is worth to understand the current situation of Barcelona in its country and in Europe. As referred before – and as a direct consequence of the social and economic-oriented politics developed in the last twenty years – the Spanish city is considered to be a desirable destination for living and working. Having as one of the key factors for its high competitiveness the high quality of life (Pareja-Eastaway, 2009) allied to a pro-active attitude – reinforced during the last twenty years with the entrepreneurial approach – and to a considerable support to innovation a favorable environment for the location and development of creative knowledge industries is provided.

Before continuing it seems relevant to present a better understanding of this model of city. Defining a *creative industry* is not straightforward. A common definition is defended by various authors (Chapain & Comunian, 2009; Breda-Vázquez et al., 2010) and it is proposed by *Departement of Culture and Media Sport* as

> '*those that are based on individual creativity, skill and talent. They also have the potential to create wealth and jobs through developing and exploiting intellectual property. The creative industries include: Advertising, Architecture, Arts and antique markets, Computer and video games, Crafts, Design, Designer Fashion, Film and video, Music, Performing arts, Publishing, Software and Television and Radio.*' (Breda-Vázquez et al., 2010).

Notwithstanding its acceptance such definition is not unanimous. For instance, Breda-Vázquez *et al.* (2010) points out that although these activities are the core of this industry such definition is not enough broad by not including activities such as legal and finance sector or information and communication technologies.

In the development of such paradigm of industry a strong manly American thesis is proposed and headed by Florida (2004). It is argued by this author that the attraction of a *creative class* is fundamental – and the first step – for the attraction of inward investment. The referred *class* prefers low-barrier urban spaces with high levels of quality of life, diversity and tolerance valuing authenticity, unity and cultural dynamism. Such amenities – so-called *soft* conditions – are considered as being a main driver for the development of a creative industry (Florida, 2004).

A counter position is proposed by Musterd & Gritsai (2009) pointing out that a promotion of *soft* conditions for the attraction of the creative critical mass is not enough for an effective redevelopment and boost of the economic performance. It is argued by these authors that such conditions – although being considered substantially important – should be articulated with the classic ones – *hard* conditions – as well as with the influence of deep structural economic and societal changes. These *hard* conditions are described as being the ones which allow the differentiation in classic economic competition such as the size of a city and the quality its communication networks, availability of qualified labor, capital. Legislation regarding to this manners are also indispensable to differ regions and cities. Regarding to the deep structural factors these include attractiveness and unity of the organic formation process of city centers and their well-preservation as well a significant cultural past. Another factor considered is the influence of the Industrial Revolution. The higher its implementation in a city the bigger the rigidity and inflexibility, undermining productivity and competitiveness (Musterd & Gritsai, 2009). A last factor is considered as being the effect of political and economic decisions in the development of a city's more multifunctional nature essential for an innovative and flexible renovation.

Adopting one or another point of view – although it is opinion from the author that the second thesis fits in a more sustained way the European paradigm of city – it is easy to understand the potential of Barcelona as an incubator of a robust creative-cultural industry. The referred high levels of quality of life, the strong cultural heritage – although interrupted by the dictatorship time a solid cultural legacy has been created since the beginning of the nineteenth century (Pareja-Eastaway, 2009) – and politic choices associated with the re-orientation of the city from the eighties forward which initiated a first attempt develop a strategy involving public and private actors and civil society (Pareja-Eastaway, 2009) materialize the premises for the growth of those industries.

In fact, it is argued by Pareja-Eastaway (2009) that the creative industries in Barcelona contribute significantly to the city and region's economy. In 2006, it represented 1.2 per cent of the region's added value and approximately 0.9 per cent of its employment.

Considering the European rankings of competitiveness and the high position of Barcelona suggests that the strategy adopted over the past twenty years was greatly successful (Pareja-Eastaway, 2009). It is argued by this author that one of the main factors for the current level of competitiveness was the understanding of the creative and knowledge sectors as solid and feasible economic drivers. With the re-orientation to this industries and services

and the need for a change in attitude from the public and private actors it is concluded that the strategic planning was a fundamental tool for the acceleration and guaranteeing commitment in such process (Pareja-Eastaway, 2009).

In spite of the effectiveness of the project some inhibitors were identified. According to Pareja-Eastaway (2009) the paradigm of low salaries and productivity common on the city and region and the minor investment in Research and Development, the limited capacity in attracting international enterprises, low number of educational structures and an insufficient coordination between the leaders of the city and the local governments are recognized as the mains issues in the desired development.

In order to counter such adverse matters new guidelines have been developed with a balanced aim between social and economic sectors in order to maintain and hopefully reinforce Barcelona's position in the European high circuit.

2.5. Discussion

After the description and analysis of both cases of study it is possible to take further conclusions about the chosen methodologies in each city. With no intention to do a direct comparison, it is intended to understand what are the strong arguments of each methodology and in what extent similar strategies can be implemented in different contexts.

It is clear the influence of an economic and social crisis in both cities as a fundamental premise for a will of transformation and reinvention. In fact, such critical situation is *per excellence* a crucial driver of change in cities' strategies, as it was in the cases of Torino or Frederikshavn (Therkildsen et al., 2009). In the re-orientation of the policies to the enhancement of a service industry base the importance of a pro-activist approach is clear in both cases. Furthermore, an increased willingness of taking risks and a stronger promotion of inward investment materialize in both examples the expected *entrepreneurial city* approach.

Interestingly, strategies adopted in both cases had noticeable opposite formal approaches. While Glasgow's view adopted a broader strategy in the beginning of the process and a more target-oriented philosophy in its end, Barcelona's methodology opted for a starting approach with clearly defined aims changing progressively to a less precise orientation with no explicit projects as targets. Although the contrasting methodologies at this framework, both paths led to a wide accomplishment of the objectives proposed. Such assumption reinforces the referred before idea of Marshall (1996) consisting in the fact that the effectiveness of a strategy is based on the projects' political dynamic instead of the procedure.

The study of both case studies allowed it to understand the importance of the continuity of policies. Glasgow's change in local government had a significant influence in re-orientation of policies and subsequent decreased concern with cultural strategy. On the contrary, Barcelona's political stability enabled the city to develop a continued and sustained strategy.

In the process of transformation in a tercialized city model described in both cases, culture-led regeneration was highly included. It is then feasible to consider both strategies as partly promoters of *hybrid cultural projects* as

'a conscious fusion between urban transformation and new knowledge centres, cultural institutions and experience environments' (Marling, Jensen, & Kiib, 2009).

In the development of such acting method various cultural policies' effects can be identified in the context of urban regeneration. Considering Bianchini's dilemmas presented by García (2004) and describing case studies' performance on each one of them it is expected to summarize the main directions and their consequences of the analyzed strategies.

A first issue presented as the *funding dilemma* is described as the difficulty in balancing investment in temporary and permanent activity (García, 2004). It is important to refer that such dilemma doesn't lie on the contrast between event and cultural infrastructural investment. In fact, event approach can materialize a cohesive and sustainable process like in the case of Barcelona. Glasgow's process was not that successful at that point, especially because of the already referred local government reorganization and the consequent funding cuts and priority changes. On the opposite prism, yet not happening in the analyzed cases, the investment in hallmark infrastructures could lead to expensive and underused facilities.

With regards to the second dilemma – *economic dilemma* – it is presented as the problematic balance between the promotion of culture consumption and the supporting of culture production. While the former tends to create immediate gains related to community participation and tourism attraction, the latter requires longer lead times, although being more effective on the support of a more sustainable local economy (García, 2004). Glasgow's approach was not able to keep the momentum created during the event year and the intention to develop various cultural industries such as music, films or fashion design was not achieved by the lack of investment.

The *spatial dilemma* is based on the difficulty in defining a strategy capable of catering of both the central part of a city and the periphery, with the avoidance of gentrification (García, 2004). Glasgow was able to provide a wide distribution of cultural activities during the event. However, the city was not able to continue such policy in the following years. Barcelona's approach was able to sustain a balanced cultural provision yet failing in the use of such investments to improve the conditions of the more underprivileged places.

In the analysis and summary of the study cases' results through the Bianchini's dilemmas, it is possible to conclude the difficulty in compatibilizing the various frameworks as well as

their scope and consequences. In such hard process, it is from responsibility of the city decision makers to define policies which reinforce the strengths and inhibit harmful consequences in order to develop a sustainable ambience capable of providing what is catered of the city and its inhabitants.

3.

Oporto and Wrocław

3.1. Analysis Levels

In the process of a continually changing paradigm it is already known the necessity of cities to accept the challenge of adaption. It comprises the way the decisions are made, the nature of those same choices and their consequence in the numerous constituents of every project such as its target, actors involved or citizens. During the current exercise were analyzed two different cases – approaching each in a different way – in order to have a better understanding of the different range of responses in terms of content, form and scope. In fact, city leaders and policy makers have the responsibility to act according to the different needs of each urban agglomeration.

