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Governance and Creativity on Urban Regeneration Processes

Paulo Neto [1], Maria Manuel Serrano [2]

[1] *University of Évora, Department of Economics and CEFAGE-UE*
[2] *University of Évora, Department of Sociology and SOCIUS – ISEG/UTL*

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Paulo Neto (University of Évora, Department of Economics and CEFAGE-UE)

Maria Manuel Serrano (University of Évora, Department of Sociology and SOCIUS – ISEG/UTL)

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ABSTRACT

Governance has become a central topic among policymakers. There is an international consensus that policymaking is evolving from a traditional top-down government approach towards a system of governing that focuses on engaging the citizens within an area (Cabus, 2003). 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). Based on a study research methodology, this article seeks to contribute to answer to the following research questions: i) what is the role of governance in the processes of urban regeneration?; ii) what is the role of governance in the development of creative processes for urban regeneration? and iii) what is the potential of governance to support urban regeneration strategies based on creativity and creative industries?

Key words: Territorial governance, Creativity, Urban regeneration

JEL Classification: R28, R58, R52

1. INTRODUCTION

Urban regeneration and revitalization of historic inner-centers, together with the issues of energy sustainability and the need to reduce pollutant emissions, are today the major challenges facing the planning of cities. In Portugal, given the growing conditions of neglect and degradation of many of the buildings in the historic centers of cities, but also in Europe, since most European city centers are very old historical cities.

Cities seem to be rediscovering now the economic value of creative industries and culture. Many of them, begin to invest heavily in these sectors as a means of economic revitalization of particularly sensitive areas and for regeneration of their architectural heritage.

The creative and cultural industries - economic activities associated with design and fashion or advertising - like the visual arts and antiques, crafts and jewelry, film, video and audiovisual, software, music at performing arts activities editorials, television and radio, are activities that living well inside historical buildings and areas particularly noble cities. Even for this reason, creative and cultural industries are particularly suitable for the regeneration process of these areas.

Opportunities associated with the promotion of such activities as drivers of urban regeneration are undeniable, almost irresistible, and, therefore, many cities are following this path. The cities that first began to implement such strategies will have the opportunity to lead the process. Others, instead, probably will be content with trying to reproduce solutions that have been successful in other territorial contexts.

This article seeks to contribute to the ongoing discussion on the role of governance and creativity on urban regeneration processes. Based on a study research methodology, we intend to answer to the following research questions: i) what is the role of governance in the processes of urban regeneration?; ii) what is the role of governance in the development of creative processes for urban regeneration? and iii) what is the potential of governance to support urban regeneration strategies based on creativity and creative industries?

2. THEORECTICAL FRAMEWORK

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 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 (OEDC, 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.

Another issue of discussion over the last few years was focused in 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).

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.

Specifying, place marketing involves activities undertaken to create, maintain, or change knowledge, attitudes and/or behaviour toward particular places (Kotler, 1982) in order to successfully compete for international status in attracting tourists, conferences, sporting events, entrepreneurs, investor, industries, company headquarters and global capital (Neto, 2007).

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).

Florida in his book *The Rise of Creative Class* (2002) argues that the present changes in sociology of cities results in the emergence of a new creative and mobile social class with a great influence in cultural life and in urban development and regeneration. This reinforces the idea that the creative industries have increasingly a role to play in this process. Wynne (1992) studied precisely the role of cultural industries in urban regeneration and culture and cultural industries are seen as *the solution to a post-industrial urban landscape where new meaning and new work are needed to reinvigorate a collapsing place* (Lysgard and Tveiten, 2005: 488).

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.

Mommaas (2000, 2004) points out the increasing strategic role of creativity in urban contexts and the city's economy, analyzing, in particular, the role of cultural clusters in development of creativity. Hitters and Richards (2002) analyzed the role of small and medium-sized cultural business in the development of the Northern Quarter in Manchester and the Temple Bar in Dublin. Wenting (2008) analyzed the development of the fashion designer cluster in Paris which was driven by the emergence of start-ups and knowledge spillovers between firms. Kebir and Crevoisier (2008) showed that the Swiss watch-making cluster defines the cultural identity of the place and its community.

