



**ΕΘΝΙΚΟ ΜΕΤΣΟΒΙΟ ΠΟΛΥΤΕΧΝΕΙΟ**

**ΔΙΕΠΙΣΤΗΜΟΝΙΚΟ – ΔΙΑΤΜΗΜΑΤΙΚΟ  
ΠΡΟΓΡΑΜΜΑ ΜΕΤΑΠΤΥΧΙΑΚΩΝ ΣΠΟΥΔΩΝ  
(Δ.Π.Μ.Σ) "ΠΕΡΙΒΑΛΛΟΝ ΚΑΙ ΑΝΑΠΤΥΞΗ"**

***Το Παραλιακό Μέτωπο ως Παράγοντας  
Πολιτισμού και Ανάπτυξης.  
Ο Φαληρικός Όρμος ως Περίπτωση  
Μελέτης***

**Βασιλική Λουκαδάκη**

**Επιβλέποντες: Ελίζα Παναγιωτάτου  
Ίων Σαγιάς**

**Περιβάλλον  
και  
Ανάπτυξη**

**Αθήνα, Νοέμβριος 2011**





## **Acknowledgements**

First and foremost, I would like to express my gratitude to the residents of the coastal regions of Athens, who have been the inspiration and the key element of the thesis.

Second, I am greatly indebted to my supervisor, Eliza Panayotatos, Professor in the department of Urban and Regional Planning, for the wisdom, knowledge and patience with which she has guided me through this research. But most significantly, I would like to thank her for intriguing my interest in the field of urban planning, through the whole period of my Master studies. Equally, I would like to thank my second supervisor, Ion Sayas, Associate Professor in School of Rural and Survey Engineering, for his assistance and clarity in some of the most significant stages of the research.

My special thanks to Professor Kostis Koutsopoulos, whose presence was really supportive during the Postgraduate Programme of Environment and Development.

Mostly, I offer my sincerest gratitude to the man that actually not only supervised a substantial part of the thesis, but also offered me an appropriate place to work, a once-in-a-lifetime experience and a great guidance through the thesis, Professor Emeritus Bjørn Røe. His thoroughness and promptness, in combination with his wisdom and deep experience, showed me what an incredible academic he is, as well as a great man.

A special thanks to the PhD students and the staff of the Department of Urban Design and Planning, Faculty of Architecture and Fine Art, Norwegian University of Science and Technology, for their hospitality and friendliness during my visit in Trondheim.

I would like to take the opportunity to thank the Norway and EEA Grants for providing the scholarship for undertaking this research in Norway.

Last but not least, I would like to thank my fellow student and friend, Iro Orfanou, for her invaluable support, advice, feedback and patience.



## **Abstract**

When I first visited the waterfront of Athens, my feelings were confused; anticipation for visiting the waterfront of a big city, disappointment for its condition, curiosity about its history and anger for the responsible ones. This was the reason why I decided to study the case of Faliron Bay and dedicate my thesis to it.

Having no touch with the planning theory, I started studying about the waterfront development in other European countries, while being in Trondheim - an opportunity given by the Norway and EEA Grants that funded the scholarship for this research in Norway, where I came across with the term "citizen participation", something that seemed unknown in the Greek reality. So I decided to give to the Greek citizen the opportunity he deserves.

This thesis entails a retrospective and analytical study about the recent development in the area of Faliron Bay, in the waterfront of Athens, which includes the legal proposals, legislations, applied policies and plans that pledged to offer Athens an accessible and functional waterfront. Most significantly, a qualitative research is being conducted, based on interviewing the citizens of the extended region of Faliron Bay, highlighting them as a key element in the planning process.

The study appraises the citizen participation in the planning process of Faliron Bay, emphasizing in the Olympic and post-Olympic period, while referring also to the recent plans of the Stavros Niarchos Foundation.

The interview-based research gives us the general pulse rate of the citizens and their attitude towards the condition of the Bay.



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Satellite image taken by IKONOS, showing the Faliron Bay in August 2004.  
(source: [www.satimagingcorp.com](http://www.satimagingcorp.com))



## **PART I**

### ***INTRODUCTION***



## **i. Research Question**

### BACKGROUND

Nowadays that cities seek alternatives from the intensive use of the urban web, the relation with the sea constitutes an exceptional possibility for the improvement of the life quality of their residents and the upgrade of their picture.

The emergence of Athens into a modern capital and the development of the urban waterfront, with a balance of environmental and development goals, can help:

- the ecological reconstruction and management of urban environment and landscape,
- to create a modern attractive public space open and accessible to all residents,
- improving the quality of life.

In the goals and directions of the new Athens Master Plan 2020, seven strategic interventions are included aiming to enhance development in this direction. One of these concerns the regeneration of Faliron Bay, which through specific interventions, seeks to establish a very important coastal functional pole that should contribute decisively to the opening of the capital to the sea front. These interventions highlight the special qualities, but also the different possibilities of this unique coastline ([www.organismosathinas.gr](http://www.organismosathinas.gr)).

The Faliron Bay has long suffered from reckless and immediate interventions, which resulted in a vacant space with notable infrastructures, almost unexploited and non-accessible to the public, lacking a sustainable approach.

RESEARCH QUESTION(S) The first goal of this research project is to study and contemplate the recent development in the waterfront of Athens, and especially in the region of Faliron Bay, while analysing the policies and plans that have been applied. Great importance is given to the role of the citizen, as the entity that lives, exploits and acts in the city, and especially in Faliron Bay.

The project aims to answer the following questions:

- △ Which are the still existing problems in the region of Faliron Bay, how did the recent applied policies and plans try to confront them ?

- ⤴ In the complex process of urban regeneration, the citizen understands his critical role as constituent element of the urban web and its development?
- ⤴ Did the recent planning efforts succeed in making the waterfront accessible and exploitable by the public?
- ⤴ Does the waterfront meet the expectations of the citizens?
- ⤴ What is needed to be learnt by the citizens' suggestions and visions.

METHODOLOGY

Specifically, we address these issues by, firstly, doing a retrospective and analytical research, which includes the legal proposals, legislations, applied policies and plans that pledged to offer Athens an accessible and functional waterfront. Secondly and most significantly, a qualitative research is being conducted, based on interviewing the citizens of the extended region of Faliron Bay.

RETROSPECTIVE  
RESEARCH

Through the research on recent development on Faliron Bay, including legal proposals, legislations, laws and policies that aimed to regenerate this waterfront region, we aim to record and analyse the obstacles and problematic elements of the developmental efforts, in order to derive important information and data that will help us to proceed to the interview-part of the research. Maybe the most important aspect of this retrospective research concerns the Olympic Games of 2004, which triggered a rapid “development” in the urban fabric of Athens as a whole. However, the remaining infrastructures are not yet exploited to their greatest possible advantage; indeed, most of them remain vacant since the last day of the Olympic Games. In order for the research to be continued, the following aspects had to be clarified:

TIME REFERENCE

First of all, one of the most important aspects is the time frame. So, taking into account the fact that the Olympic Games of 2004 marked the re-valorisation of the southern coast of Athens and the return of the whole city to its waterfront, it is maybe the most appropriate beginning. Concerning the time ending at this research project, baring in mind the constant occupation with the region, it was decided to stop right before March 2011; when the Renzo Piano's vision of transforming the Bay into a Park was announced.



#### LEGISLATIONS AND PLANS

Consequently, the specific legal proposals that will be discussed in detail, are the following ones:

- ⤴ the 2004 Olympic Games dossier, giving emphasis on the “Special Plan of Integrated Development in the Olympic infrastructure region and regeneration of Faliron Bay”, which is the most important legislation up until now.
- ⤴ the legislation of the Stavros Niarchos Cultural Centre project in the Old Hippodrome
- ⤴ there will also be some comments on the Renzo Piano's Park vision project for the whole region of Faliron Bay.