Being known that a holistic approach is necessary so as to prevent undesirable phenomena in cities and to promote dynamics in the process of transformation capable of enhancing positive externalities in the whole urban space, a more localized approach is needed for an ideal equity and a cohesive development. This second method of renovation tends to focus on a particular place adopting more direct and *ad hoc* strategies materializing a complementary, yet imperative, action for the success of the whole set of strategic principles for the city.

With such remark done, it seems pertinent for the understanding of the ideas and strategies developed by the cities of Oporto and Wrocław to analyze these two different levels of transformation implementations. It was selected the municipal level and, at the local level, it was chosen the study of both city centers since their symbolic value and importance as incubator of specific types of activities for investors and citizens is recognized. The analysis will accompanied by a critical discussion about the choices' suitability according to the theoretical framework developed above.

3.1.1. City of Oporto

Oporto city, situated in the Northwest of Portugal, with approximately one quarter of a million inhabitants, is the capital of the Metropolitan Area with the same name, the second biggest in the country, with more than 1 400 000 citizens. In the last two decades, Oporto's socio-economic parameters have been decreasing. As a result, citizens – especially the younger active people – tended to search for easier and more sustainable living conditions. Boundary districts are often the destination of such significant population for the city. Moreover, traditional commercial market has been loosing their relevance by not being able to compete with the big shopping malls. Big enterprises tended to relocate their headquarters and production centers. The city of Oporto has been losing its character leadership and dynamic.

In order to counter this tendency, various strategies have been and are being designed. With the main aim to restore the influence and competitiveness of the city, metropolitan area and Northern region it is imperative to develop a cohesive strategy capable of regenerating the economy as well as the urban space itself. Having such assumptions in account, it was developed the prospective diagnosis *NORTE 2015: Competividade e Desenvolvimento – Uma Visão Estratégica* (2006). Having as scope the whole Northern area, this strategy view is divided in four main areas:

> *Economic Activities;*
>
> *People*;
>
> *Territory*;
>
> *Institutions*;

Taking in account the influence of European policies, the Lisbon strategy and its objectives are privileged. By doing so, the promotion of a knowledge economy, the enhancement of technologic and scientific investigation and the support of innovation are imperative paths in every perspective developed in this strategic view (Comissão de Cordenação e Desenvolvimento do Norte; Ministério do Ambiente, do Ordenamento do Território e do Desenvolvimento, 2006).

With regards to the first main area proposed, a brief description is needed for a better understanding of the current state of the *economic activities* in the city and region. Although being the region of the country with the biggest export capacity (43% of the country's exportations), it is the poorest of Portugal.

The *traditional* sectors – clothes and footwear production, woods and furniture production – are especially influential in the employment distribution. For the sustainability of such producing sectors, a technologic reinforcement is needed as well as an exploration of niche markets. Along with such approach, a non-technologic innovation is also an important stimulus for the development of these industries.

Emergent industries such as information and communication technologies, machinery, bio-technology, or creative industries are gaining employment rates and are considered to have a wide progress capacity in the following years. It is important to refer that such activities distribute themselves in a different way on the territory. The sectors of information and communication technologies and machinery present an already sustained presence in the Northern region. These enabling technologies are significant in the increasing of the technological competencies of the referred *traditional sectors.* The bio-technology framework is considered to be one the industries with a highest development capacity.

In a more transversal approach, it is considered in the prospective document a third point concerned with the inward investment. By attracting such type of investment, it is expected not only a regional development but also a technologic intensification.

The *people* is presented as the second approach in the prospective view. The region containing this fundamental element is the most populated of the country and the youngest of continental Portugal. Accompanying the national tendency a bimodal population's distribution is identified. The young population tends to concentrate near the metropolitan area, hence, the littoral, whereas, a more old population remains near the region's western border. In a general view, it is a region with low levels of education allied to increasing unemployment rates – the highest in the country. Furthermore, high levels of unemployed graduates in the metropolitan area are also identified.

The *people* element was studied through the themes formation and education, employment, social inclusion and culture. Regarding to formation and education, the low-qualified population and employment weaken the dynamism of the city. The lack of social, entrepreneurial and personal demand for formations and qualifications is taken as a

recognized drawback (Comissão de Cordenação e Desenvolvimento do Norte; Ministério do Ambiente, do Ordenamento do Território e do Desenvolvimento, 2006). In order to counter such phenomena it is imperative to continue the investment in educational infrastructures as well as to promote formations which privilege the formal improvement of qualifications. Regarding to the issue of lack of quality in the formation, it is proposed in the prospective view the improvement of such formation through the incorporation of the needs and resources of enterprises.

In regards to employment in the city and region, the last decade had reinforced the unfavorable position of Northern region in relation to Portugal. A developed professional reconversion system as well as economic and social entrepreneurship is taken as drivers in the adapting capacity of enterprises.

Although the concern with these economic, social and cultural problems and the effort to inhibit their growth, they are still real in the current moment and with direct consequences such as social exclusion. Such issue includes not only individuals but also communities and territories. It is imperative to develop strategies adapted to each case and to reinforce the efforts in the most deprived zones.

It is known the role of culture in the production of an identity, as a driver of new innovation logics, of changes and innovation (Comissão de Cordenação e Desenvolvimento do Norte; Ministério do Ambiente, do Ordenamento do Território e do Desenvolvimento, 2006). Following the national directives, a strong enhancement of the cultural structures has been materialized at the regional level. On such procedure, a strong dependency from central administration is still identified. In order to develop a more effective and efficient model it is required an enrichment of the existing networks and partnerships and the creation and incubation of the missing ones. The prospective document also defends the development of solider links between cultural policies and education in order to boost the practice of these important activities at lower levels.

Regarding to the *territory*, the current analysis of the prospective view will focus on the metropolitan urban region, which contains the Oporto city. *Grande Oporto* – a multidistrict metropolis which is part of Oporto metropolitan area – is considered one of the 76 MEGA cities of European Union of 27, with the countries of Bulgaria and Romania (Comissão de Cordenação e Desenvolvimento do Norte; Ministério do Ambiente, do Ordenamento do Território e do Desenvolvimento, 2006). Moreover, it is considered to be the MEGA with

more chances to progress on the ranking of European urban hierarchy, from the European seaboard. In order to respond to such expectations, it is stated in the prospective view a need for a sustained development of policies which should understand the territorial fragmentations in order to promote a cohesive polycentric urban system.

Taking in account the referred exportation character of this area, infrastructural conditions related to accessibility and transportations are a fundamental premise for an effective development of such activity. An implementation of high-speed railways is proposed, linking the city of Oporto to Lisbon, A Coruña and Madrid (Comissão de Cordenação e Desenvolvimento do Norte; Ministério do Ambiente, do Ordenamento do Território e do Desenvolvimento, 2006). The development of a regional logistic platform, defended in the same document, would allow the metropolitan area not only to consolidate its position in country but also to expand the market to the Iberian Peninsula's North.

The last framework presented – the *institutions* – covers various levels. At this point, it is important to discuss the local level. With the current paradigm of development and what is feasible to anticipate for the following years, it is expected the growth of citizens' expectations, the conclusion of the main structural investments and the subsequent increase of the maintenance costs related to their exploitation (Comissão de Cordenação e Desenvolvimento do Norte; Ministério do Ambiente, do Ordenamento do Território e do Desenvolvimento, 2006). Regarding this scenario and taking in account the macro-economic evolution of the country it is expected a reorganization and modernization of local politics in order to provide a better management of the main services provided. It is contemplated in such change, a reorientation of investments from the infrastructures to the services.

In this broad presented approach, there are identified various opportunities for the region and, especially, for the city. Yet a strict application of the strategies proposed is required in order to lead to the desired sustainable and cohesive external and internal development.

Focusing now on the city of Oporto, the need for a sustainable development led to the development of the document *Estratégia para a Sustentabilidade da Cidade do Porto* (2009). In the strategic view developed, it was promoted an effort to:

> promote *renovation of real estate* and *urban rehabilitation* taking in account the advantages of the compacted city, the historic heritage, the patrimonial and architectural values;

intervene in the *urban mobility conditions* in order to promote the use of public transportations;

develop a *creative and innovative atmosphere* capable of boosting new initiatives in the framework of science and technology through the support of the generated knowledge in universities and in research and development centers.

enhance the '*Oporto*' *brand* as a symbol of a region through a renovated and modern image;

With regards to the first effort referred as *urban renovation*, the intention to promote the urban reinvention should comprise the improvement of exterior public places, pedestrian paths and green spaces and solar exposure (both for interior and exterior spaces). On the other hand, the improvement of interior, hence, particular property conditions are also referred such as the upgrading of thermic and acoustic conditions. Being applying such guidelines it is expected to reinforce the advantages of a compacted city as well as providing better living conditions to the citizens.

