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GOVERNANCE AND CITY REGENERATION – A NEW METHODOLOGICAL APPROACH FOR DESIGN AND EVALUATION

Abstract

New forms of governance targeting urban competitiveness are increasingly oriented to vertical (between lower and high levels of government and cooperation forms between entities and firms along the production chain) and horizontal (between firms or different municipalities or public and private entities) cooperation (OEDC, 2005).

The main purpose of this paper is to propose a new methodology for territorial analysis and planning focused on urban regeneration processes and its governance mechanisms. A new methodology that seeks, for each specific urban context, contribute to the following results: i) Help select the most appropriate governance model to be adopted for each process of urban regeneration; ii) Monitor the partnership process and help promote the partnership guidance; iii) Support the design process and the definition of the strategic approach and projects; iv) Monitor the process of implementing the strategy and support multidimensional and multiscale evaluation of its results; v) Evaluate the socio-economic and territorial impacts of urban regeneration processes.

Key words: urban governance, city regeneration, evaluation, public policies, private strategies

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1 INTRODUCTION

New forms of governance targeting urban competitiveness are increasingly oriented to vertical (between lower and high levels of government and cooperation forms between entities and firms along the production chain) and horizontal (between firms or different municipalities or public and private entities) cooperation (OEDC, 2005).

Urban renewal policies underwent significant changes in recent decades. The following periods can be distinguished: 1970s: "hard" urban renewal – extensive physical interventions; 1980s: "soft" urban renewal - efforts to keep the original population in place; 1990s: "integrated urban renewal" - combining physical, economic and social interventions (Tosics, 2010). And over the last few years there has been *a gradual shift in the understanding of what should be the tools and objectives of urban regeneration policies, with a greater emphasis on process-related and 'soft' issues of stakeholder engagement, partnership formation, leadership development, 'institutional capacity' development, knowledge and learning* (Magalhães, 2004: 33).

This shift in the understanding of urban regeneration processes accomplishes the growing importance in literature of concepts like urban governance, institutional relational density, creativity, social capital, city branding and place marketing.

The main purpose of this paper is to propose a new methodology for territorial analysis and planning focused on urban regeneration processes and its governance mechanisms. A new methodology that seeks, for each specific urban context, contribute to the following results: i) help select the most appropriate governance model to be adopted for each process of urban regeneration; ii) monitor the partnership process and help promote the partnership guidance; iii) support the design process and the definition of the strategic approach and projects; iv) monitor the process of implementing the strategy and support multidimensional and multiscale evaluation of its results; v) evaluate the socio-economic and territorial impacts of urban regeneration processes.

2 THEORECTICAL FRAMEWORK - THE VALUE OF GOVERNANCE ON URBAN REGENERATION PROCESSES

Territorial governance is discussed extensively in the contemporary literature. Some examples of works in this area are, among others, the following: Healey (1997), Bogason (2000), Castells (2000), Van Tatenhove and Leroy (2000), Peters (2001), Le Galès (2003), Brenner (2004), Gualini (2004), Pollit and Bouckaert (2004), Salet (2006) or Voets and Rynck (2006).

These and other works show that new forms of governance targeting urban competitiveness are increasingly oriented to vertical (between lower and high levels of government and cooperation forms between entities and firms along the production chain) and horizontal (between firms or different municipalities or public and private entities) cooperation models (OECD, 2005).

In urban and regional analysis, the governance concept considers the set of existing or potential relationships among the enterprises and public entities, with in a specific local or regional territory that determines its collective model of functioning and its economic development processes and solutions.

The territorial governance lays on the accomplishment, in a specific territory, of proceedings and mechanisms that we may call of horizontal subsidiary, mobilizing for the territory development, the different institutional and managerial abilities that the territory has (Neto, Couto and Natário, 2009).