#### QUALITATIVE RESEARCH

On the second and most important part of the research, a qualitative, interview-based research is conducted, in which the citizen is considered as the main element, around which the urban fabric revolves and develops.

Urban planning is created by humans, in order to serve humanity; the design and planning of towns and cities, the places where people live, inhabit, activate and create; the reformation of the neighbourhoods where people are being nourished and mature; the inspiration and visions of the planners that originate from the urban space for the regeneration of the same space and its inhabitants; all derive from the people, serving the citizens and their quality of life.

Consequently, it is inconceivable to exclude the citizen from this planning procedure, and this is the reason why this qualitative research was conducted among citizens from all walks of life, living or 'using' the extended region of Faliron Bay.

It is true that almost every attempt for the redevelopment of the Bay included an impact assessment on the local community – usually enumerating the benefits and the advantages after the materialisation of the plans. What we were forgotten to be told, were the impacts and the remaining problems, as well as the assessment answering to the question “has this planning project been successful?”; an answer that, at least according to my own view, should be given by the citizens, and only by them.

#### DEFINITIONS OF THE QUALITATIVE RESEARCH

Generally referring to the interview-based qualitative research, according to Kvale (1996), it seeks to describe and interpret the meanings of central themes in the life world of the subjects. The main task in interviewing is to understand the meaning of what the interviewees say. Interviews are particularly useful for getting the story behind a participant's experiences. The

interviewer can pursue in-depth information around the topic. Interviews may be useful as follow-up to certain respondents to questionnaires, e.g., to further investigate their responses (McNamara, 1999).

ASPECTS OF  
QUALITATIVE RESEARCH  
INTERVIEWS

A qualitative research is based upon the following aspects:

- ⤴ Interviews are completed by the interviewer based on what the respondent says.
  
- ⤴ Interviews are a far more personal form of research than questionnaires, while in the personal interview, the interviewer works directly with the respondent. This is the reason why the interviews were rather preferred from the questionnaires – one of the aims was to create a straightforward contact between the interviewer and the interviewee, giving the second one the feeling to speak freely without being limited by predetermined questions (as in the questionnaires), like in an everyday discussion. Of course, the selection of the main questions that should be asked was necessary, so that we could be reassured that we have analysed and discussed about everything the research aims to answer.
  
- ⤴ Unlike with mail surveys, the interviewer has the opportunity to probe or ask follow up questions.
  
- ⤴ Interviews are generally easier for respondent, especially if what is sought is opinions or impressions.
  
- ⤴ Interviews are time consuming and they are resource intensive.
  
- ⤴ The interviewer is considered a part of the measurement instrument and interviewer has to be well trained in how to respond to any contingency (Foddy, 1993).

TYPE OF INTERVIEW

Moreover, in this particular research, we decided to follow the “General Interview Guide approach”, which is intended to ensure that the same general areas of information are collected from each interviewee; this provides more focus than the conversational approach, but still allows a degree of freedom and adaptability in getting the information from the interviewee.

## **ii. Significance of the Study**

The present research study of the regeneration in the waterfront of Athens, and Faliron Bay in particular, can be a learning paradigm for the totality of the planning process and every aspect that it is consisted of.

Through this study, someone can understand that the centre of the planning process and the urban regeneration is but the citizen, who is willing to participate, propose and even be a key element in the whole procedure.

Moreover, the urban planner has to understand that he or she is not a 'god', but should be open to cooperation, simple and new ideas, the most of the times given by the public. Fainstein (2000) commented that the planner's primary function is to 'listen to people's stories and assist in the forging of consensus among different viewpoints.' The planner is not a technocratic leader but an 'experiential learner' who provides information to participants, but is primarily involved in being 'sensitive to points of convergence' to ensure that 'whatever the position of participants within the socio-economic hierarchy, no group's interests will dominate.' Actually, what we are really referring to is 'Communicative planning theory', within which the planner is seen as the mediator among different stakeholders (Innes, 1995).

Concerning this widely spread planning theory, Brand and Gaffikin, in 2007, provided four reasons for the emergence and widespread acceptance of communicative planning theories:

- ⤴ The post-modernist perspectives on the reduced certitudes and predictabilities of a complex world.
- ⤴ Putative shifts to new modes of governance that acknowledges the need to involve multiple stakeholders.
- ⤴ The cross-fertilisation among these stakeholders, supporting a creative milieu for the developing economy; and
- ⤴ The increasing hegemony of neo-liberalism.

But what is needed to be understood is that during such a planning process, the main requirement is citizens' participation which is enforced via the following:

- ⤴ no party affected by what is being discussed should be excluded from the discourse (the requirement of generality)
- ⤴ all participants should have equal possibility to present and criticize validity claims in the process of discourse (autonomy)
- ⤴ participants must be willing and able to empathize with each other's validity claims (ideal role taking)
- ⤴ existing power differences between participants must be neutralised such that these differences have no effect on the creation of consensus (power neutrality)
- ⤴ participants must openly explain their goals and intentions and in this connection desist from strategic action (transparence) (Habermas, 1993).

And what summarises the truth and the democratic idea of the communicative planning, are the words of Flyvbjerg: 'in a society following this model, citizenship would be defined in terms of taking part in public debate. Participation is *discursive participation*' (Flyvbjerg, 1997).

Of course, the problems of applying such methods are quite few, but Tore Sager (2005) gives the reasons why the appeal of the communicative model remains so strong:

- ⤴ Many western societies and cities are becoming more multi-cultural, with a more diverse ethnic and cultural make up and thus increased need for negotiation and communication in the preparation of public plans and projects.
- ⤴ The citizenry is more educated than ever before and demands to be heard in public matters.
- ⤴ Civil society is thoroughly organized with a large number of interest organisations and social movements that are strong enough to challenge bureaucratic and political decisions.
- ⤴ The 1970s saw a large extension of the range of effects deemed relevant to the evaluation of plans and projects. There is a lack of objective standards for assessing many of the environmental and social consequences, in contrast to the traditional technical and economic ones, so the

preferences of affected groups are needed in addition to expert calculations.

Concluding, the planning process should be a result of cooperative and communicative procedures, among the experts, the citizens, the local authorities and finally the central government.





## **PART II**

### ***THEORY AND BACKGROUND***



## Chapter 1

# Waterfront Regeneration as a Challenging Urban Issue

*Cities seek a waterfront that is a place of public enjoyment. They want a waterfront where there is ample visual and physical public access – all day, all year - to both the water and the land. Cities also want a waterfront that serves more than one purpose: they want it to be a place to work and to live, as well as a place to play. In other words, they want a place that contributes to the quality of life in all of its aspects – economic, social, and cultural.*

*-Remaking the Urban Waterfront, the Urban Land Institute  
([www.uli.org](http://www.uli.org))*

### WATERFRONTS AS DYNAMIC PLACES

Waterfronts are dynamic places by nature. As an edge environment, the overlap of different communities of users and dramatically different conditions make for enormous amounts of complexity and energy.

In the non-human realm, but speaking in terms of the natural environment, waterfronts are the interface of the aquatic and the terrestrial, where the land meets the sea, the river or the lake; the site of complex intertidal communities, the point of release for wave action, and the vehicle for many dispersal patterns (Waterfronts and Open Space, Seattle Department of Planning and Design) .

As related to human history and use, waterfronts have a long history of changing types and levels of uses. Waterfronts had, and continue to have, a major role in every developmental process , while their impact in the community is obvious in every expression of the people inhabiting coastal areas; whole civilisations and cultures<sup>1</sup> grounded on the interface of land and water, exploiting waterfront as the fundamental trigger for

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<sup>1</sup> Prominent examples are the Phoenicians, the ancient Greeks, the Persians, the Arabians, the Norse, the Austronesian peoples including the Malays, the Polynesians and the Micronesians of the Pacific Ocean.

development.