Regarding to *mobility*, with the aim to transfer passengers from the individual to the public transportation or to develop functional bicycle paths it is expected a decreasing of pendular movements as well as an increasing their effectiveness. Furthermore, better accessibility and mobility are expected.

According the same strategy and concurrent with the regional strategy, a *creative atmosphere* should be constructed through the promotion of intellectual value and innovation as well as through the development of the potential of the Research and Development entities present in the city. By doing so it is expected to contribute to the transforming image of the city and to consolidate the emergent associated clusters such as architecture, fashion or creativity.

With regards to the last topic, the image of Oporto, having perhaps the broadest scope it is promoted the promotion of the natural and cultural heritage, ambient amenities and cultural, touristic and leisure values. The impact expected would comprise a wider visibility of the city at international levels.

Being a fact that some of these guidelines have not been materialized in actual measures yet, others have been following this and other strategies of similar nature. Taking a look at

the *2004 UEFA European Football Championship*, it is not difficult to identify a well-designed and executed image promotion model.

This event – the largest sports event which ever took place in Portugal – spread the image of Portugal all over the world. Such projection was achieved through two different ways, at an external and internal level. Regarding to the external level, the main aims were the promotion of the country and what it offered at the areas of trading goods and tourism. At the internal level, a strategy which consisted in the awareness of the communities about the importance of the event was developed. By highlighting the significance of the involvement and participation of the Portuguese citizens it was developed a dynamism and enthusiasm which reinforced an image of a friendly population (Martins, Tenreiro, Mendes, & Jacinto, 2004).

The 2004 experience strongly enhanced the morale of the Portuguese people, bringing the population together and recognizing its value and the country's capacity.

During the event, a parallel project called '*Portugal 2004 – Festa das Cidades*' (Portugal 2004 – Cities' Festivities) was developed in order to promote the cultural side of cities beyond football. Such project accomplished a wide range of objectives such as the attraction of foreign and Portuguese public to culture; the promotion of Portuguese culture, institutions and the cultural heritage of each host city; an implementation of a cultural national network allied to a local involvement; the promotion of the Portuguese self-pride and morale, of a positive image for the country and of Portugal's tourism (Martins, Tenreiro, Mendes, & Jacinto, 2004). By promoting such cultural offer, an image of a country owner of a rich cultural heritage was achieved. As expected, a similar effect was identified in Oporto city.

In a general framework, positive cultural and sportive impacts were identified. The most evident are:

> the enhancement of the sportive image of Portugal and the recognition of the city of Oporto as one the most appellative Portuguese locations;

> the active involvement of both Portuguese inhabitants and foreign visitors discovering Portugal and its potential;

> the materialization of a low-risk country in terms of public security.

Regarding to Oporto city, the investment in communications was approximately 17% of the whole budget for the city. Although directly oriented to the European Football Championship infrastructures (such as the metro line to *Dragão* stadium) such investment greatly benefited the city. With resident football teams in both stadiums of the city, the administration of such space is made by those teams in no costs for the municipality.

Even though the high performance at the organizational level and the significant growth in touristic demand was recognized, the long-term gains, namely touristic increase, were not measured in the analyzed report. As a long-term impact, and as the legacy from the development of the European Championship of Football and experience gained during all the process, a continuing willingness for the development of future mega-events was identified. The Iberian joint bidding for *FIFA World Cup of 2018* and the possibility of bidding for the Olympic Games are paradigmatic examples of such legacy.

3.1.2. City of Wrocław

The city of Wrocław, the fourth largest city in Poland – with about two thirds of a million inhabitants, it is located in Central Europe and defines part of European Union's East Boundary since 2004– is situated in the southwestern part of this country, being the capital as well as the cultural, economic and commercial center of Lower Silesia *voivodeship* – one of the sixteen administrative provinces into which the country is divided. Representing about one seventh of Poland's Economic potential (Galar et al., 2006) and having as motto '*Wrocław - the meeting place*' (Wrocław City Council, 2006) it is situated in an important geographic point in the metropolitan network of Central Europe with short distances from five European capitals – Berlin, Bratislava, Prague, Vienna and Warsaw.

Wrocław is the third largest educational center of Poland, with approximately 120 000 students. Around one third of these are research institutions with connections with the world science community (Galar , Roman, & Waszkiewicz, 2006).

Regarding to business activities, it is argued that the city presents high levels of entrepreneurship with a diverse economy (Galar , Roman, & Waszkiewicz, 2006). Emerging clusters in the frameworks of biotechnology, power industry, information technology and finance sector are also identified.

In the structural development framework, there are still some difficulties to lead with and problems to solve. Strongly affected by both World Wars the urban infrastructure has been a target of reconstruction since the nineties. Regarding to transport infrastructures policies are being applied to the resolution of the various shortcomings associated to this issue.

In order to concretize a cohesive and sustained development – enhancing the city's potential and avoiding the growth of negative externalities – Wroclaw has been developing strategic paths in the last two decades. In 1998, a medium-term policy was developed with the approval of '*Wroclaw 2000 Plus*'. The strategic view developed in this document had a horizon of ten years. Subsequently, a need for an updated approach regarding to the new developments in the city and country – specially the membership of Poland in the European Union – after that target period was recognized. Such necessity was formalized with the development of a new strategic document, '*Wroclaw in the Perspective 2020 plus*'. Without considerable deviations from the strategic view defined in the previous document, a broad approach is proposed. Such strategy

> '*does not declare priorities and does not attempt to set specific targets. It focuses on describing the vector of the desired change by indicating directions in which Wroclaw should be transformed.*' (Galar et al., 2006).

This approach presents the indispensable recommendations and directions to follow through four distinct perspectives:

> *people* as the inhabitants of the city and their necessities, aims, and aspirations;

> *communities* as agglomerations of city residents and their capacity to cooperate and the benefits resulting from such approach;

> *space* as the urban dimension in where the tasks and actions are performed;

> *self-government* as the civic responsibility and of every citizen, which might implement the recommendations developed in the strategy.

Concerning to the first perspective there is a strong emphasis on the welfare of this crucial element of every city. Regarding to the standard of the living issue, an intention of improving health protection and care conditions is clear. The privatization of the service and the enhancement of international specialization of Wroclaw Medical University are also contemplated.

The aim of improving the safety of the city inhabitants in terms of the personal safety but also security against natural forces is also referred. In order to counter the recognized exodus out of the city, housing issue is approached with the aim to establish a genuine property market avoiding speculation and promoting simplified swapping rules so as housing could be easily adapted to the families' income and needs. Already well-developed in the city, the education sector is approached by the improvement of the students' preparation for external markets and modern sectors such as the ICT networks.

Labor thematic is also taken in account during the strategy, promoting a fair market and competitiveness, a focus on innovative solutions in niche markets, innovation and promotion of culture as a fundamental element for the enhancement of knowledge economy development. Regarding to employment it is considered necessary to keep the effort to attract investment and to enhance the roots in the city of the companies already settled in.

In the second perspective adopted, the *communities*, numerous guidelines related to the potential of this group are proposed. Regarding to the symbolic value of a community, what it is expected and promoted for the various age ranges is to develop an active participation allying the free time and experience of some with the initiative of others taking as main objective the primacy of common good over particular benefit. Related to academic context it is expected to reinforce the scientific potential and to promote the city at national and international levels as an appellative place to study. Efforts to bond students of excellence with the city with traineeships, scholarships or loans are also identified. Through measures such as the effort to locate the *European Institute of technology* in the city and the integration of Academia with the city a dynamic flow related to this matters is trying to be boosted.

With regards to the culture and experience issue, it is stated in the strategic document that its recognition is fundamental for the image and identity of the city. Efforts to increase diversity without compromising quality and to promote the partaking in international events as well as the development of self-developed initiatives are identified. Investment in cultural infrastructures such as the renovation of the city's Concert Hall, the construction of the new Museum of Modern Art as well as the development of the Municipal Stadium for the *2012 UEFA European Football Championship* and the bidding for the *European Capital of Culture* event in 2016 are clear examples of this policy. Regarding to tourism an effort to

include the city of Wrocław in a recurrent itinerary between the geographic triangle Berlin-Prague-Krakow is proposed.

In terms of external communities at a metropolitan level the enhancement between the central urban space and the satellite cities through the development of intangible relations – such as the transformation of the *Wroclaw Development Office* in a new platform capable of focus on the development of entire agglomeration – as well as the reinforcement of physical connections – such as the renovation the urban railway network – is stimulated.

