



Workshop on
Urban Regeneration in the Mediterranean
Region

(Split, July 21–22, 2003)

**SYNTHESIS REPORT ON
URBAN REGENERATION**

Introduction

There is a strong need in the Mediterranean region to promote the urban regeneration projects. Many cities in north Europe and America have made such attempts, often very successfully, while in the Mediterranean region there is still a lot to be done. Urban regeneration (UR) is a relatively new concept that goes beyond urban renewal and modernisation, which are processes dealing mainly with physical change. Urban regeneration implies that the problems encountered in towns and cities should be tackled with a long-term, more strategic purpose in mind. Therefore, urban regeneration is considered to be a large and complex activity that could not be supported by an individual investor or promoter. This type of intervention requires a large financial investment, long-term commitment, and implies participation of numerous actors.

The Mediterranean Commission on Sustainable Development (MCSD) has selected the issue of sustainable urban management as a priority in its work. The Working Group established by the MCSD for this purpose had produced recommendations that have been adopted by the Contracting Parties to the Barcelona Convention. A number of these recommendations deal with the issue of urban regeneration. The European Union has accepted the proposal by the PAP/RAC to support the project on urban regeneration within the context of its support to the implementation of MCSD recommendations. PAP/RAC, in co-operation with the BP/RAC, has designed the project on urban regeneration that encompasses a number of selected Mediterranean cities. Among the invited cities, Aleppo (Al), Alexandria (Ax), Athens (At), Barcelona (Ba), Istanbul (Is), Split (Sp), and Tunis (Tu), have decided to join the Project. The consultants in charge of the preparation of the cities reports are listed in alphabetical order: Mr. Jellal Abdelkafi, Tunis; Ms. Fatma Abou Shouk and Mr. Ahmed Hossam, Alexandria; Mr. Gojko Berlengi and Ms. Maja Maroević, Split; Mr. Harry Coccossis, Athens; Mr. Manuel de Forn, Barcelona; Mr. Rusem Keles, Istanbul; Mr. Adli Kudsi, Aleppo.

The consultants designated to prepare reports on urban regeneration for the participating cities have submitted them to the PAP/RAC in the period between mid March and mid July 2003. The cities reports were presented at the workshop on the Urban Regeneration Project in Split on 21-22 July 2003.

Objectives of the Report

Urban regeneration is a new concept for most Mediterranean cities. Introduction of the UR in the Mediterranean environment poses a challenge to the cities' planning, financing, management and overall policies. The objectives of the Synthesis Report are to identify, analyse and compare the situation on the UR projects in the participating cities. It should recognise the necessity of UR projects due to enormous economic and social changes that

have profoundly affected cities around the world, and put them into their Mediterranean context.

An important objective is that the UR projects should promote a sustainable urban development using or re-using already build-up parts of the city and avoid uncontrolled urban sprawl. Initially, it has been expected that the UR projects would promote the Agenda 21 goals, and sustainable development of the cities, help meliorate social and economic ills, and be, at least, a showcase of the best urban tools put in practice. But, although commendable, these expectations should be viewed in retrospective of attempted and completed projects.

The experience of the past projects shows that the most efficient were the large-scale UR projects supported by many actors in the process of implementation. An objective is that actors involved in the process of UR should be identified, as well as their goals and means how these have been achieved. Another objective is to understand the composition of interest groups: should they include professionals knowledgeable of the process of UR, city leaders and managers, developers, planners and concerned citizens? They should include persons from all walks of life: politicians, lawyers, engineers, artists, developers.

In all the cities the concept of UR should strengthen its presence within urban management. This objective is strongly associated with the regional and urban planning documents and policies of the city. Organisation and funding of UR belong to the most important group of problems that should be addressed in objectives. Only through efficient organisation of the entire process of the UR projects from their beginning and through all the stages of implementation, a city may expect their successful completion. And each step would require appropriate funding. City's potential in funding of UR projects should be coupled with all possible resources made available. To establish an able and powerful leadership is, therefore, one of the most important objectives.