Once the site of first settlements and exploration, they have long served as transportation corridors and ports, hubs of trade, travel centres, recreation venues, and much, much more. Waterfronts have been extensively used by humans for their utility in travel, trade, recreation and general enjoyment. This constantly alternating use of the waterfronts had also negative effects in these privileged by nature areas, which have also suffered cycles of abuse, recklessness and neglect from these very use patterns (depts.washington.edu).

#### URBAN WATERFRONT REDEVELOPMENT

Justifiably so, nowadays cities seek outlets and alternatives from the declined and neglected waterfronts, having realised the importance of a vigorous and vibrant coast.

Urban waterfront redevelopment is already a well established phenomenon internationally. Following the decline<sup>2</sup> of old harbour sites and waterfront industrial areas in many cities all over the world in the second half of the 20th century, urban waterfront redevelopment started in north America with Baltimore's Inner Harbour in the 70s.

#### THE BALTIMORE SYNDROME

In 1964 the Greater Baltimore Committee operated an ambitious plan to re-use the maritime waterfront for tertiary facilities, middle-class and tourist settlements, therefore rejecting the conventional organisation based on manufacturing plants and traditional residential buildings. Ten years later, the Baltimore syndrome was spreading among the world's coastal areas concerned to varying degrees with the need to re-convert the functions of their seaport and manufacturing waterfronts (Hoyle B. et al, 1988 & Millspaugh M, 1993).

The era of waterfront revitalisation was materialising while the international division of labour was changing, essentially as a result of the re-location of industrial functions from the developed to developing world; environmental issues were becoming crucial for all urban areas; and the computer and telematics were taking the first step along a pathway influencing the urban organisation in depth (Hoyle B., 1981 & 1988). In

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<sup>2</sup> The causes of decline of central harbour sites and the relocation of port functions at the outskirts of the cities, have been well documented and analysed (see Hall, 1991; Hoyle and Pinder, 1992). The phenomenon is considered to be rooted in both the evolution of maritime technology (containerization, new port technologies, changes in the size and nature of ships, new transport systems for carrying cargo inland) and the development of industrial areas allied to port functions. These both led to a vast increase in the scale of ports in terms of land and water requirements, and thereby, forced the relocation of ports outside the cities on sites offering the required amount of space and better inland transports links.

short, waterfront revitalisation was a theatre where modern society was being eclipsed and the post-modern society was

coming into being. This process has spread in every kind of interface between water bodies and the land bringing about revitalisation plans concerned with maritime, lake and river waterfronts (Vallega A., 2001).

After Baltimore, waterfront redevelopment has gradually spread to Europe and elsewhere since the 80s. The intensification of the phenomenon is really notable during the last decades as waterfront cities began to develop postindustrial<sup>3</sup> urban development strategies throughout the 1970s, 1980s, and 1990s, and urban waterfronts became central to urban renewal and regeneration throughout the world, while it was expressed in different ways and means in each case.

In Sydney, Australia, the once derelict docklands of Darling Harbour have been transformed into a showpiece for the city and a hub of tourism. Baltimore's Inner Harbor has been transformed from a symbol of industrial decline into one of postindustrial urbanism, with all of the related connotations of gentrification<sup>4</sup>, spectacle, social polarization, and inequity. In Melbourne, Australia, the urban waterfront has been redeveloped to represent the city's globally orientated, economically focused, consumption-based urban strategy. Hong Kong's waterfront has been redeveloped and substantially extended through a reclamation project that has involved building a new urban infrastructure, consisting of an airport, railways, motorways, tunnels, and bridges. In Toronto, the landscape of industrial and rail terminal facilities that once lined the shorefront of Lake Ontario has reinvented. In London, the docklands have been remade into a postindustrial space where remnants of past activities now only exist in the form of postmodern pastiche, where quaysides support the balconies of luxury apartments and cranes exist as artifacts (Davidson M, K. Rob, et al, 2009).

From these different cases across the world, it is obvious that the unique dynamic created by the interface of water and urban space has greatly influenced the nature of waterfront redevelopment in the postindustrial era, just as the same interface dictated the usage of waterfronts for shipping and industrial purposes in

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<sup>3</sup> Postindustrial City is a city that has undergone industrial decline and now has an employment profile that is characterized by the tertiary service sector.

<sup>4</sup> Gentrification is a complex process whereby a group of middle-class people move into a previously workingclass community, causing substantial neighborhood reinvestment and the displacement of existing workingclass residents.

previous decades.

SHOULD WATERFRONT  
DEVELOPMENT BE  
DISTINCTED FROM  
GENERAL URBAN  
DEVELOPMENT ?

However, it is important to recognize that this type of renewal is not disassociated from general urban policy directions. The same themes of private sector-led development, urban development corporations, circumvention of planning protocol, and lack of public accountability that characterizes modern<sup>5</sup> neoliberal urban redevelopment also characterizes most waterside redevelopment schemes. With waterside redevelopment schemes reflecting general postindustrial urban redevelopment themes, it is therefore appropriate to ask whether waterside redevelopment should be considered as a distinctive form of urban development.

In answer to this question, we can identify a number of important factors that distinguish waterfront development from general urban development. These include the political significance that is imbued upon waterside locations, the economic potential that is bound up in disinvested waterside spaces, and the sociocultural value that is associated with urban waterside locations.

### **1.1. Political significance**

The distinct physical qualities of urban waterside spaces have meant that in recent decades, local political regimes have made them redevelopment priorities. Waterfront sites which had previously been used for port and industrial activities were often in central city locations.

Therefore, as a result of decline, many cities found themselves with large areas of devalorized land in prime central city locations. Furthermore, due to their location, these sites are also highly visible, often close to the central business district, and able to be panoramically gazed upon from opposing riverbanks and adjacent foreshores. This has meant that waterfront sites have become important spaces within the context of place marketing redevelopment agendas, where highly visible demonstrations of

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<sup>5</sup> The description “neoliberal” was given by M. Davidson in 2009, who mentioned that “Waterfront redevelopment has been at the forefront of some of the urban redevelopment schemes which have come to characterize postindustrial urban renewal, such as London Docklands and Battery Park City, New York City. Under postindustrial urban policy agendas that are focused upon consumption and the attraction of capital, waterside redevelopment schemes have followed similar patterns. Waterside office-based redevelopment programs have aimed to attract a global clientele of transnational corporations to the city. The development of waterside leisure spaces has catered to the consumption desires of the professional middle classes. Finally, waterside residential development has focused upon providing residencies for the postindustrial metropolis’ burgeoning ranks of wealthy professionals. While there have been exceptions to this trend, notably in Vancouver’s False Creek South neighborhood where a liberal city administration constructed a waterfront neighborhood based upon principles of livability, the redevelopment of deindustrialized waterfronts has overwhelmingly reflected the neoliberal reinvention of urban policy and related issues of inequity and questionable political representation”.



postindustrial renewal and consumption are central to determining urban prosperity. Place marketing has become a key tenet of local economic development in an era where cities are constantly hierarchically ranked by external agents. Cities must actively pursue and construct positive imaginative geographies to ensure that they become and remain 'hot spots'. A negative place image can prove unattractive to potential investment, since negative imagery can indicate the city's economic decline through falling consumption. The redevelopment of highly visible urban waterside sites has become a key mechanism by which positive place images are constructed. For example, in Singapore, the waterside was chosen for redevelopment specifically with the purpose of demonstrating and displaying the city-state's global city ambitions. The redevelopment of waterside spaces for place marketing purposes has often resulted in city planning authorities and development corporations overriding democratic planning procedures and local interests in order to bring perceived citywide economic benefits.