The *space* of Wrocław materialized in the third perspective, being a stage of two World Wars continues to be a challenging element for the city leaders and deciders. Regarding to the housing space, it is promoted in the strategic view a countering of the transformation tendency of the city of growing in a *bagel-shaped* form with a degenerated inner ring. In order to avoid such condition an effort to inhibit urban sprawl is also proposed. The revalorization of tenement houses, frequent in city and of high value, was well as the transformation and improvement of *post-soc* housing states are guidelines presented on the strategy.

The public space as an essential element of every city is a natural target of improvement and revitalization. Changes proposed involve the increment of visual arts in the city as well as the enhancement of the relation between the city and Odra River. Increasing urban equity a promoting the historical sites of the city are also contemplated. The development of the notion of *Academic Axis* with the physical reunion of the two most important universities in the city as main city walkway is an exemplar measure for the upgrading of urban space.

An economic space as a fundamental welfare-creation incubator is required for every urban agglomeration aiming to stimulate its development. For that reason, it is proposed in the strategic document the enhancement of modern economic growth infrastructures like industrial parks or business incubators, the reinvention of old industrial objects or the integration of small business with public space in order to boost human dimension and life pulse.

As a recreational space a city has to offer a multifunctional profile in order to satisfy different needs in various circumstances for diverse communities. Regarding such premise it is promoted in the strategy a continuity of events during the whole year, a diversity of recreation spaces as well as the development of sports facilities. The sustainability of the

varied Wrocław's green spaces as venues for leisure time activities, cultural events as well as their important role in the ecological system are highlighted.

Regarding to the influence of transportation in the city image, the latter is highly punished when cars' appropriation of public space is evident. With the aim to avoid negative externalities of the abusive car use a strong regulation of utilization of the car in city center is proposed. With an insufficient supra regional traffic network, with inadequate city infrastructures – lack of ring roads, low traffic capacity in roads, lacking of parking places, etc. – and poor conditions of the existing ones (Wrocław City Council, 2006) an holistic restructuration is also required. As a means to compensate these existing weaknesses it is proposed the development and modernization of the main railway hubs as well as safer system of bike routes. The improvements of Wrocław Airport as well as the implementation of *Park & Ride* models are already successful measures of enhancing transportation space.

On the fourth perspective presented, a *self-government* approach based on continuity of politics is indicated as solid tool in the development of a sustainable and consistent path to the future. In order to pursue such objectives, options have to be diverse as they are feasible promoting the multifaceted nature of the city as well as stimulating the importance of human and social capital as main resources for the desired evolution. In such process the need for innovation is also clearly presented as well as the necessity to tolerate errors and diversity subsequent from that approach. Regarding to the European Union Funds, it is stated in the strategic view that these provide a temporary boost in the city and country levels for a sustained economy which should be prepared to live from their own resources.

A reference to the guidelines for Wrocław's governance is firmly done. It is expected for a successful development in the name of public interest to pursue unpopular changes, if necessary. Concurrently, firmness of the city authorities is essential although it should be allied to a friendly approach and to tolerance in punctual failures. According to the same strategic guideline, monopolies in municipal services should be discouraged and the focus of the Town Hall on the most urbanized city quarters and the development in autonomy and strength of towns and villages should be promoted.

The inspiration topic is also approached as a means to increase and fortify the morale of citizens and investors. An effort to counter stereotypes and to know the citizens' preferences is proposed. Also, non-discourage of failures yet with risks controlled and the

inclusion of youth in city projects as the preferential preparation for the generational change materialize guidelines for the same issue.

Regarding to the available city services, a particular concern with conduct in such places and, consequently, the way citizens are treated is taken in account. Facilitation and reduction of procedures in typical processes and an approach based on flexibility instead of one in which a scrupulous regulation reigns are stimulated. In order to offer a service in which every citizen could easily use, the implementation of modern platforms and the awareness that the typical procedures could not be clear to everyone are taken in account.

Concluding the approach to the four perspectives a final remark related to the implementation and monitoring of the guidelines is presented. It is highlighted that

> *'The 2020 Strategy was developed as the strategy for Wroclaw rather than for the Wroclaw authorities'* (Galar et al., 2006).

For that reason it is expected the development of an innovative and broad cooperation between local actors capable of acting independently from the competences of City's Magistrate. Partnerships containing entities from the city and its surroundings are also expected to cooperate in specific elements of the strategy.

In order to promote a necessary civic participation for a sustainable development and transformation, a popular understanding of the outlined strategy is considered essential. Moreover, the importance of a constructive contribution of mass media in the promotion and inspiration of the planned actions is fundamental.

It is also expected a materialization of the strategic guidelines presented in the referred document through the development of feasible mid-term goals in the urban plans of the city. In such procedures, the incorporation of innovation and flexibility are preferable premises for the implementation of the strategy.

A strong emphasis on the monitoring of the procedure is also proposed. With a varied set of points of view – including city authorities, independent experts, media, as well as public opinion – feed backing in what extent the development of the city reflects the application of the strategy's guidelines.

As a final remark, it is opinion of the author that, although separated in this strategy, the presented perspectives are highly connected and, for that reason, specific measures in a

particular framework should take in account the negative or positive externalities developed in different areas in order to the city inhibit those drawbacks or take advantage of such boost, respectively. Resulting from this idea, although the effectiveness of target-oriented measures should be valued, an integrated approach during the design of the actions to be taken would potentially save capital, time and effort in the resolution of the city problems.

In a more focused approach yet in a concomitant way, a strategy developed for a specific central area of the city is presented in 2006 on the document '*Implementation Strategy for the Urban Regeneration Process*'. In this priority delimitation, presented in figure 1, a policy of urban regeneration is oriented through the categories: multifunctional center; public facilities; housing and service areas; transportation and traffic; city parks and gardens; sites formerly used by industry, the military and the police.
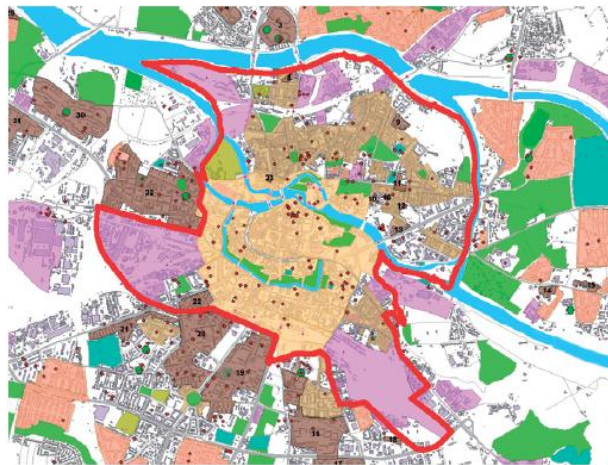

Figure 1 – Priority Area   (Source: Wroclaw: The Meeting Place, 2006)

With such strategy and consequent implementation it is expected to congratulate the city with a positive medium/long-term impacts. The most significant ones comprise:

the implementation of integrated measures as an significant driver for the effectiveness of the Structural Funds;

the efficient use of the Structural Funds as well as the effective promotion as a strong contribution to the recovery of the intervention area. By doing so it is expected that the improvement of this area's image would stimulate positive changes in the neighbor areas;

the improvement and clearing-up of urban disorder allied to a subsequent development without the sprawl to the countryside, through the regeneration actions;

the development of more opportunities in education and employment through the progress in local economy;

a better and more effective integration with an increasingly eradication of discrimination and social marginalization;

an improvement in local living conditions through the enrichment of the ecological system and natural environment;

new relations and networks will be created through the coordination of the administration, reinforcing the available resources and strengthening links and confidence between partners.

3.2. Needs in a City Center

Being the city centers such peculiar sites which often represent the whole city in social, cultural or economic matters it seems useful to understand what required and achievable throw the reinvention and regeneration of such locations and their consequences on the external image of the city or region as well as on internal living standards.

What is then considered to be required for a city center is the existence of:

> a *living urban reality* – as referred before, the current concept of *heritage* based on an inhabited scenario imposes a changed approach to the dwelling space. It should, hence, allow its occupation with quality and comfort, notwithstanding the need to preserve the typical characteristics of the buildings' appearance;

> a *functional structure/rehabilitation* – it is vital for a city center to find a solution capable of balancing the historical, functional and urban values of the past with the necessities and demands of the present and the future;

> a balance between *production* and *consumption* as means to a sustainable *economic growth*;

> *qualification of the population, social cohesion* and inclusion, *competitiveness* and *innovation*.