Analysis of the Cities Reports

The general objectives to be achieved in the cities reports on UR were rather limited. They aimed at the understanding of socio-economic, physical and environmental characteristics of the city, its institutional setting regarding planning and management, and then at the identification of actual problems, and consequently needs regarding UR that would be fit for the initial projects. The pre-determined format of the city reports was suggested in form of questions in order to ensure a certain degree of comparability and uniformity of data for different cities. The pre-determined format was followed in some of the submitted reports, some reports adhere to it loosely, while other chose to present their stand on urban regeneration focusing on selected topics.

The contents of the reports are strongly related to the format that is based on the questions given in the Consultant's Terms of Reference as a required format for the City's Report. In the Analysis of the Cities Reports these

questions are reversed into statements that serve as subheadings, i.e. the question «What is the Consultant's view on Urban Regeneration?», in the Report became the subheading «Consultants' view on Urban Regeneration» and so on. The analysis of the Cities' Reports has attempted to extract the cities' shared urban experience, policy position, needs and problems of urban regeneration. The examples that highlight the particular city's urban regeneration characteristics or experience are cited following closely the original consultants' text. The city code in parenthesis () precedes citation.

The history and urban development of each city were elaborated at length in most reports. All the cities have history that spans hundreds and thousands of years of urban continuity, and have, until the present times, held a position of the most important urban centres of their countries. Therefore most of the reports, , for good reason, emphasise the city history and urban development, the topic not specifically asked for, but that enables a better understanding of the city's present problems and its position toward urban regeneration. Historic development of particular cities described in the cities reports, are not included in the Synthesis Report except where it was needed for better understanding of the particular city's urban context.

Valuable theoretical framework in the field of urban regeneration were presented by a number of consultants in the cities reports, but if it was not applied to the city's experience on UR it was not cited in the Synthesis Report. The Synthesis Report includes findings related to questions in the Terms of Reference, noting also for which cities questions were not answered. For example, the Athens City Report focuses on selected topics that are cited, but some questions are not elaborated. The same is valid for the Tunis City Report.

1. Consultants' view on urban regeneration

The urban regeneration is viewed as necessary in all involved cities as a viable solution for many neglected, low income, architecturally and socially disadvantaged areas. The rapid growth of the cities, with dozens of suburbs, many dating back to the 19th and early 20th centuries, and most planned and built in the past 50 years, has often resulted in isolation of historic city centres, older residential city parts, and in abandonment of industrial and port areas. More recently, the urban sprawl has aggravated such situation bypassing built-up areas within the city limits and consuming new land around the traditional cities.

(AI) The rapidly changing times have imposed new requirements for a successful regeneration. Cities that lagged in understanding and adapting to that face physical and social problems that are becoming difficult to resolve. Therefore, innovative solutions are the most valuable in the process of urban regeneration. Lack of innovative planning leads to a large desertion of inhabitants and decline of the environment.

(Ax) UR is an integrated vision for community development in low-income urban areas with the focus on and approach to tackling the existing problems encountered in difficult circumstances.

(Ba) Cities are living ecosystems experiencing a perpetual change. Often the change takes a negative direction and in that case the demands and expectations of city's inhabitants can not be fulfilled. UR asks for radical transformation of urban capacities and modes of functioning in a good number of cities. These interventions lead to the conflict of interests among various actors involved.

(Is) Urban regeneration can be defined as a conscious, systematised and planned action concerning a certain section or the totality of a town. Objectives of UR can be achieved by mobilising and evaluating endogenous potentialities emanating from the characteristics of the area and from human resources. Economic revitalisation must be one of prerequisites of UR. It could take the forms of functional restructuring or functional diversification or functional regeneration, i.e. keeping the existing uses but operating them more efficiently or profitably.

(Sp) UR is a comprehensive and integrated intervention that leads to the solution of urban problems and that seeks to bring about a lasting improvement in the economic, physical, social and environmental conditions of the affected area. UR contributes to the sustainable development using once developed areas in a more efficient way.