Johansen (1998) studied the relation between culture, tradition, cultural heritage and the preservation of the authenticity of places. The historic city center provide a 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).

There are many contributions about the role creative industries can plays in urban regeneration processes. Throsby (2001) identified the following dimensions of value dealing with the creative industries in cities: i) the aesthetic value; ii) the spiritual value; iii) the social value, iv) the historical value; v) the symbolic value and vi) the value of authenticity.

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)

Closely related to these issues, and on the base of creative clusters perspective, is the notion of *learning regions*, i.e. regions that function as collectors and storage of knowledge and ideas that provide the infrastructure and atmosphere essential to the movement and development of knowledge, ideas, learning, innovation and knowledge economy (Florida, 1995; Prat, 1997; Maillat and Kebir, 1998). And also the concepts of *entrepreneurial cities* (Hall and Hubbard, 1998), *creative cities* (Landry, 2000; Florida, 2002), *innovative cities* (Simmie, 2001), *intelligent cities* (Komninos, 2002) and *knowledge cities* (Carrillo, 2004; Van Winden and Van Der Berg, 2004).

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).

Verwijnen (1999) argues that the notion of *creative city* draws our attention to the fact that beyond traditional forms of urban renewal and urban regeneration, cities show a growing interest in creating districts imbued with a climate of creativity and innovation. In Scott point of view, c*reative cities in the modern world are typically organized around production systems marked by shifting interfirm networks and flexible labor markets. These structures provide an essential framework for high levels of information generation*

and interchange and for frequent experimentation by individual firms in regard to industrial processes and products (Scott, 2006: 7).

Another concept that should be considered in this analysis is the *Intelligent city*. According Komninos (2006) a *Intelligent city* is a territory with high capacity for learning and innovation, which is built by the creativity of its people, its institutions of knowledge creation and its digital infrastructure for communication and knowledge management.

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[1] 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 into consideration, i.e. the development interventions to develop should contribute to introduce on places new factors of plasticity and image.

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. 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 and 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

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[1] 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).

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[2] 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.

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 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.

5. PUBLIC POLICIES, TERRITORIAL GOVERNANCE AND IMAGE BUILDING PROCESS

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 use of the governance concept regarding the Regional Economy dates from the early 90's through the paper of Storper and Harrison (1992) intituled *Flexibilité, hiérarchie et développement régional: les changements de structure des systèmes productifs industriels et leurs nouveaux modes de gouvernance dans les années 1990*[3]. In the regional analysis, the governance concept has dwelled on, subsequently, to the set of relationships and

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[2] Temporality in the sense of the territory's development life-cycle.
[3] Published in the book of G. Benko and A. Lipietz *Les Regions qui Gagnent*.

interactions, existent or potential, among the companies and institutions, in a determined territory, which determine their collective model of functioning and its economic development. In this sense, the territorial governance system is the way by which, in a determined territory, the different actors interact, the level of sophistication of these relationships, their continuity, productivity and intentionality.

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 local places and regional territories are, mainly, spaces of collective action. The importance of the local governance contexts, known as organizer support of the local/regional capacity of strategic management and the recognition that the regulation forms of local and regional nature, constitute a crucial factor for the trajectory of these territories development (Fermisson, 2005).

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.

6. URBAN REGENERATION AND PLACE IMAGE STRATEGIC MANAGEMENT

The territory's image strategic management[4] – 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. 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. Namely, as regards the need to articulate the process of creating skills and abilities in the territory, along with initiatives to highlight those skills.

In the sense that the development and regeneration strategies may 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 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.

The process of fostering attractability in a local place or a regional territory is, first of all, a process of managing expectations both internally and externally, The type of perception conditions, very much, the position and the relationship of economic agents and institutions within and to the territory.

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[4] 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.

The level of consolidation, recognition and valorisation of each territory's identity varies immensely. As a result there are multiple perceptions regarding each concrete territory which must be perfected and consolidated. And it is absolutely vital to ensure visibility of the territory's features, as well as of its companies and products.