Having this considered ideal framework presented, it important to refer that there is not a unique solution for a functional city center. Although it has been made an effort to sum up the most typical desirable conditions for such places, different conditions could be identified and equally promote good performances. By analyzing the circumstances of the city centers of Oporto and Wrocław it is expected to understand in what extend the existing conditions and the developed strategies contribute to the their success. By identifying eventual issues it is expected to more easily find solutions for a sustained, cohesive and feasible development.

3.2.1. City Center of Oporto

Oporto center presents itself as the oldest location of the city, being inhabited developed and improved for a substantially long period since there are archaeological proves related to its occupation which dates from the eighth century before Christ.

Offering a strategic position on the city and region frameworks, it has been inhabited almost continuously since the end of Bronze *Age* (ended in Europe at 700-600 BC) till the present days. Nevertheless it was only on the middle age period with the demographic and economic development that the support structures to the maritime business and navigation were created and, as a consequence, the need for a physical protection. With the walls' construction finalized on the D. Fernando's reign, hence, called *Fernandina* wall is now consensual to have the city historic center mostly delimited by this physical boundary (Câmara Municipal do Porto, 2006). This then delimited location although had been also influenced by Romanesque, Mannerism, Art Noveau or Neoclassicism shows now heavy traces from the Baroque urbanism and architecture.

To have a complete panorama in the historic center to the urban landscape inward the *Fernandina* wall should be added some edifications on its frontier. The buildings *Clérigos* Tower and church, *São João* National Theatre, old *Governo Civil* building and two extra blocks complete the historic area, presented on figure 2.

Figure 2 - Oporto City Center   (Source: Google Earth, 2011)

The successive occupation of the place by different cultures, people and their necessary connections with the spatial conditions allowed it to be classified in the 5th of December, 1996, by the United Nations Educational, Scientific and Cultural Organization (UNESCO)

as Mankind's Cultural Heritage throw the *Criteria iv - 'an outstanding example of a type of building, architectural or technological ensemble or landscape which illustrates (a) significant stage(s) in human history'* (UNESCO, 2011) - which declares Oporto Historic Center as constituting

> *'a masterpiece of mankind's creative genius. Military, commercial, agricultural, and demographic interests converged here to shelter a population capable of building the city. The result is a unique work of art of high aesthetic value. It is a collective work, not accomplished at a particular moment but the result of successive contributions.'* (ICOMOS, 1996).

As expected, being included in the restrict group of such priceless and irreplaceable cultural heritage brought to the Oporto city not only benefits but also a significant and delicate mission to ensure the protection, preservation and yet use of the limited area following the current global concept of *heritage* as being an inhabited location instead of the 40's and 50's definition based on the isolated *monument* (Loza et al., 2010).

Regarding such premises and taking in account UNESCO's requirements there was a need to define a multidisciplinary strategy of action capable of present integrated solutions according to the past – since the delimited site was already integrated in the *Critical Area of Recovery and Urban Reconversion* (ACRRU) for being recognized by the Portuguese government as being part of *'an area of considerable urbanistic and socio-economic importance, which imply the need for exceptional measures and procedures'* (Loza, Guimarães, & Moura, Management Plan: Historic Centre of Porto World Heritage (Executie Summary), 2010) – with clear and cohesive paths to follow in the future.

Having such guidelines in mind it was created in June, 2010 a plan specifically oriented to the delimited area – *Management Plan: Historic Centre of Oporto World Heritage*. In this document were described five strategic objectives for the historic center of Oporto as World Heritage, presented below.

> *'Obj. 1 – Preserving, conserving and restoring the building heritage and redeveloping the public space of the Historic centre of Oporto world heritage.*
>
> *Obj. 2 – Mobilising current and future users (residents, workers, visitors, students and investors) of the historic Centre of Oporto, in the defence and promotion of its heritage value, providing incentive for them to participate in its protection, preservation and promotion.*

Obj. 3 – Contributing to the excellence of tourism experience in the historic centre of Oporto.

Obj. 4 – Stimulating the creation of a creative cluster inspired by the excellence of the surrounding cultural heritage.

Obj. 5 - Consolidating the role of the river Douro as an essential element of interpretation, living and communication between the two banks of Oporto world heritage.' (Loza et al., 2010)

With every objective directly oriented to specific programs and projects (see appendix 1) it seems plausible to say there is an actual tentative of objective application of theoretical guiding principles presented above.

Such document also summarizes the different dimensions of legislation affected to the site. As referred before the *World Heritage Convention on the Protection of World Cultural and Natural Heritage* (Paris, November 16th 1972, with the approval for joining via Decree n. ° 49/79 of June 6th) represents the International dimension of legislation. Each state signing the convention should then follow the objective of establishing a safety system for the natural and cultural heritage, on a global scale.

Belonging the culture heritage not only to the humanity but being part of a city and country there are also norms of national and local laws for it. Therefore, on the national dimension, the *Policies and System for the Protection and Appreciation of Cultural Heritage* (Law no. 107/2001, September 8th) is the existing legislation. For the Local level there are the *Regulations of Oporto Municipal Master Plan* (Council of Ministers' resolution no. 19/2006 of January 26th) and of *Vila Nova de Gaia City Council Master Plan* (published in "*Diário da República*" no. 155, Series II of August 12th 2009) establishing the rules for transformation and use and territory's occupation. Besides the master plans there is the *Regulatory Code of Oporto City Council* (published in "*Diário da República*" no. 56, Series II of March 19th 2008).

The existing local plans are the *Master Plan: Urban and Social Rehabilitation of Oporto City Centre*, developed by Oporto Vivo SRU with the aim of developing actions which respect the identity of the sites and ensure a sustainable path through the investment in creativity innovation and knowledge. The local framework of plans is completed by the already referred *Study of Strategic Framework of the Area of Critical Recovery and Urban Reconversion* (ACRRU).

Presented what is the strategy for the territory, it may be pertinent to understand the actual *status quo* of the areas in study. For that reason are presented the most relevant conditions of the city center in study. The data related to the *loco* analysis characterizing the *state of conservation*, *occupation*, *activities*, and *dynamics* found were produced for the *Management Plan: Historic Centre of Oporto World Heritage* (2010).

The evaluation of the *state of conservation* of the built heritage from the delimited area followed the criteria according to *Management Plan*:

> *in a good condition* as a building allowing its use in a good state of conservation and use;
>
> *fair condition* as a building needing maintenance works, such as painting cleaning of walls and roof tops and/ or small repairs at infra-structure level;
>
> *decaying* as a building with signs of degradation at infra-structure level, masonry and roof coverings;
>
> *advanced state of decay* as a building which cannot be used for not having the conditions of health and security guaranteed.

From the 1976 assessed buildings, 443 (25%) of them were considered in a good conditions. Having the biggest share, there were in fair conditions 649 (36%) edifices. 579 (32%) presented a decaying state and 78 (4%) showed an advanced state of decay. Finally 51 building were in restoration process during the asset. The shares could be shortly perceived in figure 3.
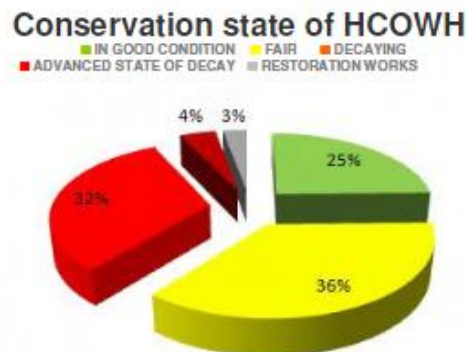

Figure 3 - Conservation State of Historic Center   (Source: Management Plan, 2010)

Watching the previous figure 3 it's easy to conclude that two thirds of the set are composed by buildings in acceptable conditions of use being in good or fair condition. Yet the almost remaining third was completed by decaying state buildings.

In terms of *occupation* of the historic center the assessment was divided in three categories: *vacant*; *partial* occupation; *total* occupation. It allowed to understand that the 293 (17%) of the buildings' survey were vacant, 592 (34%) edifies were occupied partially and finally the remaining 861 (49%) are used fully occupied as represented in figure 4.
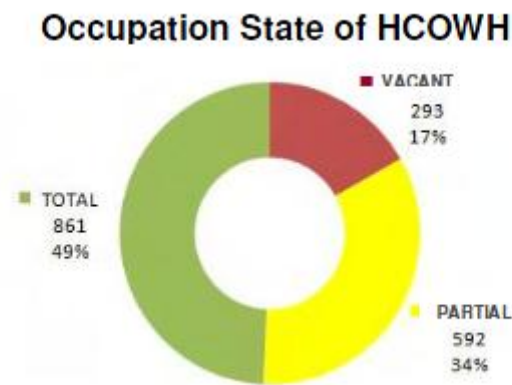

Figure 4 - Occupation State of Historic Center   (Source: Management Plan, 2010)

Through the figure above and summing up the partial and total occupation can be concluded that that 83% of the delimited area is active. Comparing such information with the one related to the state of occupation it is possible to say that at least 16% of the building are being fully or partially used in non-acceptable conditions of safety and health.

