

# Executive Summary of Sourcebook

**MASURIN** – Management of Sustainable Revitalisation of Urban Industrial Sites  
EU Project; 5<sup>th</sup> FP, Key Action 4 - City of Tomorrow, Contract no: EVK4-CT-2001-00054.

## Introduction

The Sourcebook contains six in-depth analyses of revitalisation examples from cities in six different countries in Europe. The introductory sections outline the case study methodology and provide a list of successful approaches and lessons learned. Part I of the Sourcebook presents an analysis of each of the examples that includes a brief history, the management process and status quo, barriers and successes, sustainability aspects and lessons learned. In the second part, we present socio-economic, environmental and land use data of the site and the city as well as a description of measures and detailed information on management and funding issues.

## Examples

### Steyr, Austria, 'BMW-Steyr'

Steyr is a medium-sized city (about 40,000 residents) in the province of Upper Austria with a long industrial tradition. Industry is deeply engrained in the city's fabric and the economic and socio-economic dependency on industry is high. The welfare of Steyr has always been strongly linked to cycles of industrial growth and crises.

The 32ha BMW-Steyr site formerly belonged to the Steyr-Daimler-Puch AG (SDP). SDP was once the biggest industrial company in Austria. An economic downturn in the early 80ies led to a crisis at SDP and the company was sold. BMW-Steyr Motoren GmbH was attracted to Steyr and developed into one of the major employers of the region. Presently the area of BMW is being expanded. The Bauland AG – an agency of the province of Upper Austria – supports the expansion of BMW and carries out the clean-up of the contaminated expansion area (about 9ha). Additional financial support for the expansion is given by the ministry for economics and labour.

BMW's successive development at that location and revitalisation of the area can only be fully understood when considering all measures implemented by different stakeholders in the whole region. Steyr and stakeholders from the regional, provincial and national level have taken various actions to bring new impetus to the region such as retraining programs for unemployed persons, technical vocational schools in engineering and vocational colleges (Fachhochschulen) geared to companies' needs. They also founded a research and training centre for labour and technology (FAZAT Steyr) and a technology and innovation centre (TIC Steyr), supported the formation of clusters and co-ordinated and supported attracting new companies to Steyr. Developing BMW successfully is only one piece of the modernisation process in Steyr.

## **Gothenburg, Sweden, 'Norra Älvstranden'**

Norra Älvstranden, a site located along a 5 km stretch of the northern riverside of the Göta Älv River in the centre of Gothenburg once housed several shipyards and large harbours. In the 1970s severe shipbuilding competition from Asian countries caused the demise of the shipbuilding industry in Gothenburg. The City of Gothenburg and the State of Sweden were faced with having to revitalise a 250 ha site that was now vacant and contaminated.

Planning for the revitalisation began in the mid 1970s and initially focused on re-establishing the site as a centre for industrial activities. Project promoters quickly realised that a more diverse approach was needed to revive the area for the long term. In the 1980s, Swedeyard Corporation, one of the major landowners began to operate as an independent developer in charge of transforming the area. Between 1985 and 1990, the vision of a 'friendly city' was developed which guided development of the site for the next decades. A mixed-use, vibrant city district should be built complete with all amenities of an inner city urban area. Developers aimed at taking advantage of the different characteristics each of the sections of the property offered. Lundbystrand was developed into a business environment attracting small and larger firms from a variety of sectors. A centre for the knowledge-based industry with a cluster of schools, universities and companies emerged in Lindholmen whereas Eriksberg became a mixed-use residential area with a hotel, restaurants, and cultural facilities.

Starting in 1996, the City was in charge of developing the site and a renamed and now wholly-owned municipal company (Norra Älvstranden Utveckling AB) took over site development. In 2003, about one third of the site was developed and the company envisions development to continue for another few decades in order to ensure a diverse, mixed-use, high-quality and friendly city that is built for the long term.