Therefore, the process of strategic planning of cities and regions must take place by adopting initiatives and concrete measures which enable the territory to find innovative and differentiated development solutions valorising territorial specificities and potentialities.

This territorial process of strategic positioning and differentiation isn't, of course, an easy process but should be achieved by fulfil and passing through four essential stages (Neto, 2007): i) from identity to specificity[5]; ii) from specificity to intentionality[6]; iii) from intentionality to visibility[7]; iv) from attractability to competitiveness.

This means that by building the strategic development initiatives and strategic positioning on their identity, their specificity and the material and non material skills they possess, the territories will be able to conquer, intentionally and as planned, their visibility and thus ensure interesting thresholds of attractability which warrant competitiveness. From the start, it implies finding a new meaning for territorial specificities – reinventing specificity and its value, especially for the less developed territories.

Territorial specificities are the territory's skills, culture, environment, landscapes, architectural heritage and goods or services with unique characteristics or brand identification for which a significant group of buyers is willing to make a special purchase effort (Kotler, 2000).

Naturally, the evolution process of each local and regional territory along theses four stages is very distinctive. Each evolution process is very dependent from the levels of plasticity, temporality, identity, memory and relational capacities that characterize each territory.

7. PLACE MARKETING STRATEGIES AND THE ATTRACTABILITY MANAGEMENT

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[5] The importance and the new meaning of territorial specificities – the strategic relevance of reinventing and revalorising territorial specificity.

[6] The importance of valorisation and strategic drive of territorial development potentials in order to reinforce the territory's visibility and viability.

[7] The importance of take advantage of cultural identity and intra-regional solidarity and transform it in collective strategic actions, collective images and brands.

The place marketing involves activities undertaken to create, maintain, or alter knowledge, attitudes and/or behaviour toward particular places (Kotler, 1982) in order to successfully compete for international status that could assist in attracting tourists, conferences, sporting events, entrepreneurs, investors, industries, company headquarters and global capital. Place promotion involves the re-evaluation of place to create and market a new image for localities to enhance their competitive position in attracting or retaining resources (Short *et al*, 2000).

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[8] (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)[9]:

i) A real dimension, which refers to the territory's infrastructures, human resources, companies and economy – 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;

iv) A relational dimension, linked to the institutional and inter-organizational relations taking place within the territory – the territory's relational portfolio (a set of

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

relations that are economically relevant and their characteristics, at different territorial levels – its relational *wallet* (Neto, 1999)) – many times these relations are decisive towards building attractability.

And also, a virtual dimension which results from using information and communications technology and their applications in the territory.

These five dimensions should be undertaken in all conception processes of territorial marketing strategies and promotional and communicational initiatives. Taking theses dimensions in account, the consolidation process of the territory's identity, and its operationalization in direction to a higher competitiveness and visibility, entails, among other aspects, a very demanding and sophisticated building process of territorial marketing strategy and attractability management.

The most important elements for the definition of the territorial marketing strategy and attractability management are the following (Neto, 2007):

i) Identifying and building points and elements of real differentiation – the importance of choosing a differentiating function to carry out;

ii) Choosing and differentiating the symbolic elements related to the territory – the importance of graphic symbols of reference – the building process of the territory's identity card;

iii) The growing professionalization and sophistication of promotion techniques;

iv) Choosing specific communication plans for specific target groups;

v) The joint management of the symbolic, real, potential and relational dimensions of the territory;

vi) The building process of territorial brand(s) – the territory is a complex product having a complex way of being promoted ;

vii) The importance of taking account the territory's plasticity and personality on the building process of territory's image and brand;

viii) The congruence between public policies operating in the territory and the kind of image one is seeking to project - the need to choose the image in accordance with the goals to be attained;

ix) The option about building the territory's image(s) based on the territory itself or based on the most relevant economic sectors territorially. Or even based on the main companies located therein;

x) Sometimes it's possible to implement co-branding strategies;

xi) The possibilities of co-branding are also possible to associate different individual places or territorial brands in a set of territories common marketing strategies - Building territorial marketing strategies and brands strategies for sets of territories/cities valorising the building of a common global image based on associating/combining images/brands and territorial marketing strategies of specific local and regional territories;

xii) The quality of the territory's relational portfolio could very useful for developing inter-territorial and inter-sectoral co-branding strategies;

xiii) The clear option about building territorial marketing strategies should combine the territory's past and future;

xiv) The need to design a specific image for regional territories based on the strategic perceptions and options held by the main companies and public institutions which are more territorially relevant.