Concerning to the existing *activities* there are a high share of mixed functions in the same building. The most common consists in shopping activities in the ground floor being the uppers levels occupied by residential activities with a share of 747 (52%) edifies. Others types of mixed uses are also visible such as residential and service or service and shop yet with much lower shares (7% and 4% respectively). The residential activity is also clearly dominant in the unmixed uses with an exclusive occupation in 313 (21%) of the buildings. Unmixed activities such as facilities, shop or service also exist in the delimited site (6%, 6% and 4% respectively). A better perception of the share is presented on figure 5.
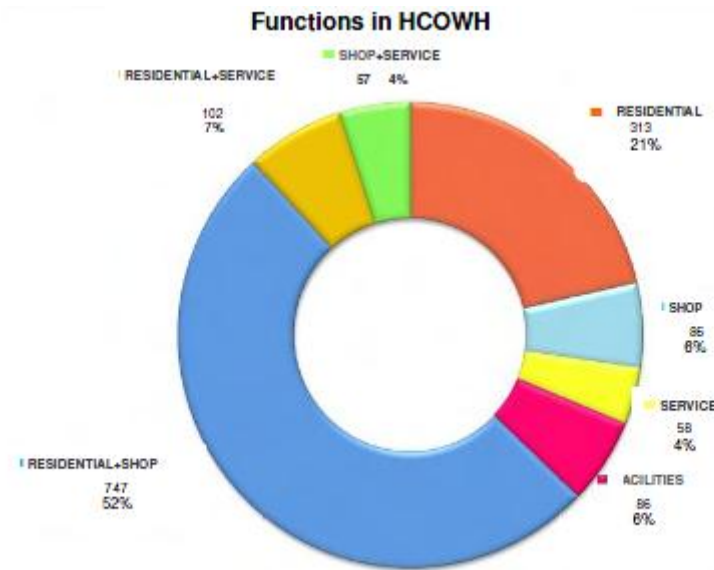
Figure 5 - Functions of Historic Center   (Source: Management Plan, 2010)

An analysis of such figure permits to understand that the residential functions are clearly central on historic center, followed by the shop activity also with a high percentage.

After the description of the existing activities it seems important to understand what dynamics are occurring in the area. Loza, Guimarães & Moura (2008) identified different growing and implemented dynamics, referring the parishes of *Infante*, *Clérigos* and *Sé* as good examples where buildings of high historical and religious value mark the surronding spaces of inevitable references of culture and tourism. It is also mentioned *São Domingos* area as an incubator of a creative economy, attracting the respective class by the efforts made by *Palácio das Artes – Fábrica de Talentos*, a project which aims to ally universities and firms and *Escola Superior Artística do Oporto*, the Oporto Art College. Outside the adopted formal delimitation of the city but yet with a high relation to the center is also referred *Alfângeda do Oporto*, Oporto Customs House as a potential expander of the creative industries as well as a *'crucial resource for the sustainable development of the Historic Centre of Oporto'* (Loza, Guimarães, & Moura, Historic Centre of Oporto World Heritage: Management Plan - Volume I, 2008). The situation of the year of 2008 for the whole delimited area is presented in figure 6.
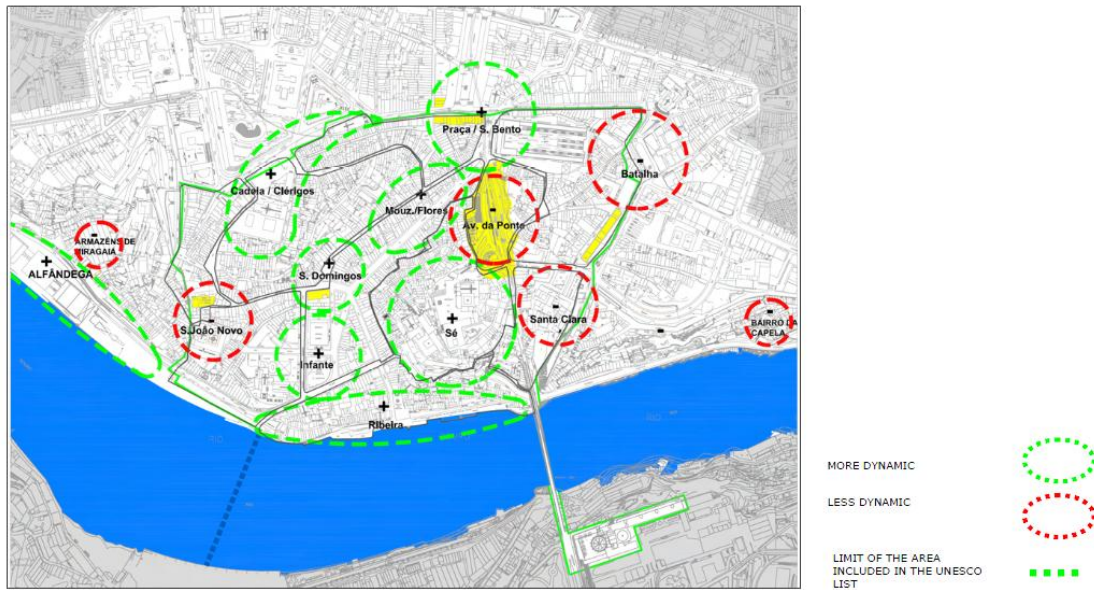
Figure 6 - Dynamics of Historic Center and Boundaries   (Source: Management Plan, 2010)

Although the precise assement done in 2008, the panorama of 2010 showed a high evidence of the dynamic boost developed in the the *Cadela/Clérigos* section about the experience and leisure activities attracting a great amount of people not only from the center but from the all city, epecially at night.

I seems significant to refer that some of the satisfatory outcomes referred above resulted from a strong boost developed in the *2001 European City of Culture* event. In fact, a solid effort in the city center regeneration was one of the main objectives of such event along with the reconstruction and enhacement of cultural facilities and the development of cultural events (Balsas, 2004). Having as motto '*the return to the city* center' (Balsas, 2004) the center regeneration process – the most visible intervention implemented in 2001 – consisted in the renovation of the public space, the housing programme and the economic regeneration.

Although the effect in tourism was minor, there is no doubt about the fact that the European City of Culture experience was able to change the face of Oporto. Regarding to inhabitants' opinions, an evidence of the increased morale is materialized on a survey developed in the end of the year of 2001. It is stated that approximately 80% of the contacted people considered the European City of Culture event very important for the city. Moreover, more than 64% of the interviewed inhabitants considered that the attractiveness of the city increased through the renovation works of the same event (Balsas, 2004).

Completing the framework of Oporto city center's conditions, are presented below the strong and weak points as well as the main opportunities and threats currently attached to the city center. Such information is presented through a *SWOT* analysis.

Regarding to the *strengths* identified in the city, it is considered to be the second biggest economic and symbolic pole of the country; a strong cultural identity is acknowledged in the city; the historic center as Mankind's Cultural Heritage. They are considered as main *opportunities* the urban revitalization program potentially offering a high urban value market; the growing phenomena of tourism as a result of the strong increase of the number of tourists and visitors, with the Historic Centre of Porto mentioned in the National Strategic Plan for Tourism as a differentiating resource, foundation of the regional tourism offer (Loza, Guimarães, & Moura, Management Plan: Historic Centre of Porto World Heritage (Executie Summary), 2010); the creative business, creative organizations and processes being set up in the historic city center with the physical regeneration of the cultural heritage oriented to the cultural and creative functions (Loza, Guimarães, & Moura, Management Plan: Historic Centre of Porto World Heritage (Executie Summary), 2010); the unique relationship between the classified World Heritage and Douro river.

With regards to the *weaknesses* found, the most notable are the impoverishment of the historic heritage due to the lack of maintenance and appreciation; the significant loss and ageing of population, high employment rate and low levels of training and qualification of the citizens (Loza, Guimarães, & Moura, Management Plan: Historic Centre of Porto World Heritage (Executie Summary), 2010); the lack of organization and qualification of the existing tourism; the little appreciation of the connection to the Douro river.

The *threats* identified could be summarized by the urban revitalization as the potential driver of gentrification processes; the tourism development as the risk of developing an economy model based on an unbalanced articulation between consumption and production according to Biachini's economic dilemma.

Yet with no direct consequences from the implementation of the strategies developed in the *Management Plan: Historic Centre of Porto World Heritage* is largely expected the materialization of the proposed measures.