## **1.2. Economic value**

In addition to their significance in place-marketing development agendas, brownfield waterside sites are also distinctive urban spaces because of their potential economic value. Waterside development can offer substantial premiums to developers, land owners, and local governments. The potential returns on investment can be as much as 40–60% higher for waterside residential units compared to the equivalent units without waterfront views. Releasing and redeveloping devalored and derelict waterside land can therefore offer hefty windfall profits. The return of capital to waterfront locations has therefore often been paralleled by a movement of people to the waterfront. Urban waterfronts which were once undesirable brownfields have now become some of the most desired pieces of real estate around the globe. Examples include waterfront areas of Sydney (Australia), Baltimore (USA), and Prague (Czech Republic). A significant consequence of this has been the widespread gentrification of urban waterfront space.

## **1.3. Sociocultural value**

Although it is only implicitly referred to in many accounts of urban waterside redevelopment, it is clear that much of the political and economic significance of these spaces is related to the sociocultural value placed upon them. Waterside spaces are often part of the city's valued collection of open spaces,

comparable to the parks and gardens which are valued for their sensory and physical qualities. Many of the debates which surround issues of public access to redeveloped waterfronts bear witness to the perceived communal value of urban waterside space.

#### **1.4. The Era of the Waterfront Development**

The waterfront era has passed through two phases, the first being marked by the decline of the modern organisation of the city and the region, and the second being characterised by the post-modern organisation of both these spaces.

During the first phase, which has embraced about 30 years from the mid-1960s to the early-1990s waterfront revitalisation programmes were designed to pursue those goals perceived by the local decision-making centres as essential to guarantee economic growth, especially in terms of employment and per capita gross product (GDP). Thus the objective of revitalisation, as well as the targets of programmes and plans, were indigenously defined.

#### WATERFRONT DEVELOPMENT AND SUSTAINABILITY

The second phase was inspired by the concept of sustainable development, adopted by the international community through the United Conference on Environment and Development (UNCED, 1992).

As a result, sustainable development was assumed as the final goal for which the individual waterfront revitalisation and development programmes ought to be measured. At this point, the relevance of waterfront revitalisation to coastal area management has become a key issue since integrated management has been claimed by Agenda 21, Chapter 17, as the tool to pursue the sustainable development of coastal areas and islands ([www.unutki.org](http://www.unutki.org)).

From this approach many coastal cities have found themselves facing a basic option: to continue to plan and manage the waterfront based on conventional criteria, or to design development plans where the waterfront is the core component of integrated management of the coastal area within which the city is located.

To focus on this option and to consider the possible outcomes from the adoption of sustainable-sound programmes, analysis

could usefully follow this pathway:

- (I) the external environment, with which the coastal cities have started interacting will be considered in order to understand the inputs to the city and its waterfront;
- (ii) the general context, marked by the increase of the coastal population and, even more rapidly, of the urban population, will be regarded as the milieu within which the waterfront operates its role and carries out its functions;
- (iii) a historical model of the parallel evolution of waterfront functions and coastal management will be drawn as an instrument to focus on the present, possible and expected roles of the waterfront;
- (iv) the role of waterfronts facing integrated coastal management (ICM) will be sketched, and the possible inputs to the development of the coastal city will be discussed;
- (v) a proposal aimed at optimising the knowledge of the waterfront's roles in the perspective of the dissemination of integration-inspired coastal management programmes will be the final step of the pathway (Vallega, 2001).

However, as we are currently running the 'era of sustainability' and we cannot foretell its outcomes and results, we cannot fully assess and, of course, accept the suggested pathway. What is for sure, the pathway's maturity towards previous planning suggestions can be a step in integrated waterfront development, but should be combined with constantly query whether the development is successful or not, as well as for whom.



Chapter  
2

**Regeneration in the Waterfront of Athens**

**2.1. Faliron Bay**



*Picture showing the connection between central Athens and Faliron Bay. The Bay constitutes the exit of the city to the sea.  
(source: [www.organismosathinas.gr](http://www.organismosathinas.gr))*

**2.1.1. Description of the area**

LOCATION

Faliron Bay is a distinct spatial entity separated from the continuous urban web of the over-populated regions of Palaio Faliron, Moschato and Kallithea through the insertion of the Poseidon Avenue.

The lateral limits of Faliron Bay are clearly defined by the natural geomorphology with the landmarks of the Peace and Friendship Stadium westwards and Trocadero in the east.

The area of the total surface is 770.000 m<sup>2</sup> and its length 2.5 km, with particular characteristic the estuary of two major rivers of the city, Kifissos and Ilissos.

HISTORICAL  
IMPORTANCE

The important role of the Faliron Bay is obvious since ancient times, when it was used as main harbor of ancient Athens, as the “*docks should be where the distance between the sea and the city is the shortest*” (K. Papaxatzis). It is estimated that its whole area exceeded the nowadays Faliron bay, from the Tzitzifies region to Trocadero. Even after Piraeus became the main port, Faliron was

still one of the most significant gates to Athens (www.palaiofaliro.gr).

In modern history, the Faliron Bay development follows the rapid growth of Athens, just after the establishment of the Greek state. Among the major factors contributing to that growth were the importance of the sea and the possibility of using the port of Piraeus. At the same time significant development and transportation projects were promoted, linking Athens and Piraeus, which extended until the Faliro coast supporting the concept of a single continuous urban fabric. Such projects are the development of Piraeus Street, the railway connecting Athens - Piraeus and the tram junction at Faliron coast, where there was created a widespread recreational area (Batzikou, 2009).

#### THE BEGINNING OF THE DECLINE

Since 1920 started the decline of Faliron because of the pollution of the sea and the atmosphere associated with the industrial development of Piraeus. At the same period the capital is transformed because of the population explosion accompanied by an unrestrained and arbitrary growth of the agglomeration. The area of Faliron was overwhelmed by the refugee community, due to the Balkan wars, World War I, the Soviet Revolution, the foundation of the Albanian State, the Italian occupation of the Dodecanese and most importantly the defeat of the Greek army in Asia Minor in 1922 (Gerasimou S. et al., 2009).

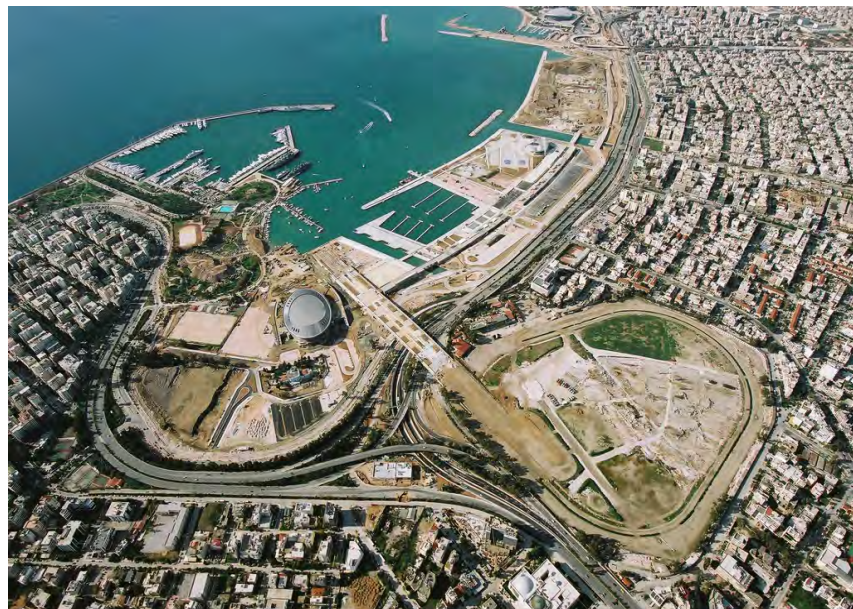
The intense urbanisation was continuing, and during the 1970s, the first environmental problems appeared; the reduction of open public space, the increase of population density, the deterioration of the built environment due to high density, and severe pollution of the marine environment. Hence, the city expanded to the north towards the foot of the surrounding mountains, while its centre was neglected. This tendency provoked serious congestion problems, which were believed to be faced by the implementation of technical projects. The most characteristic is the completion of the elevated Poseidon Avenue, for which the embankments that were required for its construction between the Karaiskaki Stadium and the Old Hippodrome in a width of 200 meters, really transformed the landscape and dissociated the city from its coast.