xv) The strategic selection of the channels/circuits/target segments to reach and the building of communication plans geared to specific target groups – constructing a continued global strategy of communication;

xvi) The importance of choose just one or few territorial brands - the existence of several territorial brands, or attempts to have these different brands, also creates a visibility problem to the extent that there is no consistency in the image one wishes to project;

xvii) The need to build a global strategy of communication for the territory combining the different places;

xviii) The need for a consensus regarding the major common objectives and the need to design strategies and initiatives with a common and collective vision – great need to consolidate and perfect inter-institutional territorial relations.

The promotion and communication strategy will naturally be based on a fundamental mediator – the territory's image. This image consists of a qualitative representation of each territory, built from objective indicators but also based on symbols and associations of symbols between the real and the imaginary, developing a set of representations.

The construction process of the image for the territory relays on the identification and selection of the image the territory wants to generate among the different target population.

The symbols[10], logo and the slogan chosen to promote the chosen image and the promoting strategy are very important and should, of course, be select in a very criterious and strategic way.

Through the development of territorial marketing strategies these representations are progressively being generated as products. Thus the territories and places gain, artificially or not, a differentiating specificity and a vocation. Credibility, continuity and imageabilit[11] are important parts of the image formation process. The creative and cultural industries have a great potential to lead rebranding place images.

Territorial marketing strategies should not be viewed and implemented with only the goal of promoting the territory as a tourist destination, but also, and mainly, in order to attract investment and population, to promote the companies located in it as well as their products and to increase the portfolio of established companies. In other words, territorial marketing strategies are a very important instrument for building territorial development. Building territorial brands and marketing strategies is even an important element in order to foster and add value to territorial solidarities between economic agents and institutions of a precise territory.

The information and communications technologies (ICT) are a new opportunity for territories to acquire visibility. ICT encompasses a brand new relational and accessibility potential which becomes particularly relevant in a context where the possibility of accessing and holding information and the searching of strategic partners are of decisive importance. ICT allows the territory as well as the agents located therein to be projected and positioned at other territorial levels and enable the sophistication of the attractability promoting processes.

Therefore, ICT has become an exceptional tool to lend sophistication to the territories' and the organizations' relational portfolios, as well as to build promotional strategies for territories, at another dimension and with an enormous degree of interaction and efficiency.

8. THE VALUE OF GOVERNANCE AND CREATIVITY ON URBAN REGENERATION PROCESSES

The creative industries are activities that incorporate high levels of knowledge and innovation, which by their nature, are grouped in particular territorial contexts with high

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[10] See Lash and Urry (1994).
[11] Imageability refers to the quality in a physical object that gives it a high probability of evoking a strong image in any given observer (Lynch, 1960).

asset quality. And they tend to contribute to creating unique environments in the contexts of the city, guaranteeing them a growing international visibility and also to re-assert its own identity.

Cities that are already well endowed with strong historical and cultural associations have a marked advantage (Philo and Kearns, 1993). The urban regeneration and urban renewal areas in historic inner cities provides the opportunities for such spatially concentric theses industries to develop for theses collaborations to emerge.

According to British Department of Media, Culture and Sports (1998) *the creative industries are the activities which have their origin in individual creativity, skill and talent and potential to create jobs and wealth through generation and exploitation of intellectual property.*The notions of cultural activities and creative industries point to a broad spectrum of creation, production, publishing, distribution and consumption of symbolic "material", like music, theatre, broadcasting programmes and arts in general (Rutten, 2006). Viewed through this prism, the cities of the future, according to Hall (2001), are a creative conjunction of technology, arts and community.