2. Basic social, economic, environmental and physical characteristics of the cities

The participating cities play a crucial role in the social, economic and cultural life of their prospective countries regardless of their size. Ranking in size from 200,000 inhabitants in Split, over 900,000 in Tunis, 1.5 million in Barcelona (4 million in urban area), 2 million in Aleppo, 3.2 million in Athens, to more than 4 million in Alexandria and 10 million in Istanbul, the cities share a variety of common characteristics but also some distinctive. All are coastal cities with developed economy representing a high percentage share within their national economies. The only one not situated at the sea is Aleppo that has been an important commercial, political and cultural centre over the ages. All the cities are environmentally challenged having high population density within the city limits, and suffer from traffic congestion and pollution. Inner cities are deteriorating physically and socially, and the historic cores are in most cases neglected. Processes of suburbanisation are very strong, and urban sprawl is enormously widespread. In the eastern Mediterranean cities, demographic explosion and rapid urbanisation in the recent decades have resulted in emergence of large slum areas, particularly in Alexandria, Istanbul, Aleppo and to a lesser extent Athens.

On the other hand, most of the cities contain the UNESCO World Cultural Heritage sites. They are strong cultural and educational centres. Their

heritage attracts visitors, positively influences tourism industry, and enhances cultural drawing power.

Most consultants have provided very detailed reports of their cities historic development, encompassing pages of data to refer to, or that could be integrated fully into the Synthesis Report if such a decision is reached.

3. Institutional setting for urban planning and management

Most cities have a long tradition in urban planning and management. Institutional settings vary for different cities, with urban planning being institutionalised in most of them. Different levels of planning are employed, with plans ranging from regional and master plans to detailed plans. What seems to be a problem in most cities is poor urban management and inadequate implementation of plans. The municipal control and management are most efficient in Barcelona, with eastern Mediterranean cities facing the most challenging situation and often inefficient management.

(Al) The European type of planning has been introduced to Aleppo in the late 19th century, leaving the Old City mostly intact. But in the 1950s the city's Master Plan envisaged several major roads dissecting the Old City in different areas. The newly planned and built roads destroyed a considerable portion of the historic sections and accelerated the exodus of its residents. A change in the planning policy has started in 1978, when the Old City Committee has been established and was given the power of an executive body over the majority of municipal affairs.

(Ax) The report describes the general characteristics of the city and provides some statistics that give indirect insight into the cities planning and management problems. It does not elaborate on the institutional settings.

(At) The Regional Operational Programme (1994-1999) for Attica and the Master Plan for Athens from the 1980s give institutional framework. Also, the special authority for the organisation of the 2004 Olympic Games has been created and is responsible for many spatial interventions in the city. In addition to the Master Plan, Athens should adhere to other plans required by the law for the urbanised areas. Several urban design projects are under implementation.

(Ba) In the post-Franco period, the Barcelona City Corporation was created in 1974, and in 1976 the General City Plan was adopted and amended in 2000. In 1984 a consensus on urban development was reached between the Regional Government and the Barcelona communities dividing responsibilities for urban development among them.

(Is) In 1982 the Parliament created the Metropolitan Municipality of Istanbul governed by the Metropolitan Council. The central Government, through its ministries, has a strong say in the city's and metropolitan affairs that are regulated by the City Development Law.

(Sp) Spatial plans are the only documents that guide integrated development of an area. The Law on Physical Planning (1994, amended in 1998 and in 2000) regulates spatial planning in Croatia. There are mandatory plans on the county and municipal levels. The system of statutory spatial plans regulates spatial development from the Master Plan to the detailed plans. The City Spatial Planning Office is in charge of spatial planning policy, but in practice there are many obstacles that prevent an efficient implementation of plans.

4. The cities' need for projects on urban regeneration

The cities reports emphasise the need for projects on UR, but the character, scope, type and size of intervention differ from one city to another. For example, the intrinsic value of the old city core of Aleppo has been recognised by both international and local factors, and Barcelona's shortage of urban land has become the major issue for all the actors – citizens, government and professionals. Specific problems of other cities have mobilised different actors. In Istanbul these were mostly concerned citizens, artists and aspiring up-and-coming individuals, and in Split the city' needs were articulated by urbanists, art historians and other professionals under auspices of the city government.