3.2.2 City Center of Wrocław

With origin in the 9th century, the city center of Wrocław - and the oldest part of the city – started its development from *Ostrów Tumski*, the Cathedral Island. As many cities of Central Europe, Wrocław had a considerable expansion by adopting a *German town law*, after the thirteen century Mongol invasion. In such process a new Market Square – Rynek – was developed and with it a materialization of a new center of the town was achieved. The formerly island containing the original city center was bought by the Catholic authorities by the fourteenth century and became the religious center of the town. By the sixteenth century and as a consequence of developments having the Market Square as pole, the double-ringed central island was fully inhabited as presented in figure 7..

Figure 7 – Wrocław in 1562   (Source: wroclaw.hydral.com.pl, 2011)

Since the fourteenth century the town adopted various nationalities, namely the Kingdom of Bohemia, the Kingdom of Prussia and Germany. With the *Siege of Breslau* – a three month battle which lasted till the end of World War II and put an end to Germany's control of the region – half of the old town was destroyed. With the succeeding communist period, the reconstruction procedure was characterized by the destruction and removal of the major part of the German elements in the city, including non-religious building and inscriptions all over the city as well as non-Jewish cemeteries. Regarding to the city center,

gothic architecture existing in the place was restored as well as the great part of the remaining buildings.

For the present exercise it is important to delimitate a zone so as to understand in an easier and more precise way the potentials, drawbacks and processes of transformation. With regards to the brief description presented above about the development of city center, it seems pertinent include both former and actual centers of the city. Considering the urban structure of this latter element, the adopted boundary is defined by the natural delimitation materialized in the second ring waterway as presented in figure 7. By doing so it is expected to create a coherent delimitation concordant with the urban structure level and with the necessary comparison with the delimitation defined for Oporto city center. Therefore, the adopted delimitation is presented in figure 8.
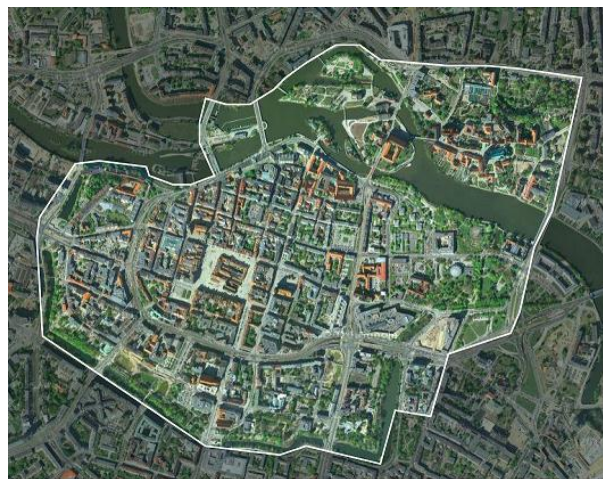

Figure 8 – Delimitation of Wroclaw City Center   (Source: Google Earth, 2011)

In order to maintain its uniqueness and to develop city center's potential, several strategic guidelines have been defined, yet there is not a strategic document specifically oriented to the city center. Instead, the referred guidelines are integrated in the two analyzed strategic documents. Considering such assumption, all the general guidelines previously presented for the city of Wrocław are valid for the city center. More city center-oriented ones are presented below.

Being the quality of public space one of the most essential elements in the life and dynamic of a city center, directly strategic aims for this matter were proposed on the already referred *Strategy 'Wroclaw on the Perspective 2020 plus'*. According to such strategic view a balanced articulation between conservation and attractiveness of the architectural elements and a

lively city center is required. A systemic protection of refined places against declassment is then required as well as a need to complete the post-war gaps in urban structure.

Considering the partial integration of *Spoleczny* Square in the delimited area, its potential as an administrative center is clearly identified. In order to materialize such idea, the integration of municipal and regional offices is required.

In regards to the transportation issue in this delicate part of the city, strict conditions are proposed. The elimination of heavy transport from the city center allied to a rigid execution of environmental standards such as exhaust and noise levels and a soft elimination of cars yet with the possibility of entry in case of emergency are proposed. Consequently, the increase of pedestrian zones and decrease of the parking is expected. Still included in the non-incentive to car use policy, the promotion of attractive prices at the center's periphery parking lots as well as the reinforcement of the public transportations between such places and the city center are recommended. Furthermore, an adjustment to the expected new conditions of car restriction is considered indispensable. Efforts in the improvement of delivery logistics and the enhancement of home-delivery services at shops are proposed.

Regarding to the functional framework of the city center, the conservation and promotion of the multifunction of downtown streets is expected. In fact, such path was been followed since the nineties, initiated by the Market Square and some streets connected to it. Although covering a small portion of the city, a positive impact was readily identified. The agglomeration of shops, companies, hotels and restaurants has increased as well as the interest of the inhabitants for the place. Consequently, not only an economic growth was identified but also a reinforced pride in the city and in this particular and charismatic place was developed in the inhabitants of the city.

Concordant with both analyzed strategic documents, two revitalization programs have been developed for the period times of 2004-2006 and 2007-2013. The current program of regeneration (2007-2013) is organized in twelve thematic areas. Four of them are directly related to the city center:

> *multifunctional areas* as a development of those which has been being implemented since the nineties;

public parks such as the Staromiejska Promenade, the Słowackiego Park, the Dunikowskiego Boulevard, the Bielarska Island, the Stodona Island and the Botanic Garden;

engineering infrastructures such as St. Maciej, St. Clare or Słodowy Bridges between others or Piaskowa and Śluza locks;

public buildings abundant at that delimited area.

Summarizing the strong and weak conditions and the future chances for improvement or regression of the city center, it is presented a *SWOT* analysis principally according to '*Wroclaw, the meeting place: Implementation Strategy for the Urban Regeneration Process* (2006). Regarding to the set of *strengths*, the most relevant are the recognition of the center as a symbol of the city; the well preserved structure at the spatial and functional levels; the Odra River as well as the different islands as a significant symbol of the city; an attractive location for investments.

The *opportunities* associated to Wrocław's city center are the existence of competitiveness and of key functions on the space; the improved conditions for services and housing; the creation of new jobs.

With regards to the *weaknesses*, they are identified as the traffic congestion; the high crime rate; the inadequate utilization of the symbolic value of the Odra River as well as its value as an axis in the urban plan of the city. The main *threats* are the possible demolition of buildings as a result of their poor overall condition; the exodus of the inhabitants and investors to the outer suburbs: weakening of the typical functions from the city center.

3.3. Discussion

This section aims to carry out a comparative analysis of the investigation developed about the city of Oporto and Wrocław. As it was possible to observe throughout the previous chapters there are several similar points between the two cities.

Oporto and Wrocław are both cities which belong to the second level of importance in the respective countries. In addition, the two intend to achieve higher levels of leadership and social, economic and cultural performance as it happened in the past. On the procedure developed to accomplish such aims it is recognized the use of a strategic planning approach. Moreover, considerable levels of *entrepreneurship* are identified having as most notable examples the effort in attracting inward investment and the bidding for and implementation (in Oporto case) of sportive and cultural mega-events. Regarding to this topic, further conclusions can be taken.

Taking in account that events such as *UEFA European Football Championship* and *European City of Culture* took place in Oporto and Portugal and, at least, the prior will occur in Wrocław, it seems pertinent to focus this analysis on the Polish city. Considering that the event to come in the year of 2012 will provide a worldwide exposure it presents itself as the perfect opportunity to demonstrate the capacity of the city in organizing events of such dimension. Being the bidding for the *2016 European City of Culture* still in discussion, it is believed that a well-organized *2012 UEFA European Football Championship* with an exemplar performance would improve Wrocław's chances to receive the event of 2016. Furthermore, developments in communicational infrastructures being promoted and executed such as the Wrocław Airport are efforts which value the city not only as host of the European Championship but also for the bidding in discussion.

Considering the Portuguese *2004 UEFA European Football Championship* case and its recognized achievement in involving communities as one of the main drivers for the overall success, such lesson should be taken in seriously account for the forthcoming event. At this point it seems interesting to take another look to *The Strategy 'Wrocław in the Perspective 2020 plus'*. In fact, such approach is more oriented to the local actors and communities than to the authorities. By doing so it seems that the significance given to the lower levels is recognized. Nevertheless such fact, more efforts have to be done in order to encourage the development of the referred community pro-activism.

The integration of parallel projects so as to promote different areas of the city was also adopted during the European Football Championship in Portugal. By doing so an effort to present a broader set of potentialities of Oporto were promoted. For the city of Wrocław such approach would allow the city not only to promote less known activities but also to show a willingness to develop new areas beyond the sportive framework such as cultural activities. Again, such possibility is considered as an opportunity to reinforce the *European Capital of Culture* bidding.