Today, we are witnessing the emergence in terms of urban policies, of a set of bets on the monetization opportunities for urban regeneration associated with this type of industry. Examples of this are the strategies and urban policies based on the assertion of territorial units that are specialized in activities within the creative industries, geographically organized including in Districts or Quarters (quarter or district understood as area, block or circuit city) the Fashion Districts, the Districts Museum, the Design Districts, the Art Districts, Antiques Districts, the Film & Video Districts, the Music Districts, which begin to be implemented in several cities in Portugal and all over the world.

Cities such as Valencia, Bristol, Copenhagen, Barcelona, Bilbao, Edinburgh, Cambridge, Belo Horizonte, Glasgow, Manchester, Zaragoza, Kristiansand, Amsterdam, Frankfurt, Lisbon, Dublin, Montreal, Porto, among many others, are concrete examples of cities with important and successful initiatives in this field. The implementation of such projects is always grounded in a strong territorial based context of governance, namely through the creation and promotion of important partnerships (public and private) for locally based but with strong national and international relevance.

We watched the creation, in these territories, the so-called innovation hubs. Which are, creative spaces for excellence in cities, which are based on solid working partnerships between the public and the business sector and also the scientific and technological system, which aim to generate and provide knowledge, creativity, initiative, ability and relational

technology to support urban regeneration. Innovation hubs *are fusion places where different uses coexist, such as business/entrepreneurial, research and development, education and learning, shopping and entertainment or community functions. In fact innovation hubs foster a wide variety of interaction and the appearance of mixed-use environments, blurring the boundaries between physical, digital, economic, social and cultural spaces. Multidisciplinarity is the main feature of these creative communities, where we can find a high density of knowledge workers, who look for high quality of life, inclusive environments, social and cultural diversity and digital and physical connectivity* (Cunha and Selada, 2009: 495).

Using culture as a political strategy in urban development is not a new phenomenon but is achieving now a new dimension. Currently, a large number of cities around the world are developing strategies for urban development and regeneration based on bets on sectors and activities based on governance creativity and innovation. There are already many examples of strategic plans for cities betting this. There are a set of lessons we learned from the Urbact Network: c*ity leaders have actually understood the impact cultural events can have on shaping the image of their city; especially for cities with a bad or no image. They rely on the ability of this new cultural image to increase the attractiveness of the city for potential investors and newcomers but also to improve the confidence of local stakeholders in the city´s future. However it is clear that cultural activities cannot be reduced to instruments for the improvement of the attractiveness of cities. They can play a key-role in the building of more sustainable local communities* (URBACT, 2006 a: 1).

In the contemporary world, a new development paradigm is emerging that links economy and culture, embracing economic, cultural technological and social aspects of development at both the macro and micro levels. Central to the new paradigm is the fact that creativity, knowledge and access to information are increasingly recognized as powerful engines driving economic growth (Creative Economy Report, United Nations, 2008).

Scott (2006) confirms the importance of these activities by stating that *many of the most dynamic firms in creative cities all over the world are engaged in building international networks of creative partnerships with one another, such as joint ventures, strategic alliances, co-productions, and so on. In a polycentric and polyphonic world, these arrangements reflect the synergies that can be obtained by bringing together unique combinations of talents, skills, and ideas from different agglomerations with different cultural traditions and creative capacities* (Scott, 2006:13).

9. THE EMPIRICAL RESEARCH: THE ANALYSIS OF THE DIMENSIONS OF GOVERNANCE AND CREATIVITY ON URBAN REGENERATION IN THE EUROPEAN UNION'S URBACT PROGRAMME

To discuss the issue of such international partnerships of cities around the promotion of creativity and creative industries with the purpose of urban regeneration, this article focus the case of a set of projects within the URBACT – *Connecting Cities Building Successes* European program. In this paper will be analyzed a set of 6 URBACT projects dedicated to issues of urban regeneration based on the governance, creativity and innovation which are presented in the following tables.