(Al) The Old City of Aleppo is a living town of 110,000 inhabitants residing in highly sophisticated court-yard type houses that combine outdoor and indoor living in safety, privacy, environmental realism and comfort. The planning and implementation of the 1950s affected adversely the Old City destroying some 20% of the historic area and causing exodus of many middle-class residents. Speedy decline followed in many sections. Listed as the UNESCO World Heritage Site and becoming by decree a national monument, the need of the project on UR became apparent.

(Ax) The Alexandria Governorate contains 48 slum areas with a total 1.1 million inhabitants, or one third of Alexandria population. The slum areas are characterised by substandard housing, poor or inexistant infrastructure and poor social services, all accompanied by a high unemployment rate of the inhabitants. A close correlation between critical vital city function and environmental degradation in the slum areas shows clearly the need for UR projects.

(Ba) The City of Barcelona has demonstrated the need for the UR projects by launching large-scale projects from 1983 on. The preparation for the Olympic Games of 1992 served as catalyst, and various problems to be solved were identified. Among them were the needs for new centres, re-building of neglected areas within the historic centre, large-scale intervention in deteriorated city parts, and improvements of infrastructure.

(Is) The city has acknowledge that there is a pressing need to regenerate the old and more or less abandoned sites in Istanbul which would contribute to the economic revitalisation of the quarters in the historic core. Urban regeneration would also enable the city to regain its historical identity.

(Sp) Urban consolidation is envisioned as a dominant urban strategy. Accordingly, the urban regeneration should be an important tool in achieving sustainable urban development. UR could reduce demand for peripheral development, facilitating the development of a more compact city, and enable the protection of the natural heritage.

5. The past completion of the cities' projects on urban regeneration

The history of the completed projects shows great differences among the cities. A number of cities do not have completed projects on UR. Among them are Alexandria and Tunis, but also Athens and Split where the UR projects have not passed the initial stage. On the other side, there are cities like Barcelona with great accomplishments in the past, and also Aleppo with less spectacular but very important achievements in the implementation of UR projects. (Al) The first steps were initiated in 1992 with the overall goal of the project to “preserve the valuable and unique fabric of the Old City and slow down the deterioration of its residential zones.” The implementation has started with the removal of old water and sewage infrastructure, their replacement with the new one and the repaving of the streets and alleys in the traditional cobblestone. Street facades and some historic building have been repaired.

(Ba) The city completed a number of projects in three distinctive stages, the second period, 1986-1992, being the most ambitious (projects for Villa Olimpica, Port Vell, and using that experience, in 1992 the city has started UR projects in traditional city quarters (Sagrera, Diagonal, Mar, Besos), the central city area (Eixample), and the historic core.

(Is) A number of regeneration efforts were made in the past two decades. The economic improvement in most cases led to gentrification of the affected areas. The examples of this type of restructuring are Kuzuncuk on the Anatolian side, which was named “a gentrified island in a metropolitan city”, Cihabgir, an old residential quarter where the elite lived during the Ottoman Empire, Galata, a district adjacent to the historic centre of the city, Balat, a historical quarter on the southern shores of the Golden Horn dating from the 19th century, Beyoglu, the most recent one started in 2001, and the Mamutpasha Street located within the historical core. The emphasis in these projects was on the revitalisation of the quarters, preservation of their historical and cultural identities, and improvement of living conditions.

(Sp) A number of attempts were made in the past, basically revitalisation of the city core and the city port, and rehabilitation of some, mostly illegally built, suburbs. In the early 1980s, the Integrated Plan of the Historic Core was initiated by a group of institutions with an approach close to UR, but it ended up as a traditional detailed plan. The implementation was hampered by the lack of legal and institutional framework. The attempts at the rehabilitation of the city's old port also failed. However, the past experience was valuable in preparing the city's new strategic documents that deal with the city's development strategies.

6. Ongoing projects

The ongoing projects, again, are more an exception than a rule among the cities. Alexandria and Tunis do not have ongoing projects. Some initiatives are in course in some others, and again Aleppo and Barcelona are very much involved in the implementation of several UR projects.

(Al) Although the activities for some parts of the Old City have been completed, the UR project is ongoing. In addition to the infrastructure the work on street facades and buildings continues, as well the restoration and improvement of services for the residents.