Furthermore, the Master plan Of Athens in 1985, (N.1515/85), for first time delineates the wider region of Faliron bay and characterizes it as metropolitan pole of recreation, sports and cultural functions.

In 1994 the installation of a casino and a congress centre was attempted, a proposal which was not materialized because of intense reactions of the residents. Then, with the 2403/97 decision of the Council of State with regard to the Floisvos Casino, it is dictated that in the metropolitan poles of recreation, sports and cultural functions, are only allowed uses that serve the corresponding needs of residents of Attica and that is permissible the construction of limited in extent and size buildings. There was, that is to say, an effort to abide by the objectives and directions of the Master Plan Of Athens '85 (A. Hatzopoulou et al, 2006).

In 2002 Kifisos river was covered by an elevated highway and at its outfall into the sea was built a roundabout to serve the traffic during the Olympic Games of 2004. The construction of the interchange at this point resulted in the final optical and functional abruption of the Faliron Bay from the urban web.

Moreover, the Olympic Games 2004 gave Faliron Bay two yet unexploited huge sports venues; the Tae Kwo Do and the Beach Volley stadiums.



*The Faliron Bay area – Clear view of the vacant urban space  
(source: bizznews.gr)*



Under these developmental projects, it seems likely that Faliron Bay loses its prestigious role as the main waterfront area of the greater region of Athens. It may be true that Athens was never a waterfront city, but all these efforts testify that they were done in order to create a metropolitan and vibrant coast, in strong interference with the inner city.

The urban waterfront constitutes not only a local, but also a highly recognizable metropolitan asset for a city. In this sense, too often, this waterfront becomes part of the city's international image and is also the catalyst for its development. As such European examples can be mentioned Barcelona, which fully capitalizes on its coast, but also Bilbao, Edinburgh and London.

Such regions gather a variety of functions, mainly for touristic purposes, cultural and recreational activities, which may contribute to the development of the international role of the city, bringing major benefits, under appropriate conditions of integrated planning.

The physical geography of the gently curved Faliron Bay, which is crossed by the historic river of Athens, Ilissos, and in which the natural outbreaks of the city are projected, Acropolis, Lycabettus, Filopappou and Hymettus hills, can provide a high quality of natural and urban environment with a unique beauty optical connections to the Saronikos Gulf islands and Castella, after the appropriate redevelopment projects.

If the Athenian people want a waterfront, Faliron Bay is the most advantageous region as the natural exit of Athens in Saronikos and the historical coast of Athens since its existence.



### **2.1.2. The Olympic games of 2004**

The dossier of the Olympic Games 2004 designated the Faliron Bay to become one of the main poles of the games and therefore seven Olympic stadiums were about to be located in the Bay and five more stadiums in the Hippodrome, foreseeing meta-Olympic commercial uses. After reaction of the scientific community and local residents, eventually only two stadiums were built.

With the legislation of the N2730/99 the Master plan of Athens was modified, ignoring the needs of the city for free spaces. The Olympic infrastructures of Faliron were included in the metropolitan poles, which after the performance of the Games would serve combined functions such as sports, tourism, recreation, social services and cultural events, for the wider region of Athens.

More specifically, in these Olympic infrastructures regions – as characterized by the N2912/2001- Kallithea and Moschato beaches were included, as well as part of Faliron Bay, where only the land uses of green and free spaces (as described in article 9) were allowed. In addition, the region of the Old Hippodrome would function as a metropolitan pole of tourism and recreation after the Olympic Games, where the uses of the article 8 of N2912/2001 would be allowed, apart from hotels, nightclubs, golf courts, residences and casinos, with an extraordinary building factor of 0.4 and land coverage of 30%.

In 22<sup>nd</sup> of March 2002, the Presidential decree ( Official Journal of the Hellenic Republic 233/D/26-3-2002) “Approval of Special Plan of Integrated Development in the Olympic infrastructure region and Regeneration of Faliron Bay” is approved. This special plan concerns the biggest part of the beach, from Kifisos till S.George of Faliron, as well as part of the Old Hippodrome (757.000 m<sup>2</sup> ). The rest part of the Hippodrome (190.000 m<sup>2</sup> ) are not used for the Olympic Games. The plan also allows the construction of the Beach Volley and Tae Kwo Do stadiums as well as a linear building which links the two facilities, intensifying the abruption between Kallithea and sea.

Eventually, 27.235 m<sup>2</sup> were built out of 37.875 m<sup>2</sup> that were about to. In the same region, a complex of buildings was constructed of total area 23.397 m<sup>2</sup>, with a three-storey underground parking lot, which covers the whole area of 17.000

m<sup>2</sup> that had been granted to Rizareios School in 1977. According to the Special Plan, there were new extensive embankments that henceforth cover the half region of the Bay and constitute the Nautical Marina, the Water Square, the elevated 'Esplanada' that connects the Old Hippodrome and the sea. Therefore, the worst point of the Olympic planning is the elevated interchange connecting the Kifisou Av. with the Poseidon Av., as well as the cover of the last part of Kifisos river.



*Faliron Bay during the construction of the Olympic Stadiums  
(source: [www.palaiofaliro.gr](http://www.palaiofaliro.gr))*

Despite the fact that the transposition of the Poseidon Av. southwards was planned, it was never materialized. Of course, it is believed that this new place of the avenue, lightly removed from the city and as much as possible lower, would strengthen the effort for the direct connection of the city with its waterfront.

Finally, according to the N3105/2003, an Aquarium of 17.000 m<sup>2</sup> and five restaurants of 300 m<sup>2</sup> each were arbitrarily added in the Faliron Bay.

### **2.1.3. Post – Olympic use**

After the Olympic Games 2004, thousands of citizens discovered a unique space for walking and connecting to the sea. This, however, did not last for long, as in 2005 the N3342/2005 ( Official Journal of the Hellenic Republic 131A) was legislated determining the Olympic pole of Faliron as land for commercialization.

The area of 757.000 m<sup>2</sup> were granted to the Hellenic Olympic Properties Company ( HOPC ) in order to be rent to individuals for long-term exploitation, while the 190.000 m<sup>2</sup> of the Old Hippodrome remained to the Hellenic Public Real Estate Corporation, but with the same aim as well. In this point, we would like to remind that the HOPC is a company that is not owed by the public sector, although the total of its stocks belongs to the public.



*The Tae Kwo Do Stadium during the Olympic Games  
(source: [www.skyscrapercity.com](http://www.skyscrapercity.com))*

The same law established intensive commercial uses and maintained the immoderate building construction and the temporary facilities in Faliron. More specifically, in the Moschato beach, a sports track, a ground of regular dimensions and four grounds 5x5 were added. In Kallithea beach, where there were a multi-use amphitheatre, athletic facilities, the Nautical Marina and the Water Square, some restaurants, shopping malls and a park including an aquarium, a zoo and a mini golf court were added. In Faliron beach, the Tae Kwo Do

stadium was transformed into a conference centre.