Table 1 – URBACT projects dedicated to issues of urban regeneration based on governance and creativity (2003-2011)

Projects	Project's Main Aims
C.H.O.R.U.S - Cultural Heritage Operations for the Regeneration of Urban Sites	The main purpose of this project is to build a Chorus Good Practice Charter about integrating heritage in the dynamics of urban regeneration with a strong potential impact on development.
PARTNER FOR ACTION - Public Private Partnership in Urban Regeneration	The preparation of a guide to opportunities and practice on public private partnership in urban regeneration.
REGENERA - Urban Regeneration of Deprived Neighborhoods	The main aim of REGENERA network has been to work on integrated approaches to sustainable urban with a view to exploiting the experiences and practice of all these cities, gather data on their particular savoir-faire, and to render explicit the methods used in order to capitalize the results and to disseminate them to all members of the network.
CULTURE & URBAN REGENERATION – The Role of Cultural Activities and Creative Industries in the Regeneration of European Cities	The main purpose of this project is to analyze the relationship between culture and urban regeneration, through the analysis of culture and its impacts on social cohesion, economic development and physical regeneration, and by exploring an integrated approach that combined all three.
CREATIVE CLUSTERS – Creative Clusters in Low Density Urban Areas	The objective of this project is to promote the exchange of experiences and best practices and the proposal of policy recommendations and action plans related to creative clusters in low density urban areas.
REDIS – Restructuring Districts into Science Quarters	The purpose of this network is to contribute to a more effective application of knowledge, creativity and innovation in the cities and thereby to the development of a knowledge-based European economy. REDIS focuses on the interface between scientific promotion and urban development.

URBACT is an European exchange and learning program, integrated in the European Union's cohesion policy, voted to promoting sustainable urban development. URBACT enables numerous European cities to work together in projects to share and capitalize on experience and enables the development of solutions to urban challenges that other cities can then adapt to their own context.

Table 2 – Cities Partners of URBACT projects dedicated to issues of urban regeneration based on governance and creativity (2003-2011)

Projects	Lead Partner City	Cities Partners	Project Time Period
C.H.O.R.U.S - Cultural Heritage Operations for the Regeneration of Urban Sites	Bastia(France)	Toledo (E), Graz (A), Siracusa (I), Naples (I), Cosenza (I), Vila do Conde (P), Volos (GR), Foggia (I), Orense (E), Anderlecht (B), Belfast (UK), Krakow (PL), Girona (E).	2004-2006
PARTNER FOR ACTION - Public Private Partnership in Urban Regeneration	Liverpool (United Kingdom)	Roubaix (F), Lille (F), Amsterdam (NL), Gera (D), Budapest (H), Brussels (B), Porto (P), Chemnitz (D), Graz (A), Nottingham (UK), Copenhagen (DK), Riga (LT), Nicosa (CY).	2003-2006
REGENERA - Urban Regeneration of Deprived Neighborhoods	Lyon (France)	Belfast (UK), Birmingham (UK), Berlin (D), Budapest (H), Glasgow (UK), Turin (I), Milan (I), Pescara (I), Saint-Etienne (F), Sant Adrià de Besòs (E), Santa Coloma de Gramenet (E), The Hague (NL).	2004-2007
CULTURE AND URBAN REGENERATION – The Role of Cultural Activities and Creative Industries in the Regeneration of European Cities	Lille (France)	Amsterdam (NL), Bari (I), Birmingham (UK), Brno (CZR), Budapest (H), Donostia (E), Helsinki (F), Katowice (PL), Naples (I), Manchester (UK), Maribor (SL), San Sebastian (E), Velenje (SL), Vilnius(LTH)	2003-2006
CREATIVE CLUSTERS – Creative Clusters in Low Density Urban Areas	Óbidos (Portugal)	Jyväskylä (F), Catanzaro (I), Mizil (ROM) Viareggio (I), Hódmezovásayrhley (H), Enguera (E) Barnsley (UK), Reggio-Emilia (I)	2008-2011
REDIS – Restructuring Districts into Science Quarters	Magdeburg (Germany)	Vienna (A), Piraeus (GR), Newcastle (UK), Manresa (E), Halle (D), Aarhus (DK) Bialystok (PL)	2008-2011

Table 3 – Key point focus of URBACT projects dedicated to issues of urban regeneration based on governance and creativity (2003-2011)