(Ba) The projects that have been launched in the past are, in most cases, still ongoing. Their size and profound interventions into the city fabric require time to be completed. The large project in Ciutat Vella envisions demolition of 350,000 m² of old buildings, and together with integrated rehabilitation of the remaining buildings, will house exclusively inhabitants of that area. Private owners are also strongly motivated to participate in the project thanks to the incentives granted by Promocio Ciutat Vella.

(Is) Most of the projects listed in the previous heading are ongoing projects. The city aims at sustainability in these experiments using all planning tools and involvement of individual artists, architects and other professionals that serve as voluntary pioneers not receiving much help from the authorities or funding institutions.

(Sp) There are no ongoing projects, but awareness about the need for UR projects is growing among professionals and in public.

7. Projects under consideration

Almost all the cities have UR projects under consideration, although some, like Tunis, envision education of professionals and the public as prerequisite before further steps are taken.

(Al) After the first pilot projects are successfully completed the project will continue. The project based on a general social, economical and physical survey that involved many residents and users of the Old City will expand in its content and the area of intervention, and will further develop the residents' participation.

(Ax) The proposal asks for a project that will target two or three slum areas in Alexandria.

(Ba) The new proceedings are under consideration with a goal to improve urban quality and ensure more land for residential development. But the most ambitious project is conversion of the industrial zone of Poblenou of 200 ha into a combined, residential and tertiary-industry zone.

(Is) It is unlikely that the city of Istanbul will initiate a city-wide regeneration programme in the near future. Just some small-scale projects can be expected. However, the need to regenerate the old city parts is growing, although the pressing problems prevent putting the regeneration projects on the municipal agenda.

(Sp) Under consideration are mostly projects of rehabilitation of the illegally built suburbs with substandard infrastructure, public spaces and services. The City is engaged in the preparation of a pilot project for the local community of Sirobuja that should serve as model for rehabilitation of similar local communities.

8. The cities' awareness of the need for such projects

The cities are aware of the need for such projects, but the steps taken are very modest or inexistent in some cities. Barcelona, on the other hand, is the city whose government is the leading force in promoting the awareness of the need for UR projects.

(AI) The City administration acknowledged the need for such projects but has not developed or accepted a mechanism based on the past experience and residents' participation. It is acknowledged now that such a mechanism should be developed.

(Ax) NGOs, community groups and concerned citizen groups have contacts with the government. The city government is well aware of the need for UR projects.

(Ba) The city is the leading force in carrying out the UR projects. The past experience in successfully completed projects motivates the city to embark on new, more and more ambitious projects. At present, most are large-scale urban development and infrastructural projects, but many still fall into the category of UR projects.

(Is) In theory, the city's attitude toward the need for UR projects is positive but, at present, there is a lack of action in initiating new projects.

(Sp) The city feels a need for a number of UR projects, both in decayed areas and in never completed areas of the central parts of the city. The new Master Plan has identified localities in need of UR. The main characteristics of these localities are the valuable land they occupy within the city and their great potential for urban development.

9. What would be the emphasis in such projects?

The UR projects in different cities give emphasis on different goals they expect to achieve.

(AI) The emphasis would be on the rehabilitation of private residences, economic development achieved by creating favourable climate for investors,

users and institutions, and promoting the participation of the residents' target groups.

(Ax) The slum areas of the city will be targeted in two or three pilot projects. The main objective would be to improve the quality of life of the slums inhabitants through improved housing and basic services, and management and protection of the environment.

(Ba) The projects initiated in the past 20 years aim at the complete restructuring and transforming of the city according to the contemporary needs. The quality and improvement of urban life has been the major concern. Barcelona is, in the field of innovative solutions and their implementation, one of the leading cities of Europe.

(Is) The emphasis is on the strengthening of the city's identity, not only by preservation and upgrading of the historic parts, but also creating a new identity of the city. Therefore, some historic monuments and parts of the old urban fabric have been sacrificed.

(Sp) The City Master Plan declares sustainable development as the goal to be achieved in the city's future. The UR project should complement the plans for the economic recovery, together with social and community issues in achieving such a goal. The UR projects should also emphasise the city's potential in tourism and culture, particularly in the central city's UR projects. Development of public participation and partnership in such project and fund raising are equally important issues.