Moreover, the law established a special arrangement concerning the authorization of the region, placing the Olympic infrastructures out of the national institutional frame and making them commercial zones.

The investments in Faliron Bay are supposed to reach the extent of 800.000 m<sup>2</sup>. Already a complex of cinemas, indoor sports and café-restaurants of 6.150 m<sup>2</sup> function in the region. In the Tae Kwo Do stadium is about to be built the biggest conference centre of Athens, which will be supported by lots of restaurants and other commercial uses.



*Typical picture of the Tae Kwo Do Stadium after the Olympic Games  
(source: [www.stadia.gr](http://www.stadia.gr))*

## **2.2. Recent Planning Efforts and Legislations**

### **2.2.1. Faliron Bay as an Olympic metropolitan pole**

BEFORE THE OLYMPIC  
GAMES OF 2004

During the decade of 1970, the Hellenic Organisation of Tourism introduced a plan of immediate exploitation of the Faliron Bay. The projects that were materialised concerned extensive embankments, the construction of the Floisvos Marina, the elevated Poseidon Avenue and the construction of the 'Eirinis kai Filias' Stadium. Although there was expected high development from the tourism incomes, the regions of Kallithea, Moschato and Faliro lost their connection with the sea and they started facing flood and environmental problems. The situation became even worse when the two rivers, Kifissos and Ilissos, were covered and the area was used as space for useless constructive materials.

Luckily, in the decade of 1980, the important and strategic role of the Faliron Bay was recognised; then, for the first time, the necessity for regenerating the Bay was comprehensible both by the governmental instruments and the Athenians. Consequently, when the Organisation of Athens was established, the Faliron Bay was among its priorities.

In the context of the master Plan of Athens 1985 (N.1515/85) the extended Faliron Bay region and the Old Hippodrome were characterised as metropolitan recreational, athletic and cultural poles.



*Faliron in the decade of 1970  
(source: www.buildnet.gr)*

THE PLANNING  
EXPLOSION IN 'ATHENS  
2004'

The Olympic games of 2004 dossier located seven open Olympic stadiums in the coastline of Kallithea and Moschato, and five more venues in the area of Old Hippodrome, defining their post – olympic commercial use. Luckily, this plan found the scientific community against it. The result was the construction of only two stadiums in the waterfront; the open stadium of Beach Volley and the Tae Kwo Do stadium as they exist till today.

In the meanwhile, according to the 2403/ 1997 decision of the Council of the State (Symvoulio Epikrateias) regarding the Floisvos casino, it was legislated that the Faliron Bay should be open and accessible for the residents of Attica. Moreover, among the facilities permitted in the Bay without restraining its communal character, there are no casinos, which are not considered as recreational places.

In 1999, and in particular with the law N. 2730/99, introduced as *“Planning and Integrated Development of the Olympic Venues' regions”*, the Olympic infrastructures were included in the strategic options of regional planning and settlement organisation of the metropolitan Athens. The Olympic Games of 2004 in Athens are faced as mega-project *“of highly national importance, which promotes the athletic and economic development and the international promotion of the whole country, while they contribute to the rational and efficient urban organising and to the sustainable development of the extended region of Athens”*. In particular, the main aiming results of the Olympics, were described as:

- ⤴ The reinforcement of the competitive presence of Greece in the international, European , Mediterranean and Balkan area
- ⤴ The raise of Athens as metropolitan capital with international and European prestige, as centre of high quality services and entrepreneurial activity in critical sectors
- ⤴ The creation of modern athletic, cultural, touristic, and social infrastructures that would service the area of Athens and the whole country as well.
- ⤴ The raise of systems of metropolitan poles that would service crucial functions of the whole capital.
- ⤴ The emergence, rehabilitation, sustainability and integrated management of the urban waterfront, as a metropolitan zone of athletics, recreation, culture and modern and mild touristy facilities.



- ▲ The protection, emergence and conservation of natural and cultural heritage of Attica, as well as the promotion of the historic, cultural and athletic character of Athens.

Furthermore, the law introduced the Faliron bay as metropolitan Olympic pole, where Olympic venues and complementary sports facilities are located, serving combinable functions of sports, tourism, recreation, social services and culture after the end of the Olympics. The hippodrome is relocated and moved to the Markopoulo Mesogaias, giving its area to a centre of multiple athletic uses, which would serve as a metropolitan touristy and recreational pole; the uses of hotels, night clubs, golf courts, residences and casinos were excluded from its post-olympic use.

Concerning the construction of the Olympic venues, some exceptions from the applicable building conditions and limits were allowed, skipping the General Building Regulation. Actually, the new building conditions in the Faliron Bay were up to 3% of coverage and 0,03 of building factor and 0,5 in the old hippodrome.

What is more, more embankments in the sea were allowed, as well as the construction of new coastline, wherever it was needed to be exploited for the Olympics' purpose. The Organising Committee of Athens 2004 was given the allowance to use the coast, the beaches, the whole coastal regions and the sea bottom. Even the reformation of coast limits was permitted in the name of the efficient organisation of the Olympics.

In 2001, according to the law N.2912/01 (Official Journal of the Hellenic Republic 94A/ 2001), as Olympic pole is not described only the Faliron Bay, but the extended region, including the old hippodrome, the total coast of Kallithea, Moschato and a part of Palaio Faliron.

Numerous legislations and laws followed and the most concentrated on the construction of the Olympic venues, such as the ministerial decision EYDE/OE 2004 896/2001 that approves the reformation of the coastline, the creation of the Nautical Marina and the necessary flood preventing projects in the Faliron Bay.

### **2.2.2. ESOAP (Official Journal of the Hellenic Republic 254D/2004)**

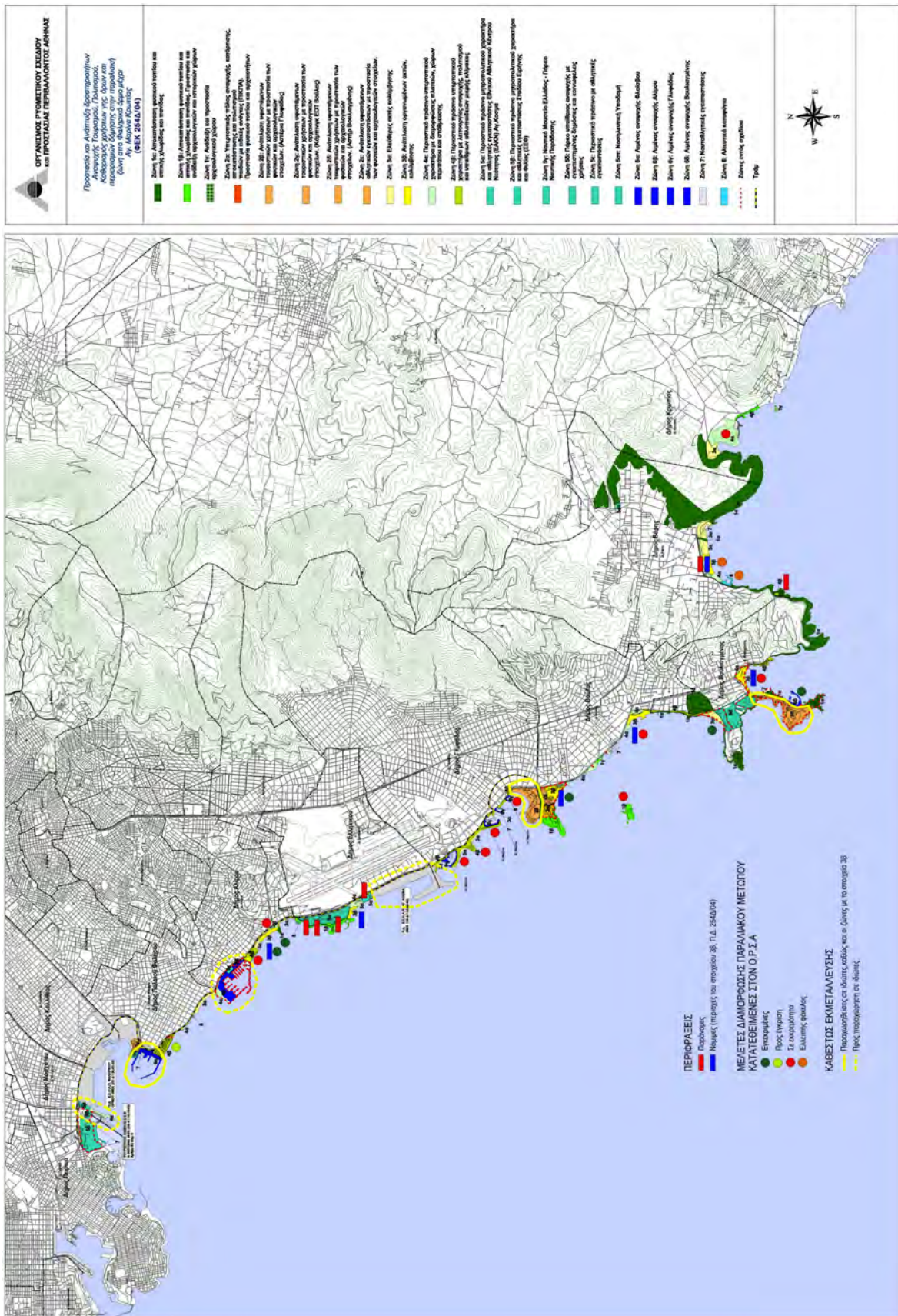
In 2002, as described in the Official Journal of the Hellenic Republic 233D/02, there was approved the “Special Plan of Integrated Development (ESOP) in the region of the Olympic venues of Beach Volley and other sports, and regeneration of the Faliron Bay.

