Urban Regeneration Management

International Perspectives

Edited by John Diamond, Joyce Liddle, Alan Southern and Philip Osei

Routledge Advances in Management and Business Studies

Urban Regeneration Management

International Perspectives

Edited by John Diamond, Joyce Liddle, Alan Southern and Philip Osei

藏书章

Routledge
Taylor & Francis Group
New York London

First published 2010
by Routledge
711 Third Avenue, New York, NY 10017

Simultaneously published in the UK
by Routledge
2 Park Square, Milton Park, Abingdon, Oxfordshire OX14 4RN

Routledge is an imprint of the Taylor & Francis Group, an informa business

First issued in paperback 2011

© 2010 John Diamond, Joyce Liddle, Alan Southern and Philip Osei

Typeset in Sabon by IBT Global.

All rights reserved. No part of this book may be reprinted or reproduced or utilised in any form or by any electronic, mechanical, or other means, now known or hereafter invented, including photocopying and recording, or in any information storage or retrieval system, without permission in writing from the publishers.

Trademark Notice: Product or corporate names may be trademarks or registered trademarks, and are used only for identification and explanation without intent to infringe.

Library of Congress Cataloging in Publication Data

A catalog record has been requested for this book.

ISBN13: 978-0-415-45193-2 (hbk)
ISBN13: 978-0-415-80772-2 (pbk)
ISBN13: 978-0-203-86637-5 (ebk)

Routledge Advances in Management and Business Studies

8. The Internationalization of Small to Medium Enterprises
The Interstratos Project
Edited by Rik Donckels, Antti Haahti and Graham Hall

9. Neo-Industrial Organising
Renewal by Action and Knowledge Formation in a Project-Intensive Economy
Rolf A Lundin, Hans Wirdenius, Eskil Ekstedt and Anders Soderholm

10. Perspectives on Public Relations Research
Edited by Danny Moss, Dejan Vercic and Gary Warnaby

11. Resources, Technology and Strategy
Edited by Nicolai J Foss and Paul L Robertson

12. Telecommunications Regulation
Culture, Chaos and Interdependence Inside the Regulatory Process
Clare Hall, Colin Scott and Christopher Hood

13. Rethinking Public Relations
The Spin and the Substance
Kevin Moloney

14. Organisational Learning in the Automotive Sector
Penny West

15. Marketing, Morality and the Natural Environment
Andrew Crane

16. The Management of Intangibles
The Organization's Most Valuable Assets
A Bounfour

17. Strategy Talk
A Critique of the Discourse of Strategic Management
Pete Thomas

18. Power and Influence in the Boardroom
James Kelly and John Gennard

19. Public Private Partnerships
Theory and Practice in International Perspective
Stephen Osborne

20. Work and Unseen Chronic Illness
Silent Voices
Margaret Vickers

21. Measuring Business Excellence
Gopal K Kanji

22. Innovation as Strategic Reflexivity
Edited by Jon Sundbo and Lars Fuglsang

23. The Foundations of Management Knowledge
Edited by Paul Jeffcutt

24. Gender and the Public Sector
Professionals and Managerial Change
Edited by Jim Barry, Mike Dent and Maggie O'Neill

25. Managing Technological Development
Hakan Hakansson and Alexandra Waluszewski

26. Human Resource Management and Occupational Health and Safety
Carol Boyd

27. Business, Government and Sustainable Development
Gerard Keijzers

28. Strategic Management and Online Selling
Creating Competitive Advantage with Intangible Web Goods
Susanne Royer

29. Female Entrepreneurship
Implications for Education, Training and Policy
Edited by Nancy M. Carter, Colette Henry, Barra Ó Cinnéide and Kate Johnston

30. Managerial Competence within the Hospitality and Tourism Service Industries
Global Cultural Contextual Analysis
John Saee

31. Innovation Diffusion in the New Economy
The Tacit Component
Barbara Jones and Bob Miller

32. Technological Communities and Networks
International, National and Regional Perspectives
Dimitris G. Assimakopoulos

33.Narrating the Management Guru
In search of Tom Peters
David Collins

34. Development on the Ground
Clusters, Networks and Regions in Emerging Economies
Edited by Allen J. Scott and Gioacchino Garofoli