10. The cities' expectations of such projects

In the cities such as Aleppo, Alexandria or Tunis, the expectations are moderate, and Istanbul has adopted a reserved attitude too, not expecting too much of the UR projects. The expectations of Split are set higher, and Barcelona expects the most.

(AI) The expectations are that the objectives will be achieved i.e. to modernise the Old City business, expand the variety of commercial and service sector activities, identify businesses that should be relocated outside the Old City, develop opportunities for the tourist industry. By implementing the Old City general traffic plan, the City expects to reduce transit traffic and also to improve the quality of the environment.

(Ax) It is expected of the projects to increase awareness about the growing disparities within the city's residential areas. They should also address concern about social and economic development, about poor public transport, and lack of sustainability.

(Ba) The implemented and ongoing projects opened a new prospective to the city. Transforming the city into the leading European centre, the city became a stage for the world class events such as the World Cultural Forum, to be held

in 2004. The implemented UR projects made the inner city and historic core attractive for both the citizens and visitors.

(Is) The city favours UR projects but historical values are not always a priority. Globalisation processes and their reflection on the city structure and development prompted the Mayor to state during the 1980s that “Istanbul is a city of 2500 years, it possesses more than 3000 historical buildings. If one hundred of them constitute an obstacle to the construction of a major transport artery to serve the national and international trade, they must be demolished.”

(Sp) The city’s expectation on the UR projects would be the enhancement of physical conditions, social welfare and restraint on urban growth by means of reuse of already built-up space.

11. Available funding

Funding, in most cases, is not readily available. With the notable exception of Barcelona, all other cities struggle with funding that is practically non-existent in Alexandria and Tunis, or is very limited in the cities like Istanbul and Split.

(AI) In Aleppo the funding is available from the German government grants and funds allocated by the City that match the grant. In addition, the Arab Fund for Economic and Social Development, the Aga Khan Trust for Culture, and the Friends of Aleppo Society in Germany will provide funding for the various parts of the project.

(Ax) The funding has not existed so far, but should be based on partnership involving public, private and voluntary stakeholders.

(Ba) Barcelona manages to fund these activities owing mostly to its economic and financial strength working in synergy with its human resources. The report does not elaborate in detail on the sources of available funding, but economic contributions came from the State, the Region, and the City itself.

(Is) UR projects are responsibility and competencies of local authorities that are not capable of implementing them. The city is still financially weak and needs to be supported by higher-level authorities in executing the UR projects. In practice there are no funds received from the state. The basic support still comes from the local communities involved in the projects. The international funding, particularly for the heritage projects, seems promising.

(Sp) There are only two sources of funding of UR projects: the city budget and private investing. The non-profit programmes could be available for some projects.

12. Strategies to initiate and implement the urban regeneration projects

Strategies to initiate and implement the UR projects are unique for each city and depend on a variety of factors ranging from the level of awareness about UR projects, priorities given within city policies, and legal framework.

(Al) The rehabilitation of the Old City should employ planning and monitoring, and ensure and increase participation in the process of design and implementation of the detailed plans for the action areas.

(Ax) Strategies include involvement of NGOs and organised community structures on the grass-root level, and secondly, collaboration with district and national authorities.

(Ba) The Strategic Plan Barcelona 2000, adopted in 1990, together with previous plans coupled the urban projects with the city development plans. Public leadership has been essential in promoting and implementing the city development strategies in all fields including that of UR projects.

(Is) Priority should be given to the development of a national strategy of urban regeneration which should be formulated in co-operation with local authorities, professionals, NGOs and concerned citizens. The strategy should adopt the UR projects based on plans, ensure integration of different levels and scales, and co-ordination of various public authorities, as well as develop the concept of partnership.

(Sp) The recently adopted Strategy for the Development of the City has recognised a need for such projects, but also states that the present organisation and capacity of the city administration is not adequate for such assignments. It proposes the organisation of a more market-oriented and problem-solving administration that could cope with these demands.