With regards to the main sportive infrastructure developed in the Polish city – the *Municipal Stadium* – a final remark should be made. The referred before Biachini's *enconomic dillema* (García, 2004) is potentially suitable in this case. Considering the threat of the new stadium leading to the creation of a facility with few use and, hence, expensive, *a piori* counter strategies and measures should be developed.

A final common point is identified, yet in a partial opposite position compared with the theoretical case studies. Even if the economic, social or cultural situations of the cities before the definition of the analyzed strategies were not sustained, they could not be compared to the states of deep crisis which were described in the cities of Glasgow or Barcelona before the implementation of the referred measures in previous chapters. For that reason, strategies and measures adopted in Oporto and Wrocław respond in the same extent. They were not as innovative, risky or ambitious as the ones adopted by the Scottish and Spanish cities.

Regarding to the relation between the strategies and measures and the implementation of the latter at the city level, such procedure is far clearer in the city of Wrocław than in the Portuguese city. The fact that the analyzed strategic document in Oporto had a regional scope seems to greatly influence this condition. It is then recognized for a comparison method as accurate as possible, a need for strategies developed at the same level.

Considering now the city centers analysis, it seems necessary an initial remark related to their size. The delimited area of Wrocław is approximately twice the size of the delimited city center of Oporto. Is then understandable the different approach to each.

On one hand, being the city center of Oporto classified as Mankind's Cultural Heritage by UNESCO, a specific master plan of strategies and measures was developed in order to fully respond to the needs of the space. On the other hand, the strategy for the center of Wrocław is included in the strategy for the city. Although the methodological disparity

between strategies various common aims related to the regeneration of the urban space are identified. Remembering again the idea of Marshal (1996) about the effectiveness of a strategy not based on the procedure but in the political dynamic in projects, it is considered feasible a wide accomplishment of both proposed strategies.

4.

General Conclusions

This dissertation studied the processes of transformation in the city development through the prisms of regeneration and reinvention, with the purpose to understand in what way and extent such processes are being applied in the cities of Oporto and Wroclaw. Moreover, it was intended to compare views of the western and eastern boundaries of European Union, these respectively, concerning to the referred matters.

Through the literature regarding the transformation in urban development, it was possible to understand the increasingly changing processes and augmented competition in the current globalized economy. With regards to the need of each city for adaption, new approaches are being used as response to the new paradigm of development. The notion of *entrepreneurial city* as the strategic and proactive way of thinking and acting is becoming the most common response to such new conditions. Furthermore, techniques of *city marketing* have been proliferating allied to such approach.

In order to better understanding the application of such concepts, two case studies were analyzed. The cases of Glasgow and Barcelona's methodologies are paradigmatic examples of successful accomplishments of reorganization of the social, economic and cultural frameworks throw the referred processes above. Both had as catalyst mega-events of different nature. While the prior hosted the 1990 European City of Culture, the latter was the host country of the 1992 Olympic Games event. These chosen case-studies not only allowed the recognition of the referred ideas but also permitted to get further conclusions. It was possible to understand the influence of the socio-economic crisis premise as one of the main drivers for the re-orientation in the cities' strategies to a service industry base. The continuity of policies is also considered another key element for the success of the policies.

Regarding to the comparative analysis between the cities of Oporto and Wroclaw considerable similarities were found. With the intention to achieve a more competitive position at the national, European and global levels, both cities adopted a more

entrepreneurship approach. The most visible outcomes are considered to be materialized on the effort in attracting inward investment and in the hosting or bidding for mega-events.

Considering that Oporto was a host city of *2004 UEFA European Football Championship* and *2001 European City of Culture* and that Wroclaw is receiving the first referred event in 2012 and expects to host the second one in 2016, the analysis was oriented to such future situation. Concerning the world-wide exposure of the 2012 experience, it is considered to present the city of Wroclaw various opportunities. A well accomplished event would congratulate the city with an enhanced citizens' morale, a broad development in the communicational and sportive areas and a reinforced confidence in its own capacity of designing and implementing events of such dimension. In fact, it is considered that this latter outcome would present itself as a strong advantage for the host city decision process related to the 2016 event.

A final remark associated to the economic, social and cultural situation of Oporto and Wroclaw before the definition of the strategies is required. In opposition with the cases of the Scottish and Spanish cities, a deep crisis was not a premise for the development of considered strategies. For such reason, the need for change was far less evident. The chosen policies were, hence, not as innovative or ambitious as the ones adopted in Glasgow and Barcelona. It is then expected that the adopted strategies and measures could be efficiently applied so as to accomplish the defined aims and to lead both cities to paths of sustainable and cohesive development.

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Appendix 1 – Action Plan, taken from Loza, Rui Ramos, Margarida Guimarães, and António Moura. *Management Plan: Historic Centre of Oporto World Heritage (Executie Summary), pages 42-44,* Oporto: City Council of Oporto, 2010.

Strategic Areas	Specific Objectives	Programmes	Projects
I - Heritage	1. Preserving, Conserving, Restoring	A) Heritage Protection and Safeguard	1. Coherence and effectiveness of protection mechanisms
			2. Urban Area Management Unit
			3. Joint Evaluation Committee
		B) Heritage Rehabilitation	4. Ribeira/Barredo (19 Q.)
			5. Sé (11 Q.)
			6. Santa Clara (5 Q.)
			7. São Bento (8 Q.)
			8. Av. Ponte (2 Q.)
			9. Mouzinho/Flores (11 Q.)
			10. Clérigos (9 Q.)
			11. Vitória (9 Q.)
			12. Taipas (3 Q.)
			13. São Francisco (6 Q.)
			14. Improving Unique Heritage
			15. Stimuli to private investment
			16. Fiscal Incentives
	2. Maintaining, Enhancing and Improving the Public Space	A) Urban Environment	17. Physical Interventions
			18. Environmental Interventions
			19. Management of Sanitation

			Infrastructures Networks
I - Heritage	2. Maintaining, Enhancing and Improving the Public Space	B) Improvement and Management of the Public Thoroughfare	20. Improving Streets and Squares
			21. Management of the Public Thoroughfare
		C) Improving Gardens andGreen Spaces	22. Improving Gardens and Public Spaces
	3. Improving Mobility, Comfort and Safety	A) Traffic Flow and Control	23. Mobility Plan
		B) Parking	24. Creation of New Parking
		C) Safety and Comfort	25. Safety Plan
			26. Fire Prevention and Protection
			27. Escalators
II - Community	4. Raising Awareness and Educating for the Importance of the Hcowh	A) Training	28. Idea and Activity Contests
		B) Awareness Raising, Information and Communication	29. Communication and Involvement Plan
			30. Creation of Participation Forums
	5. Social Development	A) Development and Social Cohesion	31. Development and Social Cohesion
	6. Promoting the Involvement of Public and Private Agents	A) WHO logo	32. Creation and Publicising of WHO Logo
III - Tourism	7. Improving Landscape and Heritage Resources	A) Improving Heritage	33. Recreation of Historic Moments
			34. Creating new Theme Itineraries
			35. Revitalisation of Traditional Festivals
		B) Improving Landscape	36. Improving viewpoints (Miradouros)
			37. Route Fernandine Wall to Sta Clara
III - Tourism	8. Improving Promotion and Reception	A) Promotion and	38. ICT

			Reception
			39. *Welcome Centre*
			40. "I can help" agents
	8. Improving Promotion and Reception	A) Promotion and Reception	41. Improving Restaurant Services
			42. Improving Tourism Circuits
			43. Orientation and Interpretation Signage
	9. Incentive to the Creation of New Attractions	A) Revitalisation of the existing Museological Spaces and creation of new ones	44. Revitalisation of the Existing Museological Spaces and Creation of New Ones
		B) Creation of Tourist Infrastructures and Services	45. Revitalisation of Ferreira Borges Market
			46. Consolidation of Hotel Services
IV – Creative Industries	10. Entrepneurial Dynamism	A) Infrastructure Network and Support Services	47. Creative Regeneration of OCH
	10. Knowledge, Technology and Competences	A) Creative Education	48. Creative Education at Compulsory and Upper-Secondary Levels
			49. Palácio Artes Fábrica Talentos
V – River Douro	11. Infrastructures of Improvements and Mobility	A) Improvements and Mobility	50. Mobility Model Between the Two Banks
			51. Boat Landing at Ribeira
			52. D. Luís Bridge Lower Level
			53. Shuttle River/ Sea Cruise Terminal
V – River Douro	11. Infrastructures of Improvements and Mobility	A) Improvements and Mobility	54. Douro Boats
			55. Creation of Itineraries at Water Level