In this context, cooperation processes among all actors of the institutional environment assumes a particular relevance. *The new emphasis on co-operation involves constructing new policy relationships for a strategy development and integrating new actors in the planning exercise in a multi-governance environment, i.e. not only public bodies, but also coalitions of interests, including private investors, business associations, property developers and the community of voluntary and non-governmental organizations. In many areas, the increasing focus on large projects and the development of particular districts have given the business sector a driving role in planning* (OECD, 2007: 108). Civil society and corporate sectors are now invited to participate in collective decision processes and are encouraged to translate their involvement into specific initiatives (OECD, 2001).

In what cities may concern we observe that *cities that have had long experience with planning, such as Amsterdam and Barcelona, or that have had in place an approach to economic development that is consistent and successful, such as Munich and Lyon, are examples of cities with effective governance* (Kresl, 2007: 145).

In Europe, in recent decades, urban renewal policies underwent significant changes. Tosics (2010: 1) distinguished the following periods: i) 1970s *hard urban renewal* was characterized by extensive physical interventions; ii) 1980s *soft urban renewal* was focused in the efforts to keep the original population in place; iii) 1990s *integrated urban renewal* combining physical, economic and social interventions and iv) last decade brought heated debates about the understanding of the problems of disadvantaged neighborhoods and about the potential methods to handle these problems.

Urban regeneration is nowadays a mandatory theme when dealing with heritage conservation and preservation, sustainable development, spatial planning or social cohesion. However, the concept of urban regeneration went through a considerable evolution since its origins in the 1960s, in terms of its aims, principles, scope of intervention, methods and approaches. It emerged in the framework of architectural heritage conservation policy, but quickly went beyond this scope, through the confrontation with new social, economic, environmental and cultural challenges (Pinho, 2009).

Currently, the potential for action of the creative industries on urban regeneration processes is at the center of the debate. This shift in the understanding of urban regeneration processes accomplishes the growing importance in literature of concepts like territorial governance, institutional relational density, creativity, social capital, city branding, city image and place marketing.

Integrated area development strategies based on social innovation in development agendas and social relations of governance have indeed a great development potential and culture plays a significant role here (Nussbaumer and Moulaert, 2004: 249).

Sometimes, the solution for the specific problems *of most deprived areas cannot be solved within these areas. Instead, horizontal interventions are needed (reducing poverty, increasing the level of education, etc.) and physical interventions should address larger territorial areas. As an alternative to area-based interventions, horizontal policies are put forward. These should take the form of public interventions for the whole urban area, either universally accessible or targeted on the basis of specific characteristics (not through selection of areas)* (Tosics, 2010: 2).

The framework for the preparation of such operations relies increasingly on governance solutions with a territorial base. First of all, *selecting only areas with the most severe problems might imply that areas that are only slightly better off do not receive any attention at all. Second, area-based policies may move problems from one area to another. Third, by focusing only on a few neighborhoods or districts, the potential of other parts of the city or the metropolitan area may be ignored. Finally, area-based policies may just be chosen because of their better visibility – which is a strong argument for politicians – and not because they are more appropriate* (Vraken, 2008).

Territorial cohesion requires an ongoing process of cooperation between various actors and stakeholders, including: i) the entrepreneurship of the private sector at local and regional level; ii) the scientific community; iii) the public sector (particularly local and regional authorities); iv) non-governmental organizations; v) and the different economic sectors. This

process of cooperation and active dialogue between stakeholders in the sustainable territorial development is called territorial governance (European Union Territorial Agenda 2007) which is marked by history, culture and institutional framework of each local and regional territory (Neto and Serrano, 2011b).

Roberts and Sykes (2000) defines urban regeneration as the result of interaction between various influences and a response to the opportunities and challenges that come with urban degeneration, one place and at a specific moment of time and each challenge requires the implementation of an urban specific answer.

Johansen (1998) studied the relation between culture, tradition, cultural heritage and the preservation of the authenticity of places. The historic city center provides special and unique scenery needed to develop creative and cultural activities. The life of the historic inner-centers is the ability to take advantage of an infrastructural and cultural preexistence, whether physical or intangible, in order to contribute to the flow of ideas and creations (Fundação Serralves, 2008: 31). As well the creative industries contribute to reinforce historic centers identity.