13. Possible leadership and programmes of actions

The UR projects can not be initiated, successfully organised and implemented, without a strong leadership and articulated programme of actions. The past experience with UR has prompted cities such as Aleppo to further advance the overall organisation and implementation of UR projects, and Barcelona does the same on the basis of already proven innovative and successful leadership and programmes of action. Most other cities are still weighing the possibilities before determining the most realistic course of action for their situation.

(Al) The City has created a special administration for the project, the Technical Directorate of the City, directly related to the Mayor, started a training programme for the staff and provided technical equipment. The local staff provides leadership, and efforts are focused on Action Areas.

(Ax) Existing initiative in strategies could in future lead to formation of leadership and programmes of action.

(Ba) Barcelona has a strong leadership capable of further advancing the already adopted programmes of action. The urban crisis of the 60s and 70s has been left behind, but even the urban crisis has affected positively the cohesion of the social fabric and created a positive attitude toward the city and

the need for political change. For many experts Barcelona has been the paradigm of civil society and represents a high level of social organisation and articulation.

(Sp) Possible leader could be the Municipality, but the initiative should come from the local community or the Chamber of Commerce or some other association, depending on the type of project. The Municipality or the development agency that need to be created for this purpose should promote the projects and negotiate public-private partnership.

Lessons learned

Lessons learned from the participating cities experience are many, and are both positive and negative depending on the particular city.

The example and achievements of Barcelona have set high standards in the field of planning and implementation of UR projects. The experience of Barcelona could serve as model for the other cities. In the Barcelona case, the key to success has been a full consensus of the citizens on the strategy and operationalisation of the implementation of the projects coupled with a capable and strong leadership. But it should be stated clearly that Barcelona is the capital of one of the economically most developed regions of Europe, that itself has rich financial and human resources, has a highly developed civil society and an efficient administration. These facts have worked to the city's advantage and have enabled it to lead in initiating, organising, financing and implementation of the UR projects.

Most of the other cities were not so fortunate. The level of development varies and problems are many. If we ponder the issue of urban regeneration in the cities' priorities, in particular financial, it is not surprising that in most other cities there are very few achievements that could match the Barcelona experience. There is a lot to be done before this stage is achieved. Very limited experience of most cities in planning and implementation of UR projects does not allow for verified conclusions which direction the future processes should take. General knowledge on the subject and partial successes in planning and implementation in a number of cities imply that the cities' past experience could and should be built in the methodology for the future successful planning and implementation of the UR projects. The cities that successfully implemented the UR projects, like Aleppo and Barcelona, clearly show the need for a strong partnership between public and private sectors.

Some cities' situation regarding the UR projects is frustrating. The striking example is Alexandria. In dozens of its slums, the living conditions are almost under subsistent level with extremely limited dwelling space per capita. Improvements in the amount of dwelling space per capita, provision of urban infrastructure and services, all the tools of UR could hardly work in such an environment where every improvement would immediately attract newcomers eager to occupy every living space available. Alexandria's position regarding

UR is passive, expecting some initiative and funding from NGOs and international institutions.

Some cities, like Split, do not have already planned or implemented projects in UR, but envision strategic components of any UR projects that might be attempted in the future. Among those are the awareness that integrated approach is needed as well as institutional and human capacity development on the municipal level, and public participation. A strategic goal is promotion of public-private partnership as a source of funding, but keeping in mind that social and spatial segregation should be prevented.

The city of Istanbul, although big, feels that its economy and ability to fund the UR projects is limited. The city expects that its projects should be supported by higher-level authorities. The authorities to be addressed are the Ministry of Culture and the Ministry of Environment with expectation to provide funds for the UR projects. So far the expectations have not been fulfilled and the basic financial support comes from the individuals from the communities involved in those projects thus showing incomplete public-private partnership. Istanbul is hopeful for some funding from international sources, namely from the European Commission and METAP.

What is learned at a general level is an understanding of the meaning of UR, what is intrinsic to it, and what distinguishes the UR projects from the rehabilitation, renovation and similar projects from the past. The scale, the time frame, the public-private partnership and the involvement of numerous actors in the process of solving social, spatial and economic issues of the project area, have been recognised as essential to the concept of UR.