For the conduction of this special plan of development and regeneration of the Faliron Bay, there was a close cooperation between a greek team and foreign architects and other specialists, who aimed to reassure the open public spaces, the connection between the city and the sea and find solutions to the crucial problems of the region and the whole city.

The materialisation of the plan was undertaken by the partnership of eleven planning offices named as “Faliro 21”, which under the strict deadlines, had to deliver the project in two separate phases:

- ♣ the Olympic phase, when the study for the infrastructures that would serve the performance of three sports (beach-volley, Handball and Tae Kwon Do) was completed
- ♣ and the Post-Olympic phase, when was aimed to complete all the regenerating and flood projects so that the development could be reassured in a metropolitan and local level.





The whole coastal area of Athens and the relevant legislations. (source: Organisation of Athens)

The so called 'ESOAP' remains until now the main legislation concerning the land and general uses in the Bay.

More specifically, it refers to the total area of the Bay, including Kallithea, Moschato and Palaio Faliron. Within that area, there were designed:

- ▲ land uses and building conditions by zones (A1, A2, B1, B2, C1, C2)
- ▲ the general spatial arrangement of the Olympic and Post-Olympic infrastructures

The following diagram is part of the 'ESOAP' and includes all the zones described above.





## **Olympic Use**

In zone A1 were allowed open-air sports infrastructures and, in particular, football and basketball stadium, a volleyball court and a swimming pool.

In the area described as zone A2 was permitted the construction of both permanent and temporary sports infrastructures and the necessary complementary facilities, as well as open-air parking places for the performance of the Olympic Games.

Concerning the performance of the beach-volley matches, a permanent open-air sports court was constructed, supported by several temporary courts and other facilities. All these should not exceed the coverage area of 9.000 sq.m. and the height of 8,50 m, while the beach-volley court could be up to 45 m height. For the construction of the Beach-volley court, more embankments in the sea were permitted, creating a total area of more than 200.000 sq.m.

In zone B1, the installation of a Nautical Centre and temporary 'light' commercial uses were permitted. The total building area was 7.000 sq.m. and the height up to 6,50 m.

In zone B2, where the “Esplanada” is nowadays, some temporary commercial uses and green open places could be created. The maximum built area could be 5.875 m and the maximum height up to 12.50 m.

The current Tae Kwo Do stadium was to be constructed in C1 zone. The stadium is a permanent infrastructure and was supported by multiple other facilities. Its height was permitted up to 45 m.

In the remaining region of the zone C2, an Aviation Museum was created in the Syggrou Villa, with a total area of 1.500 sq.m.

## **Post – Olympic Use**

According to the ESOAP, after the Olympic Games, zone A1 was to be transformed into an “Ecological Park” with some sports facilities. In the Beach Volley court zone (A2), an amphitheatre of multiple uses and some parking places were be added .

Later, in 2003, the ESOAP was supplemented by the law N.3105/03 ( Official Journal of the Hellenic Republic 29A/10-2-2003) entitled “Touristic education, regulations for the tourism and more”. More specifically, in the regions included in the ESOAP and with the exception of the 233D/2002 were allowed:

- ✦ The construction of a modern Aquarium and complimentary uses in a total area of 17.000 sq.m.
- ✦ The construction of up to five restaurants and bars which would serve the visitors of the coast and the sports facilities. Each one was should not exceed the area of 300 sq.m.
- ✦ The creation of open-air and underground parking spaces
- ✦ The location and the studies of the above mentioned are to be conducted by the committee of the Organisation of Athens.

However, after the end of the Olympics, within the efforts of the administration for the exploitation of the Olympic heritage and the completeness of the planning, the law N.3342/05 (Official Journal of the Hellenic Republic 131A/6-6-2005) was voted, entitled “Sustainable development and social exploitation of the Olympic infrastructures, licensing, uses, efficiency, organisation and functionality of the General Secretariat of Olympic Exploitation”.

The proposals of this Post-Olympic law were the outcomes of the detailed “Study of a Strategic Plan of the Exploitation of the Olympic Infrastructures” which aimed:

- ✦ to find economic sustainable solutions to the problems of the infrastructural management
- ✦ to connect the public investments and the possibilities of employment in the city.

In the text, it is clearly recognised that the Olympic heritage can give the opportunity of multiple sports activities, cultural and commercial uses, upgrading both the facilities and the whole area.

The law supports up until nowadays that the policy of multiple mixed uses was not possible and the infrastructures were designed to have identical uses, creating an oversupply of the same facilities. However, uses necessary to Athens, either were not designed, or they have been chosen without any adoptive study (Batzikou, 2008). This means that the number of the temporary stadiums and courts were more than enough for the performance of sports events in Athens, and there was not the possibility to be transformed so that they could serve other uses that Athens is craving for, even nowadays.



*Topographic diagram, attached with the N.3342/05 where the zones are imprinted. The old hippodrome is highlighted with blue colour.*

In particular, this law, concerning the Faliron Olympic Pole, has legislated:

- ⤴ Zone A1: An “ecological park” and mild sports facilities, supported by changing rooms, toilets, etc.
- ⤴ Zones A2, B1 and B2: Cultural and athletic uses, a national Nautical Centre and installations of nautical associations, supporting facilities, and a massive number of some more uses such as administration offices, boat services, hygiene, commercial shops, a thematic park, a square and open public spaces, open-air parking places, etc.
- ⤴ Zone C1: the Tae Kwon Do stadium would be used as a conference centre
- ⤴ Zone C2: Space of cultural uses
- ⤴ In the region of the old hippodrome, were located green public spaces, with a building factor of 0,30 and coverage of 25%.