Painter (1995) showed the need for a theoretical perspective focusing on the concrete local practices for urban governance and public and private alliances. *The regime theory has the potential to focus on the ways different groups in urban politics overcome with their own inherently limited power by coming together and forming regimes to achieve specific objectives* (Hall, 1998: 93).

Wu (2005) analyzed the emergence and the relevance of *creative clusters* in the urban environment focusing on the relationship between theses industries and universities in cities and the innovative institutions. A creative cluster can be defined as a place that brings together the following characteristics: i) a community of creative people who share an interest in novelty but not necessarily in the same subject; ii) a catalyzing place where people, relationships, ideas and talents can spark each other; iii) an environment that offers diversity, stimuli and freedom of expression and iv) a thick, open an ever changing network of inter-personal exchanges that nurture individual' uniqueness and identity (De Propis, 2008).

The concept of *entrepreneurial cities*, also very much connected with the role of creative industries on urban regeneration processes, involves the images of cities as analogous to firms, whereby the self-interested actions of cities competing for economic growth are supposed to generate benefits for all urban residents and for the cities involved in the competition (Leitner and Sheppard, 1998).

3 MANAGING URBAN IDENTITY ON URBAN REGENERATION

The image of a place, or of a city, is a sum of immaterial elements like beliefs, ideals, and impressions that people have toward a certain territory. The image represents a simplification of a large number of associations and pieces of information related to a place, and is a cognitive product of the attempt to process large amount of information (Kotler *et al,* 1993).

Managing and preserving urban identity is a very important issue on urban regeneration processes and the role of creative industries is very much important for it. The external perception of places tends to vary depending on the degree of separation, or compromise, that the external agents have relation to the territory.

Many different factors influence a place image and perception. Among those factors we can point out the following: i) the characteristics of the territory population; ii) its status or political power; iii) the size of its population; iv) the socioeconomic status and employment situation and an important presence of internet domain names (Tousend, 2001); v) the relevance of public-private partnerships (Kresl, 1995) and vi) the number and character of national institutions located within, its location and historical background, its media coverage, atmosphere, entertainment options, tourist or cultural value and physical appearance (Avraham, 2004) its cultural vitality (Smith and Timberlake, 1995).

Similarly, there is more than one perception of a place or territory. The internal perception varies a great deal from one case to another. The different economic and institutional agents within the territory not only have a different position with respect to the territory, according to what type of activity they are in, but also in light of the type of intervention skills they have which determine their own perception. Each economic and institutional perception[3] conditions the position and the relationship the different agents have with, and within, the territory. The way in which the territory is perceived and understood, by each economic or institutional agent, has implicit a previous, conscious or unconscious, option. Along with the growing awareness of the importance of place image, many regional and local leaders believe that their territory's negative image is an obstacle that prevents it from becoming more attractive and in fact forestalls a brighter future (Avraham, 2004).

Public policies devised for local and regional territories must lead to the progressive reinforcement of their plasticity and to building differentiated territorial identities and to develop a strategic management of the way the territory is perceived, at different territorial scales, by firms and institutions (Neto, 2007). The urban regeneration processes must take this

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[3] There has been extensive research on destinations image and perceptions in travel and tourism. See, among others, Echtner and Richtie (1993), Oppermann (1996), Gartner (1993), Baloglu and Love (2005).

into consideration, i.e. the development interventions to promote should contribute to introduce, on places, new factors of plasticity and image (Neto and Serrano 2011a).

4 MANAGING URBAN TEMPORALITY AND PLASTICITY ON URBAN REGENERATION

Managing the space temporality, managing the time and the passage of time in the territory is one of the biggest challenges faced by territorial planning and by those with political and administrative responsibility in it. Namely, with regard to long term management of the territory's attractability and of the strategic management of the territorial relational portfolio (Neto and Silva, 1999). Managing short term place temporality, and managing medium and long term space temporality in order to ensure the perpetuity of the development of each territory, is very much important in order to soften the development level fluctuation along time and the competitiveness cycles of each economic activity sector located in the territory (Neto, 2007). This managing is deemed to be one of the most decisive factors for the survival and future development of each local and regional territory.