35. Reconfiguring Public Relations
Ecology, Equity, and Enterprise
David McKie and Debashish Munshi

36. The Pricing and Revenue Management of Services
A Strategic Approach
Irene C. L. Ng

37. Critical Representations of Work and Organization in Popular Culture
Carl Rhodes and Robert Westwood

38. Intellectual Capital and Knowledge Management
Strategic Management of Knowledge Resources
Federica Ricceri

39. Flagship Marketing
Concepts and Places
Edited by Tony Kent and Reva Brown

40. Managing Project Ending
Virpi Havila and Asta Salmi

41. AIDS and Business
Saskia Faulk and Jean-Claude Usunier

42. The Evaluation of Transportation Investment Projects
Joseph Berechman

43. Urban Regeneration Management
International Perspectives
Edited by John Diamond, Joyce Liddle, Alan Southern and Philip Osei

此为试读,需要完整PDF请访问: www.ertongbook.com

Acknowledgements

We are all very well aware that this book could not have been produced without a lot of co-operation and support from friends and colleagues and that we are now establishing an international network of friends and collaborators that makes the task of keeping in touch and on schedule much more challenging. In particular, we do want to say 'thank you' to Carole Brocken (CLPS) at Edge Hill University in the UK, to Christine Robertson for her patience over the delivery of chapters to be checked and to friends and colleagues who have read drafts and outline proposals and who have (collectively) improved the initial outline. The organisational home for this project has been shared between Nottingham and Manchester and at times with Liverpool and Durham in the UK as well as cities and places across the world. I want to acknowledge the contributions made by a number of colleagues and friends (even if they didn't know it at the time) who made this a success: in Liverpool, thanks to Angela Daly and Linda Rush, and in Manchester, thanks to Pauline Edwards, Anne Kearney, Andy Nelson and Jackie Roy.

At Routledge, we have been supported by a number of colleagues too, and we owe them thanks for their support and patience, and in particular Laura Stearns (based in New York) for her advice and guidance. We are particularly grateful to Terence Johnson for his help and patience too with all of us.

The initial idea for this book came out of the Regeneration Management Research Network, which was started by Joyce and Alan when they were at Durham University in 1999. As it celebrates a decade of providing a home and opportunity for researchers, practitioners and professionals to share ideas and reflect upon their work, we hope that the Network will continue to offer that space for another 10 years.

John Diamond,
On behalf of the Editors.
Ormskirk,
Lancashire, UK
2008.

Contents

List of Illustrations ix
Acknowledgements xiii

Introduction 1
JOHN DIAMOND, JOYCE LIDDLE, ALAN SOUTHERN AND PHILIP OSEI

PART I
Context

Introduction to Part I 11
JOHN DIAMOND, JOYCE LIDDLE, ALAN SOUTHERN AND PHILIP OSEI

1 Context to Globalisation and Regeneration Management 13
JOHN DIAMOND

2 Redevelopment at All Costs? A Critical Review and Examination of the American Model of Urban Management and Regeneration 31
ANDREW E. G. JONAS AND LINDA MCCARTHY

PART II
The Case Studies

Introduction to Part II 63
JOHN DIAMOND, JOYCE LIDDLE, ALAN SOUTHERN AND PHILIP OSEI

3 Learning from the Experience of VISION 2020 in Kingston, Jamaica 65
PHILIP OSEI

4 Regeneration Opportunities and Challenges: Greece 92
JOYCE LIDDLE AND IOANNIS OIKONOMOPOULOS

5 Regeneration or Redevelopment? The Case of East Port of Spain, Trinidad, West Indies 115
ANN MARIE BISSESSAR

6 An Outline of Post-War Dutch Urban Regeneration Policy 133
KAREN LEEMING

7 Local Economic Development, Urban Change and Regeneration in Turkey: Possibilities for Transcending Beyond Modernism 154
HÜSEYIN GÜL AND MURAT ALI DULUPÇU