Recommendations for Further Activities

Strategies for UR projects should be developed in the future. Development of national strategies would be helpful, because they would raise awareness about the benefits of the UR projects at the national level and, as a consequence, well-documented cities projects may get funding. The need for good coastal management and preserving the un-built coastal land may favour initiating and funding of the UR projects in coastal cities at the national level.

Cities should develop their own strategies pointing at the neglected areas within the city, evaluating housing, economic and tourism potentials of such projects.

Historic heritage and, in particular, the cities historic cores should be targeted in the future UR projects. A lot of tourism industry potential lies in the historic heritage of the cities. Therefore, urban rehabilitation and renovation, with their limited goals, should be expanded, whenever possible, to the concept of UR. Historic city core is, in the Mediterranean experience, very often physically attached to the neglected or abandoned city parts such as old ports, industrial zones, railway facilities (the examples being the cities of Barcelona and Split),

and UR projects could expand and revitalise the historic city centre and enhance its attractiveness for both citizens and visitors.

In the UR projects priorities should be given to those aimed at the achievement of social, environmental and economic objectives through spatial interventions. A powerful tool is the legal framework in the field of urban planning and design. UR is not possible without a good and efficient urban planning. In particular, large-scale projects should be encouraged because they could mobilise city resources, both material and human. The city of Barcelona stands out as an example that strategic vision and good planning are essential to a successful UR. The Barcelona's strategy based on planning and implementation of large-scale projects that direct funding to the selected areas of the city has resulted in remarkable achievements and should be followed by the other cities in the region. However, the fact is, that each city has its own social, spatial and planning environment, and should adapt these experiences to its own circumstances.

Conclusions

The meaning of UR is different in the Mediterranean cities from that in the developed North of the European continent. The UR also shows big differences in its definition even in the Mediterranean Region, depending on economic, social and cultural differences between the South-East and the North-West Mediterranean areas.

The theoretical framework in the field of UR defined by practitioners and post-project analysts mostly in North Europe and America could be very useful in establishing the UR practice in the Mediterranean Region.

Priority should be given to development of strategies for UR projects. Urban planning and legal settings are of the utmost importance. A proper policy in these areas should give more power to the city government. Innovative solutions that reflect the particular city's experience and that are incorporated in the city's strategic and urbanistic plans could be crucial for the viable UR projects.

A capable and successful leadership should be coupled with funding and implementation of projects. A Long-term vision of the city's spatial development is essential and should be expressed through adequate and challenging urbanistic plans.

Beneficiaries of the urban regeneration projects should be, in the first place, the residents of the project area or the residents of the city as a whole. Those include the people having and finding jobs in the UR project area. Also, the part-time residents (persons interested in second residence) are increasingly interested in UR projects which gives them opportunity to purchase apartments in touristically attractive areas of the city.

Funding is one of major problems in planning and implementing of the UR projects.

Cost-benefit analysis is generally absent from planning of those projects but this should change in the future.

Developing countries that face demographic explosion, rapid urbanisation and economic hardships, such as South-East Mediterranean countries, face almost insurmountable barriers in planning and implementing the UR projects. Sustainable city development would be jeopardised not only by demographic pressure but also by lack of new technologies in the city system. The obvious example would be Alexandria with dozens of subsistent slums stretching in all directions from the city centre, and living parallel lives with the privileged inner city.

The role of NGOs in remedying the cities' problems through the UR projects is very limited. Although the hopes about the role of NGOs in initiating, organising and implementing the UR projects are set high, the past experience does not confirm the leading role of NGOs in any of the participating cities with a possible exception of Aleppo. The UR project for the Old City of Aleppo is somewhat different, with many actors involved in its funding, including some private NGOs, because the importance of the city's UNESCO heritage has been widely acknowledged.

The Guidelines would be of a great importance not only for the participating cities but also for dozens or maybe hundreds of Mediterranean cities that would attempt UR projects in the future. Guidelines should delineate specific problems of large, global cities like Athens, Barcelona, Istanbul and Alexandria from those of medium and smaller scales such as Tunis, Aleppo and Split. The number of possibly involved medium-scale and smaller-scale cities in the Mediterranean Region outnumbers many times the number of cities of global prominence. Therefore, the medium- and smaller-scale cities should find the Guidelines helpful for their development of UR projects.

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