The territory's *time,* and the passage of time, demands a strategic planning management and territorial development which are based on an effective understanding of the territory's past, and present, and on the anticipation and pre-construction of its future. This new approach on plasticity and temporality (Neto, 2007) demands a new territorial prospective management, from a reactive type based on funding solutions for impacts, weaknesses or current conjuncture needs to a territorial management of a proactive type based on predicting sectoral or structural changes and on the anticipation of future needs and their solutions as well as defining and implementing long term strategies.

The territory's temporality[4] is the way in which time goes by in the territory, the decision time, the reaction time, the decision for each time, the time in which companies settle in it, the lifetime of the companies themselves, the time in which their comparative and competitive advantages last and make a difference. Each economic agent's time is also the time of their own territories, the changes in their productive abilities cause a change in the location territories of each economic agent (Neto 2007).

The territory's time is the time of the economic agents located therein, and the way they last, multiply themselves and become stronger with the passage of time determines the quality and the level of the territory's development capacity at each moment of time. *The urban*

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[4] Temporality in the sense of the territory's development life-cycle.

regeneration process is, by nature, a process of managing the time effect in the territory and the creative industries are economic activities very much related with time and time management (Neto and Serrano, 2011a: 10).

The urban regeneration strategies to be developed must be designed to integrate the process of time passage in the places and in the territory as a all. Not only to preserve the existing architectural heritage, and thus preserve and safeguard of places *past*, but also in order to develop initiatives or equipments with sophistication and quality that could last and endure over time and ensure the places *future*.

5 URBAN REGENERATION, PLACE STRATEGIC MANAGEMENT AND CITY BRANDING AND ATRACTABILITY

The territorial marketing, when viewed as a process and as a supporting decision tool, is an exceptional tool to manage plasticity, temporality and the perceptions of the territories, the territory's image and identity building and a heightened visibility/attractability. Territory marketing can be looked upon as a refreshing of identity or as the creation of new forms of identity (Dunn *et al*, 1995) which are very much important on urban regeneration processes. Marketing of place seldom restricts itself to extolling the existing virtues of a given city, but seeks to re-invent the city (Doel and Hubbard, 2002) or to re-imaging it[5] (Smith, 2005).

Building territorial marketing strategies is a continued process of promotion and communication, which greatly differs from occasional promotional and communication practices. The process of promoting place attractability is, above all, a process of managing both internal and external territorial expectations and perceptions. The design and development of territorial marketing strategies and their ability to build the territory's image, and territorial brands, consists on defining planning strategies by articulating four dimensions within the territory (Texier, 1999)[6]: i) a real dimension – the territory itself, quantifiable; ii) a symbolic dimension which results from the territory's predominant image, and that makes it attractive or not; iii) a potential dimension, closely related to the symbolic one, which entails the territory's real or potential features and that are viewed by institutional and entrepreneurial decision-makers as a set of potentialities or not; iii) a relational dimension, linked to the institutional and inter-organizational relations taking place within the territory – the territory's

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[5] The term re-imaging refers to attempts of urban destinations to purposefully reconfigure the ideas or conceptions held individually or collectively of a destination.
[6] See also Texier (1993) and Bailly (1993).

relational portfolio - the set of relations that are economically relevant and their characteristics, at different territorial levels – its *relational wallet* (Neto, 1999).

The territory's image strategic management[7] – what the territory is like and the way it wants to be or may be perceived – and therefore the initiatives to influence perceptions and expectations held by both decision-makers and organizations regarding each one of them – the perception of their potential, of their opportunities and of their stock of material and immaterial resources – is considered to be a condition for survival and a competitiveness factor for cities and regions and also very much important on urban regeneration processes (Neto and Serrano, 2011a: 12).