Projects	Key points of Project's Focus
C.H.O.R.U.S - Cultural Heritage Operations for the Regeneration of Urban Sites	-Inventories and scientific documentation; -Training; -Protection, development and regeneration; -Specific funding for heritage restoration; -A cultural approach for urban regeneration; -Heritage and economic development; -Heritage and society; -Modern architecture as an instrument for heritage development; -Industrial heritage – memory and change: a new development tool.
PARTNER FOR ACTION - Public Private Partnership in Urban Regeneration	-Bringing together public/private sector partners -Understanding the opportunities and context; -Partnership development; -Maintaining successful partnerships.
REGENERA - Urban Regeneration of Deprived Neighborhoods	-Place physical features, architectural and city form, environment; -People living and working in the area; -Institutions and economy.
CULTURE AND URBAN REGENERATION – The Role of Cultural Activities and Creative Industries in the Regeneration of European Cities	-To illustrate the importance of culture in regeneration policies and projects by compiling case studies and by sharing the knowledge and experiences of the partner cities -To study, describe and diffuse transferable models and approaches.
CREATIVE CLUSTERS – Creative Clusters in Low Density Urban Areas	-Diversifying local economic base & opportunities to young people -Events and cultural agendas as a development catalysts -Promoting the creative city : a new range of facilities and infrastructures -Creative entrepreneurs and talented people: attraction and retaining - Setting the basis: creative education environments at local levels.
REDIS – Restructuring Districts into Science Quarters	-The interface between scientific promotion and urban development -The suitable development and management of science quarters.

Source: Author's structuring based on projects information.

The URBACT Program started in 2003, and currently, supports the operation and implementation of 44 projects involving a range of 700 Partner cities in Europe. The URBACT program is part of the URBAN II Community Initiative.

Table 4 – Main conclusions about creativity and creative industries' role on Urban Regeneration of URBACT projects dedicated to issues of urban regeneration based on governance and creativity (2003-2011)

- Cultural activities, and the creative industries, represent a power engine for urban regeneration.
- Culture and cultural industries has become an indispensable dimension for urban and regional development.
- Creativity boots local development and business creation.
- Culture, art and heritage are vehicles and tools to provide and reinforce cities identity.
- Information and communication technologies are central to creative industries.
- Cultural projects contribute to the reinforcement of the feeling of belonging in the city.
- Culture and creative industries generate new living environments in the city and new forms of sociability.
- Cultural and creative activities in inner-city urban regeneration reinforce the symbolic dimension of the center.
- A good urban design improves the quality of life and brings together creativity with social use.
- The presence of creative people tends physical dimension.
- An open and tolerant local climate, and a culturally rich and active environment, is essential to attracting this creative talent.

Source: Author's structuring based on projects information.

The program aims to develop transnational exchange of experience between actors, whether cities or other partners, URBAN programs or Urban Pilot Projects, and to capitalize on these projects, drawing lessons from the results, successes and weaknesses noted. URBACT should contribute to improved relevance and effectiveness of actions tackling the concentration of economic and social problems in small, medium-sized and large European cities, each with their own specific characteristics. It should also feed reflections on Community policies in the urban field, by drawing on specific local experience.

All URBACT projects are based on a partnership approach that involves a number of cities of different Member States of the European Union. These projects are all based on principles of governance in order to involve in each partner city, a significant number of other public and private entities beyond the government of the city. All these URBACT projects encompass primarily cities, but also other local authorities, as well as universities and research institutions stimulating trans- european partnerships around the economic, social, cultural and environmental dimensions of urban planning and development.

FINAL CONCLUSIONS

The literature show that governance and creativity concepts are related to many issues and situations (e.g. social, economic, cultural or environmental) and this multidisciplinary approach is very much clear in the city's planning field today.

The conception and implementation of public policies, based on participative models, seems to promote the involvement of citizens and consequently their accountability. The governance' model stimulates 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 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 kind of activities that creative cites attract require highly skilled human resources and this fact promotes new processes of cultural identities and new sociability. The territory has a physical dimension but also a social content. Governance and creativity potentiate the functional and aesthetic dimension of territory and a particular social order and system of authority and an institutional context for urban regeneration.

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