8 Urban Regeneration Policies in Barcelona: Periods, Territories and Agents 172
ISMAEL BLANCO

9 The Czech Republic's Structural Funds 2007–2013: Critical Issues for Regional Regeneration 190
JOHN SHUTT, STRATIS KOUTSOUKOS AND MARTIN PELUCHA

PART III
Making Connections

Introduction to Part III 207
JOHN DIAMOND, JOYCE LIDDLE, ALAN SOUTHERN AND PHILIP OSEI

10 Social Movements and Regeneration 209
GRAEME CHESTERS

11 International Perspectives on Regeneration Management: Common Themes and the Making of Value 227
ALAN SOUTHERN

Conclusion: Reviewing the Debates and Anticipating Change 244
JOHN DIAMOND, JOYCE LIDDLE, ALAN SOUTHERN AND PHILIP OSEI

Contributors 249
Bibliography 255
Index 273

Illustrations

TABLES

3.1	Essential Socioeconomic Characteristics of Kingston and St. Andrew (KSA)	70
3.2	Major Crimes Reported and Solved in the DA as a Percentage of Major Crimes Committed and Solved Nationally (2004–2006)	71
3.3	Total Number of Dwellings and Estimated Number of Households Across Ten Communities	76
3.4	Planned Housing Solutions	77
3.5	Urban Poverty	79
3.6	Community Needs Identified by Residents	79
3.7	Principal Agencies/Institutions and Their Functions	83
4.1	The Peripheries	96
5.1	History of Housing Accommodation and Development in the East Port of Spain Area	122
7.1	Planning in Turkey	158
9.1	Position of Current Major and Governmental Political Parties (2006) on Regionalism	194
9.2	Development of the Czech Regional Policy 1990–2006 and Preparation for 2007–2013	196
9.3	Five Biggest Employers in the Moravian-Silesian Region in 2006	198
9.4	Direct and Indirect Job Impact of the Hyundai Investment in the Moravian-Silesian Region 2007–2011	201

9.5 2007–2013: Financial Perspectives for the Czech Republic 203

9.6 Division of Financial Resources Among Operational Programmes for the 2007–2013 Period 203

FIGURES

2.1 A 'New Urbanist' development: So-called 'affordable green living' on offer at the South Lake Union close to downtown Seattle. 38

2.2 The Denver Regional Transportation District is using a mixture of federal, state, and local public and private finance to fund a major $6.1 billion expansion of its regional light rail system. 41

2.3 Redevelopment has been used by local cities in the Coachella Valley as a mechanism for competing for and developing shopping malls. 46

2.4 Problems of suburban sprawl, air pollution, loss of natural resources and inter-jurisdictional competition for tax resources have spurred attempts to implement New Regionalist approaches to governance in California. 48

3.1 Total reported crime in KMA. 72

3.2 Total crime reported in the KMA by police divisions. 72

3.3 Regeneration and clusters. 73

3.4 Urban Development Corporation. 81

3.6 Policy choices. 87

6.1 New low-rise housing. 144

6.2 Redesign of high-rise block. 144

7.1 Squatter Housing Areas in İzmir, Turkey. 161

7.2 Squatter Housing Area in Ankara, Turkey. 161

7.3 A View from Dikmen Valley Urban Regeneration Project in Ankara. 163

7.4 Uzundere Mass Housing Project by HDA in İzmir. 163

7.5	Apartment Houses in Dikmen, Ankara.	164
7.6	The Model for Renovation Projects for Squatter Housing Areas.	165
7.7	Renovated French Street in İstanbul, Beyoğlu.	167
9.1	Function of the Czech Republic's regional policy levels.	197

MAPS

3.1	Map of Downtown Kingston.	90
9.1	Map of the Czech Republic's cohesion regions and independent regions.	195

此为试读,需要完整PDF请访问: www.ertongbook.com

Introduction

John Diamond, Joyce Liddle, Alan Southern and Philip Osei

We had three primary aims in preparing this volume and inviting colleagues to join us. Firstly, we wanted to examine the perception that there was a 'global brand' of urban regeneration management and practice. In part, this has become a popular view shaped by what appears to be the mono-cultural experience of contemporary urban cites reinforced by the uniformity of shopping malls, airports and hotels. As we try to explore in what follows, this perception is far from being a 'mono-cultural' one. It is shaped, developed and promoted by Western advanced industrial notions of what the comfortable urban experience is about, and in its conformity of appearance, it also reinforces a particular set of ideas of urban regeneration.