This demands a higher sophistication with respect to the way these aspects are taking in account on the design and the creation of new territorial public policies and urban regeneration processes. Namely, as regards the need to articulate the process of creating skills and abilities in the territory, along with initiatives to highlight those skills.

Places social and economical development strategies strongly articulated with urban regeneration processes lead to ensuring an added place visibility, since they focus on different initiatives when compared to other solutions being implemented in other territories specially if they not replicate solutions of other local and regional territories.

The importance of designing, for each territorial specific context, unique solutions in terms of urban regeneration arising from the particular characteristics of the place as intended and that can contribute not only to their rehabilitation but also to strengthen its economic competitiveness and attractiveness (see Figure 1). Distinct and unique solutions, designed to very local features and functions that ensure profitability and take advantage of their peculiarities.

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[7] Kotler *et al* (1993) presents the strategic management as an ongoing process of researching a place's image among target populations, clarifying its advantages, examining the factors influencing its image and delivering relevant messages to different audiences.

Figure 1 – Urban Regeneration, a Localized Global Approach
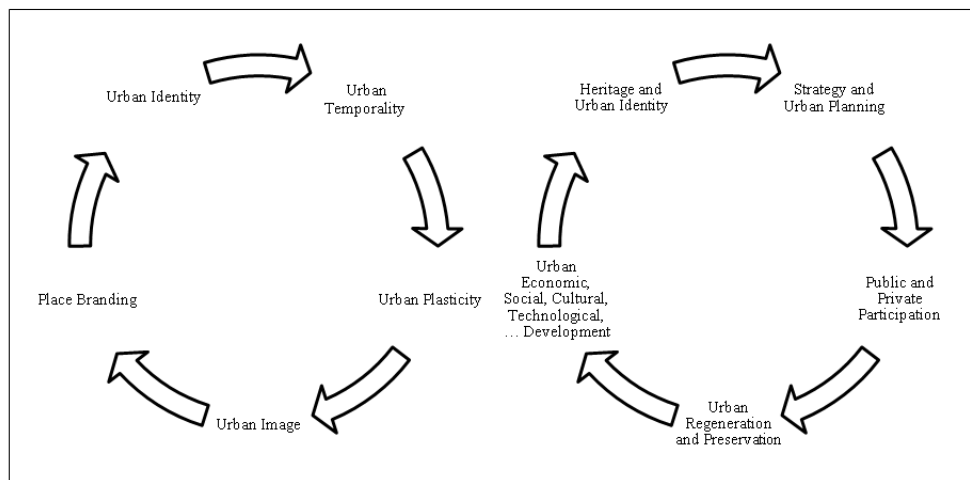
Source: Authors own elaboration.

The standardised territorial development strategies in what concerns infrastructures, equipments, economic sectors, image and territorial marketing must be avoided entirely. This should be done not only because these replicating options do not ensure visibility, but mostly because they cause no differentiation among territories and, consequently, they cause a loss of competitiveness. The competitive advantages of a territory often results from the implementation of a differentiation development strategy avoiding the standardization of options.

6 PUBLIC POLICIES, TERRITORIAL GOVERNANCE AND URBAN REGENERATION PROCESSES

Public policies aimed on urban regeneration must contribute to reinforce and develop places plasticity, temporality and its relational dimension, as well as for building differentiated territorial identities and assure its attractability. The quality of the implementation process of public policies and private strategies are, obviously, very much dependent of the characteristics and of the sophistication level of the territorial governance systems. The territorial governance, according to Domingues (1998) is not only, the mere territory government, but all the system of relations between institutions, organizations and individuals, which assure the collective choices and their accomplishment.

The quality of the territorial governance depends immensely on the territorial capacity to foment and mobilize ways of cooperation and partnership public-public, private-private, and yield the relational portfolios of each one of them. Territorial governance constitutes a

decisive aspect to the construction of developing collective territorial strategies and territorial marketing strategies.