## **Lisbon, Portugal, 'Parque das Nacoes'**

The 330 ha site 'Parque das Nacoes' lies in the eastern part of Lisbon along the River Tejo and was in a very derelict state in the 1980s. The site was formerly occupied by refineries, a slaughterhouse, military barracks and a host of other smaller users. The city wanted to make the site more accessible to the people of Lisbon, open up the waterfront and integrate it into the existing urban fabric. The State of Portugal wanted to host the Expo 1998 and use that opportunity to convert the site into a. an attractive Expo site with exhibitions that will make Lisbon and Portugal world-renowned and b. a mixed use urban environment with residential, commercial, industrial, sports and cultural facilities so that the site will be usable for residents and tourists alike after the Expo event.

Parque Expo, a wholly owned state developer company with a public board was created in 1993 in order to design, execute, construct and operate the Expo and fully develop the site for post-Expo uses. The site was redeveloped in the span of only 5 years which required a number of measures such as environmental studies rather than a full environmental impact assessment and special legal

powers in order to streamline and execute developments more efficiently. Following the Expo, development continued and some of the Expo buildings were adapted and converted to other uses. The site features a multi-modal transport station, the Vasco da Gama shopping centre, the Atlantic Pavillion, and large green areas and public art. Many companies such as Sony, Vodafone or Portugal Telecom also moved to the site. In 2003, the site was almost at full build-out; only 4% of the site were not yet developed.

### **Barcelona, Spain, 'Zona Franca'**

Parc Logistic de la Zona Franca lies in the South-Western part of Barcelona between the river Llobregat and the ring highway Ronda del Litoral. Industrial use on the site started in the early 20<sup>th</sup> century, when the city founded El Consorci de la Zona Franca in 1916 to transform the site into the main industrial location of Barcelona. In 1950, SEAT settled on the site and became Spain's largest industrial company. In 1993, SEAT closed its old factories in Zona Franca and moved production to the suburban region of Barcelona. Two years later, the revitalisation process of the former SEAT site started.

Using the benefits of the site, namely its proximity to the airport, port and city centre and its location amidst the industrial production area Zona Franca, the site was supposed to be transformed into a logistic park. Parc Logistic was founded as a joint-venture between Autopistas Concesionaria Española, S.A. (ACESA) and El Consorci de la Zona Franca de Barcelona in order to recover the 40 ha site. The aim of Parc Logistic was to replace traditional industrial use with other, more innovative commercial and industrial activities. For logistic use the site had to be restructured and equipped with modern infrastructure and technologies. Spectacular looking buildings, whose roofs are reminiscent of waves, were built and became new landmarks of Zona Franca.

The city's plans and strategies had a major influence on site redevelopment. The City of Barcelona plans to expand the port of Barcelona to allow it to become a hub in southern Europe. This strategy will be implemented through the River Llobregat Delta Plan, which is one of four major redevelopment projects in Barcelona. The establishment of a logistics park in Zona Franca perfectly fit into the plans of the City of Barcelona.

Currently, two thirds of the site are in industrial use and one third is used by logistics firms. Plans already exist to expand the logistic park to 120 ha, but it depends on future market needs and whether SEAT will completely leave its location in Zona Franca.

### **Berlin, Germany, 'Am Borsigturm'**

The 15 ha site "Am Borsigturm" lies in the Northwestern part of Berlin/Germany in the district Reinickendorf. Since the 1830s, this site has been used for industrial production such as locomotives produced by the famous entrepreneur family Borsig. Due to economic changes, production on the site declined. At the beginning of the 1990s, the site was a contaminated industrial brownfield surrounded by residential and industrial areas.

After the fall of the Berlin Wall companies and investors were expecting a booming market in Berlin. "Am Borsigturm" was a site with high development potential: it was a famous, well-known site embedded into the urban fabric and with an excellent location next to highways, railway and underground transportation. In 1992, Herlitz AG bought the site and founded Herlitz Falkenhöh AG (later RSE Projectmanagement AG) as a subsidiary to develop the site. In November 1992, the site became part of an initiative of the Berlin Senate to protect and maintain industrial sites within city borders (Industrieflächensicherungskonzept, short: ISK), which translated to tough restrictions for the developer company. The concept was successful in stabilising land prices for industrial land, but it did not take into account market needs. As a result, the concept was revised in 1999 and the restriction to exclusively allow industrial use was lifted and uses were broadened to include production-oriented services.