Secondly, we wanted to reflect, ourselves, on the patterns and practice of urban regeneration management across a number of different sites and places. We are very well aware of how a particular 'model' of urban regeneration has become the norm, and we wanted to see if that was the case but also how, and in what ways do different places anticipate and plan for the processes of regeneration, including developing programmes of training and education.

Finally, we wanted to reflect upon and explore the responses of local communities and neighbourhoods to the arrival of the regeneration 'caravan' in their locality. Patterns of resistance or articulating different ways of effecting change are important to capture and explore. It seems to us that describing, interpreting, reflecting and providing a way of making sense of these patterns of resistance or collaboration are important for all of us.

We are very well aware too of the scale of the task and the risk that we might only partially achieve our aims. It does (and did) seem to us that there are some real and important ideas to explore and examine. The primary one of these is the idea that there is a 'model' of contemporary urban regeneration, and it is possible to describe its component elements and to assume from this that this model is transferable. Implicit in this notion of portability is that it is ahistorical and acultural. It follows from this set of

claims that the model is apolitical too. As will be clear in the parts that follow, all of the contributors are acutely aware of time and place. They, in their different ways, draw upon their sense of place and their attempts to locate the particularities of what they are examining in a chronology that seeks to include: space, time, place and the different and competing communities present.

We set out, in the first chapter, to give our view that the processes associated with urban regeneration and the development of a 'school' of urban regeneration management professionals are deeply political and challenging to a range of different interest groups. As a consequence we do recognise the need to reflect the different 'voices' or experiences present in any contemporary regeneration programme. We do not assume that regeneration initiatives are 'conflict free' zones—from a perspective that is seeking to examine the programme from within or from the outside and listening to the different voices of participants or those affected by the initiative.

In this set of chapters, what we are trying to do is locate that debate and the importance of listening and learning to a broader context. As you will see we devote a chapter to the attempt to link the global brand or sweep of regeneration practice to a local brand of listening and reflecting back the voices and views of those affected by the global march of the urban regeneration process.

The importance of critical reflection and the need to locate these processes within a context defined both by place (and time) but also of political institutions (and forms of governance and accountability) remains a central element or theme of what follows. We have attempted to identify a number of themes or cross cutting issues that we think will help provide a framework for what follows.

These themes or cross cutting issues include:

- The extent to which we can describe a North American approach to urban regeneration and what might constitute such an approach;
- The ways in which schools of management (or business) or public administration have responded to the proliferation of regeneration programmes and the extent to which there is an emerging 'school' of regeneration management;
- The competing, but inter-related, forces at play within a regeneration initiative and the extent to which those engaged in its management are able to act independently of these social, political and economic pressures;
- The extent to which liberal democratic institutions are 'fit for purpose' in the context of regeneration programmes and the implications this may have for local governance and accountability;
- The absence of debate or discussion on the theoretical and conceptual underpinning of regeneration programmes.

THE EXTENT TO WHICH WE CAN DESCRIBE A NORTH AMERICAN APPROACH TO URBAN REGENERATION AND WHAT MIGHT CONSTITUTE SUCH AN APPROACH

The 'conventional wisdom' of the 1980s and the 1990s might argue that it is possible to promote both the idea that regeneration initiatives reflected the North American experience and that we can identify the essential elements of such an approach. As Andrew E. G. Jonas and Linda McCarthy argue very powerfully in their chapter, this claim is wrong on several counts. In their chapter they set out very clearly the ways in which we need a more complex and sophisticated understanding of the ways in which US cities engage with (and learn from) regeneration experiences. They also describe and interpret changes in the role of city, state and federal agencies and the differences among states in terms of how regeneration initiatives are understood and implemented. They make the important point (which is a theme within this edited collection) that the idea there is 'one' model is both simplistic and wrong.