In a large extent, the territory government authorities are those who have a particular responsibility in the creation of territorial based governance conditions, at the politics level, and of the infrastructures and equipment that favour their own performance disregarding the other actors. As well as, is their way of relating with the remaining authorities, companies and present institutions, which determines their own territorial governance quality – is from the political-administrative administration of the territory that it builds, it should stimulate and it should conduct a creative context of governance (Neto, Couto and Natário, 2009).

The possibility of mobilizing these abilities is, naturally, strongly dependent on the creation of territorial conditions for the development of new ways of inter-actuation and of conciliation of individual strategies, of the agents present in the territory, and to generate mobilize, and legitimate, enough jointly strategies.

The creation of institutional mechanisms of territorial governance are particularly necessary given: i) the natural non existence of a rationalizing automatic and integrative logic of the territory's agents actions; ii) the necessity to assure the conditions for the collective appropriation of the territorial strategies; iii) the relevancy of assuring the involvement, in the collective development strategies, of the different institutions and firms; iv) the necessity to formalize collective strategies on territorial strategic planning and for territorial marketing.

The territorial model of governance to support each urban regeneration process should be designed for each specific case depending on the characteristics of the relational capacity of institutions and companies within the area. What naturally requires, in order to select the most appropriate governance model to be adopted for each process of urban regeneration, an effective knowledge, in detail, about the relational model that characterizes the relationships and institutional planning of the institutions and firms present on the territory.

It is therefore necessary to consider aspects such as (Neto and Silva, 1999): i) the degree and the intensity of local forms and solutions of public/private cooperation; ii) the identification and characterization of the socio-economic-political agents and their present and future strategies and systemic behavior; iii) the degree of territory external attractiveness and the territory internationalization level; iv) the degree of territory agents' international relational capacity; v) the degree and diversity, in the type, of economic and institutional flows/relationships developed in / to / from the territory; vi) the characteristics and number of partners involved in each internal partnership initiative and the number and type of collective initiatives and projects current there; vii) the characteristics and number of partners involved

in each type of economic/institutional flow/relationship developed within, from, and to the territory; viii) the success degree and diversity of the concretization of the objectives for each type of economic and institutional flow/relationship developed in the territory, to the territory and from the territory; ix) the nature of the results occurring in each type of economic and institutional flow/relationship developed in the territory, to the territory and from the territory.

The characteristics and specificity of the organizational development process, the design of public policies, organizational arrangements, and ways in which different institutions interact within the territory, strongly determines the nature and the results that may be achieved. Thus, partnerships should be encourage at the moment of conception and execution of policies but, simultaneously, should be individualize and empower the unit / institution / level responsible for its management and execution.

7 MANAGING URBAN REGENERATION AS AN INTEGRATED AND SYSTEMIC APPROACH

Strategies to support urban regeneration should always be promoted with an overall and systemic vision. Articulating the various interventions planned for each of the parts of the city, whether about the level of functions to promote, both in terms of equipment and infrastructure and economic sectors and activities which support them, and about immaterial activities to be assure, with which we must ensure overall coherence and systemic coordination (see Figure 2).