RSE had full responsibility for the revitalisation; added challenges were their dependence on the market on the one hand and on the other hand the recognition that the project needed to be approved by the public administration. RSE embarked on a strategy to develop the site in intensive co-operation with the City of Berlin, which was essential for successfully implementing the revitalisation. To fulfil the needs of the market and of the city, a mixed use concept was chosen. Today the site integrates (light, environmentally friendly) industry, production-oriented services and also other uses such as residential (206 flats), shopping ("Hallen am Borsigturm"), a health care centre, recreational and leisure facilities, restaurants etc. The site was cleaned-up, the quality of open space has improved, and historical buildings were preserved and adapted to new needs. "Am Borsigturm" became a new economic centre of north-western Berlin. In 2003, the revitalisation process was approximately 80% complete.

### **Liverpool, United Kingdom, 'Speke Garston'**

Speke Garston in the South of Liverpool was a very derelict area with high unemployment and a lot of vacant land due to bankruptcy of the shipbuilding industry and the emerging global economy that caused industry to move production elsewhere. Efforts to revitalise the site in the past had failed. At the beginning of the 1990s, several government agencies and quasi-government organisations started a new initiative to regenerate the area with large amounts of federal and EU-funding (Objective 1).

Between 1995 and 1999, three organisations were founded that were mainly in charge of redevelopment efforts and acted as catalysts for redevelopment. The Speke Garston Development Company became the owner of large tracts of land and handled physical and infrastructure redevelopment to improve the image of the area. Speke Garston Partnership was in charge of linking jobs with people and created job training initiatives that educated locals to work in firms and factories. Housing stock in the area was also very run down and South Liverpool Housing was founded to improve housing conditions and create partnerships with the community. In less than a decade, the area was transformed into a preferred business environment for SMEs and large national and international firms with good access, large tracts of land available for production, and a local workforce. Now, the area offers a successful shopping mall, a 4 star hotel, a large Jaguar production plant and many other factories and firms. Unemployment was reduced significantly and the area's

appearance improved. Redevelopment in Speke Garston and the south of Liverpool will continue for many years in order to ensure the area's long-term success.

### **Successful Approaches and Lessons Learned**

Even though each city examined chose a slightly different redevelopment approach, a number of common features and lessons can be discerned. The following list illustrates the most important lessons learned. The examples listed in parentheses indicate that those cases were particularly notable for a specific approach or lesson learned. Not listing an example, however, does not necessarily imply that the approach is not applied on sites not mentioned as well. Involving all relevant stakeholders in the revitalisation process (Berlin, Gothenburg, Liverpool)

- Developing a vision that guides the process (Barcelona, Gothenburg, Lisbon)
- Co-operating, forming public/private partnerships and developing trust (Gothenburg, Lisbon, Liverpool)
- Investing in education and training of locals (Liverpool, Gothenburg, Steyr)
- Engaging in good marketing of the site to attract well-known companies (Barcelona, Gothenburg, Lisbon, Liverpool)
- Supporting clustering efforts between e.g. educational institutions and firms (Steyr, Gothenburg, Liverpool)
- Clearly spelling out funding mechanisms prior to revitalisation (Berlin, Lisbon, Liverpool, Steyr)
- Applying integrative planning approaches (Berlin, Gothenburg, Lisbon, Liverpool)
- Engaging in regional planning (Barcelona, Gothenburg, Liverpool)
- Management: private developers with public or public/private boards manage revitalisation; fiscal responsibility lies with developer (Berlin, Gothenburg, Lisbon, Liverpool)
- Monitoring to allow feedback between planning and implementation (Gothenburg, Lisbon, Liverpool)
- Remaining flexible and adapting to e.g. market needs (Berlin, Gothenburg, Lisbon)
- Creating diverse, mixed use sites (Berlin, Gothenburg, Lisbon, Liverpool)
- Improving sustainability on site through e.g. environmental clean-up (all examples)