We do need, however, to rehearse the reasons why the perception that there is a US model developed in the UK (and to some extent across Northern Europe) persists. The idea is that current models of regeneration management and practice have been shaped by the American experience is also reflected in the debate within and between management practitioners and researchers.

As Chapter 1 illustrates we need to remind ourselves of the particular features of the North American experience—which may not have seemed special in that context—which have been picked up and promoted both by politicians and academics. It seems to us that there are a number of assumptions or elements that are present across a number of initiatives in the European Union and that have an intellectual as well as a practical home in North America.

These components include the need to 'secure' the revitalisation of older, urban and industrial parts of cities; the importance (and necessity) of securing public sector resources to "pump" prime such redevelopment; the view that local political institutions or forms or existing forms of governance were 'failing' and needed to be renewed, repaired or removed; the renaissance of urban cities would also need a coalition of civic organisations and agencies to promote the benefits of inward investment; and that such agencies needed to be a coalition or alliance of public/private and voluntary organisations.

What we are suggesting is that whilst the content, pace and structure of these regeneration programmes in North America has changed over time there are some core features that are perceived to be necessary pre-conditions for success elsewhere. As we try to show in the next chapter and the concluding parts of this set of chapters these are themes we return to.

THE WAYS IN WHICH SCHOOLS OF MANAGEMENT (OR BUSINESS) OR PUBLIC ADMINISTRATION HAVE RESPONDED TO THE PROLIFERATION OF REGENERATION PROGRAMMES AND THE EXTENT TO WHICH THERE IS AN EMERGING 'SCHOOL' OF REGENERATION MANAGEMENT

The response of the Academy to developing an analysis and critical reflection of regeneration initiatives illustrates some of the tensions and absences in the current debate. As we show through the subsequent chapters from colleagues outside the UK, it is not the absence of an informed exploration of specific projects or programmes that is the issue, nor is it an unwillingness to share experiences to inform practice or reflection that is the issue. We have (within the Academy) a number of influential (and well established) professional bodies and learned societies that actively promote the knowledge and understanding they represent.

Our concern, and why we want to explore this idea of how the Academy informs and sets new norms and values, is that ahistoric or apolitical approaches to contemporary regeneration management will miss out the specific and highly localised context within which change is taking place. Therefore, in the processes associated with curriculum design, accreditation and choices over content we can see a 'normalisation' of certain views and expectations. This, in a sense, reflects a short-term response to the 'market' (itself a reflection of change locally and internationally) and how that market is constructed, managed, understood and regulated. It is also a reflection of the impact of certain 'global' narratives associated with regeneration management. These narratives have become symbols, or indicators, of the potential success of local projects. We can see across cities in different nation states how there is a conformity in the discourse of regeneration: partnership (public and private); new forms of managerialism; stakeholder involvement and community participation are all essential ingredients.

We are also aware through our work across a number of regeneration programmes, collaborative research projects and through our own individual (and collective) writing, of the tendency towards separating academic enquiry and critical reflection from the skills or competency-based approach to undergraduate and post-graduate education. We have observed this process in a number of different contexts including across the international networks of higher education institutions and awarding or accrediting bodies.

In the chapters that follow, Philip Osei, in his exploration of Jamaica, Ann Marie Bissessar, with her study of Trinidad and Ismael Blanco's reflection on Barcelona examine the extent to which particular theoretical models of public management (especially 'new' public management) can be applied in their specific context. In doing so, they point to some essential questions, or points of reflection—especially the extent to which the specific case studies can point to the maturity of localised systems and structures of public administration—such that they can trace the journey to 'new' forms

of management and governance, and the extent to which the particularities shape the systems.