Figure 2 – Urban Regeneration, a Systemic Territorial and Sectoral Approach
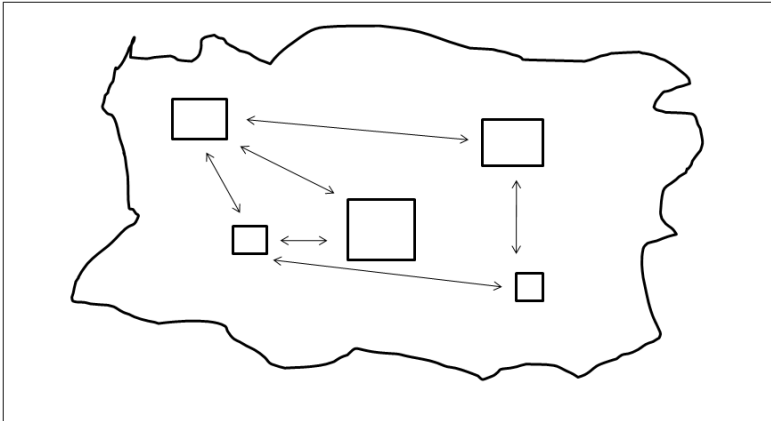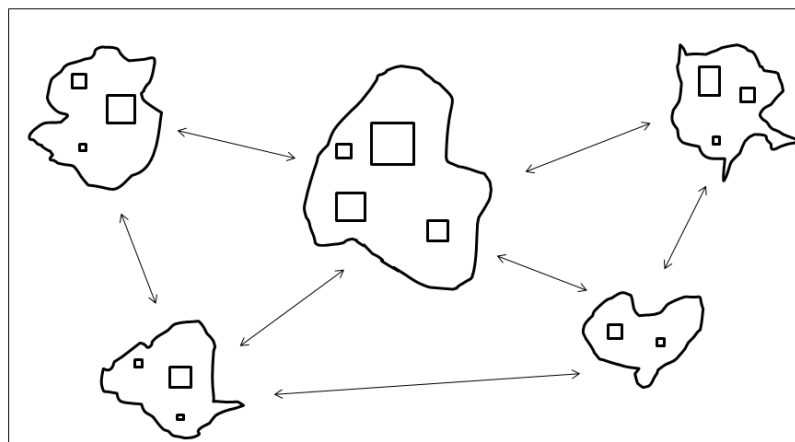

Source: Authors own elaboration.

The overall development of the city area is affected by present trends in each of the plots on their territory - and the isolation of an urban area does not mean that their problems are contained in perimeter, but it affects the city as a whole. The center is not independent of periphery, their problems are mutually reinforcing, and the solutions to a territory are dependent on choices made in other territories (Pinho, 2009:374).

Often, city's public decision-makers consider individually each one of the urban regeneration interventions to be developed in the city. This approach does not provide a global overview to the set of intervention and strongly limit their range of multiplier effects. It is also why it is so important to ensure an overall territorial coherence of urban regeneration processes to develop in a set of cities that, by their geographical proximity, act as a regional urban system (see Figure 3).

Figure 3 – Urban Regeneration, a Multiscale Territorial Approach

Source: Authors own elaboration.

Even in order to tailor specific interventions to individual characteristics of each unit of the regional urban system, Stimulating in this way, the development of the effects of complementarities between the cities and among the solutions adopted. Valuing the complementarity between these urban areas and between the effect of each of the interventions, avoiding, in this way, the mimetic reproduction of a set of solutions to the nearby cities that not only devalues the solutions adopted as well penalize their success potential.

13

8 MANAGING URBAN REGENERATION WITHIN THE SET OF PUBLIC POLICIES

Public policies that support the processes of urban regeneration should not be seen, simply, as one more public policy directed at cities. They should be seen as a support integrated strategies base, in the context of the city, to be designed and implemented in coordination with all the other public policies and strategies in implementation on a given urban specific context.

In particular, it should be assured a total systemic approach between the urban regeneration public strategies and the public policies already implemented locally or in process of implementation. Specially, with the following public policies: i) the public policies to support the promotion of employment, ii) the public policies to support vocational training, iii) the public policies aimed at the cultural and heritage sector; iv) the public policy to attract new residents v) the public policies to attract international elites; vi) the policies and strategies aimed at attracting international institutions and organizations; vii) the public policies to attract business and foreign investment; vii) the land use public policies; viii) the public policies to promote economic development; ix) the public policies for territorial competitiveness and attractability, etc.

The mode of financing of urban regeneration strategies should, advantageously, be combined with the model and implementation strategies in the territory promoted by other public policies that are there to be implemented or enforced.

Public policies in general and the urban regeneration strategies in particular, imply the existence of different stakeholders in the choice of projects to fund. A plurality of individual interests in negotiation should bring out a common program and a policy to be designed in coherence with other policies in place.

In this sense, it is important that the design of each strategy of urban regeneration can be designed taking into account: i) other public policies in operation, or under implementation on the specific territory with direct and indirect relevance to sectors or sector for which it will seek to intervene, ii) the strict definition of the relevant scale for each type of intervention and the design models of coordination between the different interventions at different territorial scales; iii) the possibilities of vertical and horizontal articulation with other public policies and policy instruments; iv) to identify areas of overlap, strengthening and joint action, areas of autonomous intervention between public policies; v) identify areas and topics not covered by public policies or interventions already developed or in operation; v) the choices between

alternative possibilities for action which are essentially public, private or mixed; vi) the discussion on what should be the performers / beneficiaries of each of the different components of the regeneration process in articulation with the performers /beneficiaries of other public policies implemented on the same territory.

9 THE DESIGN AND MONITORING PROCESS OF URBAN REGENERATION PROCESSES

Policies for urban regeneration must be design in order to help to safeguard, and ensure, among others, the following aspects on the development and regeneration processes on cities: i) identify, preserve and build points and elements for cities real differentiation; ii) assure the joint management of the symbolic, real, potential and relational dimensions of the territory; iii) take into account the territory's plasticity and personality on the building process of territory's image and brand; iv) to build a global strategy of communication for the territory, around the regeneration process, combining the different places and their characteristics; v) to take part and into consideration the territory's relational portfolio; vi) to promote a city-wide vision that goes beyond each project and towards an integrated urban management; vii) to create strong local and regional partnerships and activate the involvement of local communities affected by the program; viii) to encourage and built multisectoral strategies and integration and the relationship between companies and municipalities with the commitments of the regeneration process; ix) to assure an effective balance between the social, economic and physical dimension of the regeneration interventions; x) to strengthen the institutional density support the process of urban regeneration; xi) to create a new generation of urban facilities to creative business and entrepreneurs; xii) to strong the links between the national, regional and local scales on urban regeneration processes and to assume urban regeneration as an continuous and long term process.

An absolutely indispensable and closely aspect associated with the design process of urban regeneration process is naturally the monitoring system that should be designed to ensure its realization.

A monitoring and evaluation system that should be designed to function as a *tableau de bord* allowing develop systematic processes for assessing the level of policy implementation and running of their level of success.

To make this possible, it is essential to define, on the beginning of the conception process of urban regeneration strategies and before initiating its implementation phase,

accurately: i) the quantitative and qualitative expectable / desirable targets for each time period of the strategy; ii) the type of effects that seeks to achieve each planned intervention (eg, territorial cohesion, promoting the competitiveness of regions, recovery of a particular economic sector, etc.); iii) the qualitative and quantitative indicators of performance - the identification of impact, implementation and performance indicators; iv) the desired spatial impacts of the strategy – the definition of the spatial cartography of desired impacts; v) the desired spatial systemic impacts of the strategy – the definition of the spatial cartography of desired spatial systemic impacts; vi) the expectable values / desired for each time period - the definition of the schedule impact of urban regeneration strategy.

10 FINAL CONCLUSIONS

The conception and implementation of urban regeneration public policies and strategies, based on participative models, promote the involvement of citizens and consequently their accountability. The governance' models stimulate local based creative processes and incorporate locally its outputs. The outcome is a set of innovative and proactive policies with a strong demonstrative effect on urban regeneration.

The creative processes on urban regeneration represent a new way of rethinking the sites and a new relationship pattern between new actors. In this context, governance is an integrative model based on cooperation and trust between citizens and public authorities.

The relational component of governance and the recognition of the importance of creative processes in urban planning lead to a new differentiation/stratification model of cities. The territory has a physical dimension but also a social, behavioral, cultural, economical, collective content and the specific governance model must be design according to it.

As well, urban regeneration initiatives should not be designed as standardized solutions or attempts to replicate locally solutions that have been successful in other territorial contexts. Instead, they should be designed according to each territorial context and perfectly calibrated, and tailored, to the characteristics of the place. They must be built with the purpose to generate unique and innovative solutions. The urban regeneration strategies should be prepared in a way that they can stick perfectly to the territory and act like a second skin.

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