THE COMPETING, BUT INTER-RELATED, FORCES AT PLAY WITHIN A REGENERATION INITIATIVE AND THE EXTENT TO WHICH THOSE ENGAGED IN ITS MANAGEMENT ARE ABLE TO ACT INDEPENDENTLY OF THESE SOCIAL, POLITICAL AND ECONOMIC PRESSURES

The notion of 'independent' action and decision-making sits at the centre of a number of urban regeneration approaches. Whilst, there may be recognition that some of the external forces that shape (or reshape) localities are powerful and beyond regulation, there remains an element of expectation (or hope) that the transformative power of urban regeneration models can spill over across a range of sites of intervention. The common language and practice of urban regeneration management finds itself based in a set of assumptions: that there is a potential to affect positively the lives of individuals and families as well as the economic health of local communities and regions.

All of us are interested and concerned with how these notions of liberal democracy, or 'democratic' capitalism, have shaped the ways in which urban regeneration programmes are put together, the underlying assumptions that inform the selection of specific ways of developing a response to the urban crisis and the extent to which there is a shared consensus on the 'room for manoeuvre,' which local regeneration managers have.

In Karen Leeming's chapter on a housing project in Amsterdam and Hüseyin Gül and Murat Ali Dulupçu's discussion of regeneration initiatives in Turkey, we can observe the tension between these elements in play. Both chapters chart the attempts by local actors and/or regional agencies to develop responses to local needs and the extent to which they could act 'independently'.

We draw upon the issues raised in these chapters in the final part of the volume where we reflect upon the extent to which we can develop or construct a framework within which these experiences can be mapped against the literature.

THE EXTENT TO WHICH LIBERAL DEMOCRATIC INSTITUTIONS ARE 'FIT FOR PURPOSE' IN THE CONTEXT OF REGENERATION PROGRAMMES AND THE IMPLICATIONS THIS MAY HAVE FOR LOCAL GOVERNANCE AND ACCOUNTABILITY

One of the features of observing regeneration programmes across and within different continents is the extent to which it is in the structures and

models of governance that we can observe key differences. In one sense, we could reduce these differences to ones of regulation and authority. There is a marked tension between those places where institutions of local governance are relatively weak at regulating the free market or where there has been little opportunity to develop processes and forms of accountability and regulation.

John Shutt and his team's work in the Czech Republic provide a series of fascinating insights into the struggles between emerging political and administrative systems to assert their (relative?) authority and the need to address the pressures for economic and industrial restructuring and the need to reconcile the decisions taken with the requirements of the European Union. In a very real sense, this chapter captures the dilemmas of those seeking to use regeneration programmes as a means of promoting social and economic justice. Joyce Liddle and Ioannis Oikonomopoulos, in their chapter on regeneration practice in Greece, illustrate very effectively some of these questions. In particular, they provide an additional set of experiences with which to explore the impact of the EU on the authority and autonomy of the nation state. The extent to which supra-national agencies can (or cannot) influence national governments is a real and political issue. But it also opens up the examination of the relationship between 'local' institutions and national or supra-national ones too.

Whilst Andrew E. G. Jonas and Linda McCarthy remind us that we need to focus on both the detail of regulatory systems and the structures of local governance and democracy. Thus, the US model provides an interesting comparison for all of us in that there is a rich evidence base of how local regeneration programmes can be put together with a wide range of partners and be subject to local scrutiny but that outcomes may not always meet local needs.

In each case we need to look at and reflect upon how systems of governance emerge and are themselves products of social and economic processes—and that the concept of 'fit for purpose' may not sit easily with all the major interest groups. We are back with the importance of placing individual regeneration initiatives in a context that is much broader than the particular industrial or economic problems it has been assumed it will address.

THE ABSENCE OF DEBATE OR DISCUSSION ON THE THEORETICAL AND CONCEPTUAL CONTEXT TO REGENERATION PROGRAMMES

In Graeme Chesters' chapter on the relationship between the significance of the social movement literature and theoretical debates and regeneration initiatives, we see what we hope will be an important synthesis of ideas. We do think that it is important to rehearse the intellectual debates/rationale

此为试读,需要完整PDF请访问: www.ertongbook.com