### **2.2.3. Assessing the Planning Process – the role of the citizen**

#### **THE ATHENS' OLYMPIC BID**

Winning the right to host the Olympic Games is widely regarded as the most significant prize on offer in the never-ending contest between the world's leading cities for prestige and investment (Gold J. et al, 2008). Recognising the Olympic Games as mega-event with inherent mega-project tendencies, the hosting "Olympic cities" expect a significant amount of gainful results before, during and after the Games. Almost every Olympic city has targeted at highly gainful and multi-sectoral development.

Despite the enormous expenditures on stadia and Games-related facilities, any host city may reasonably expect hefty injections of funds from its share of ticket sales, sponsorships, merchandising and broadcasting rights. Bid teams can also confidently predict that the host city will receive a medium-term stimulus to its construction industry, a brief tourist boom, and a short-term boost in employment at Games venues and in the associated administrative sector. Other anticipated benefits are less dependable but may well occupy a prominent place in the aspirations of the city authorities bidding for the Olympics. These include the hope of that being the Olympic city will boost the urban economy, permanently reposition the city in the global tourist market, promote regeneration, allow the revamping of transport and service infrastructures, create vibrant cultural quarters, and establish a network of high-grade facilities that could serve as the basis for future bids (Gold J. et al, 2008).



*The Tae Kwo Do Stadium during the Games 2004  
(source: [www.stadia.gr](http://www.stadia.gr))*

This seems to have been expected also by the bid of Athens 2004 as clearly stated in the law N.2730/99 where the Olympic Games of 2004 in Athens are faced as mega-project *“of highly national importance, which promotes the athletic and economic development and the international promotion of the whole country, while they contribute to the rational and efficient urban organising and to the sustainable development of the extended region of Athens”*.

Indeed, the Olympics constituted the biggest and most hopeful chance for Athens' urban regeneration in the last decade; a mega-project that both the government and the public believed in. Especially for the neglected, underdeveloped districts and neighbourhoods, the Olympics fetched the hope of a more secure, cultural and well-facilitated city. For the most optimistic ones, Athens' future was among the most competitive metropolitan cities of the world, and , of course, a waterfront city.

Undoubtedly, in a world where large cities actively compete for recognition and status, the prestige of the Olympic Athens and the sustained attention that the city would attract, provided unparalleled opportunities to make a statement on the world stage. While even constructing a serious bid showed that the city was ambitious for global attention (Ward 2007), capturing the Games allowed governmental authorities to undertake long and short-term activities designed to boost or alter the image of Athens.

Yet, changing a city's image in the outside world is far more difficult than, say, the rebranding of a commercial product (Bennett and Savani 2003; Kavartzis and Ashworth 2005) and the perceived excellence of the Olympic 'brand' as the summit of sporting achievement often fails to rub off on to the city that stages the Games.

#### BARCELONA'S PARADIGM

Barcelona 1992 illustrated what might be achieved by way of Olympic Games-related urban regeneration. With a challenging package of measures that countered years of neglect under the Franco regime, Barcelona's planners ploughed 83% of the total expenditure for the 1992 Games into urban improvements rather than into sport (Varley 1992, 21). The Metro system was extended, the coastal railway rerouted, the airport redesigned and expanded, and the telecommunications systems modernised. There were also 4500 new flats provided by the Olympic Villages, five major nodes of new office development, extensive



investment in the cultural sector (especially museums) and 5000 new hotel rooms (Coaffee 2007, 155).

Significantly, too, the public gained access to five kilometres of coastline and new beaches. It was a developmental mega-project that not only re-boosted the city, but also gave to its residents a vibrant and functional waterfront, among the most successful paradigms in the waterfront-development-era.



*Barcelona's waterfront*  
(source: [www.kumuka.com](http://www.kumuka.com))

The Barcelona's paradigm was followed by the planners of Athens 2004, where a similar developmental experience was recorded. Although Athenians witnessed the reconstruction of their city's tourist infrastructure, creation of an Archaeological Park, and investment in the cultural sector and public transport, wider questions soon surfaced about the sustainability of the Olympic facilities.

Despite its landmark buildings being intended to symbolise the new Athens, the Olympic Sports Complex at Maroussi remains heavily underused and inaccessible to the public except when soccer matches are held at the stadium. The other complexes at Faliro and Hellenikon struggle to find alternative uses. All face mounting debts because repayments on borrowing and the costs of security and maintenance still have to be met.

Unfortunately, Athens 2004 may have become a 'victim' of what is called as mega-project policy; the sheer magnitude of facility and infrastructural provision and the penchant of organisers to select technologically complex but inherently expensive concepts for stadia design were part of prestige schemes involving large-scale and high-risk investment over a lengthy period. It is true that these mega-projects notoriously suffered heavy cost

overruns, failed to deliver the supposed post-olympic benefits and are partly responsible for the financial crisis (Flyvbjerg et al. 2003).

### **The Faliron post-olympic pole**

The 2004 Olympic Games in the Athens metropolitan area was the main event which activated the urban renaissance in the coastal zone of Faliron Bay — among other areas of the metropolis. It also constituted the most hopeful opportunity for Athens to regain its waterfront.

The planning efforts in Faliron Bay marked the revalorisation of the southern coast of the Athens metropolitan area and the return of the metropolis towards its southern Riviera, while giving Athenians hope for an urban waterfront they always wanted and the city has been constantly seeking.

Unfortunately, the planning results were not as expected. Today, the region of Faliron Bay is more detached from the city than ever. The enlargement of the motorway thanks to the construction of the Olympic ring, the installations of tram lines and the creation of the linear building across the eastern part of the bay, contributed in strengthening the boundaries between the regions of Kallithea-Moschato and sea.

The unique opportunity for the city to connect with the sea is given by 'Esplanada'. It is a wide, planted, pedestrian bridge which connects the triangular Water Square with the big empty parcel of the Old Hippodrome. However, this connection is for the time useless, as the space of Old Hippodrome remains vacant.



*The “Esplanade” is highlighted with red colour  
(source: Google Maps)*

The area of Faliron Bay and the Old Hippodrome is totally split into different regions which, in no case, constitute a functional and perceptual unity. It is about the Floisvos Marina, the Naval Tradition Park, the Water Square, the Nautical Marina and the wider vacant space between the southern Moschato and the Stadium of Peace and Friendship. Apart from the Floisvos Marina, none of these areas is accessible by the Athenians. The particular marina has been granted to a private company which exploits the recreation and service facilities.

Concerning the Olympic stadiums of Beach-volley and Tae Kwo Do, they struggle to find alternative uses while they remain unexploited and closed for the public. More specifically, the Beach-volley stadium is vacant since the end of the Olympics, and the Tae Kwo Do court opened its doors for the organization of a couple events, such as a video-award ceremony and the elections of the Hellenic Chamber of Engineers. However, the most recent governmental announcements concerning the Tae Kwo Do stadium propose its transformation into international conference centre.



*Faliron Bay: the massive construction of the Tae Kwo Do stadium  
(source: [www.palaiofaliro.gr](http://www.palaiofaliro.gr))*

**THE IMPACTS ON THE GEOGRAPHY OF THE BAY** Making a chronological review in the geographical and morphological attributes of the Bay, its coastline was not always known as it is today. In fact, Faliron Bay is an artificial rather than a natural area, the result of a series of technical projects that were implemented since the decade of 1970.

Specifically, the embankments that were allowed by the Master Plan of Athens in 1985 were continued and intensified by the law N.2730/99. The planning then suggested that the Faliron Bay should be reformed in order to host the Olympic venues and, mainly, the two Olympic stadiums and their complementary facilities. At this point, it is mentioned that both the Master Plan and the law of 1999 ignored that Faliron Bay is protected by the Greek Constitution (article 24 of 1975) as a vulnerable waterfront and historic place. This means that technical interventions were not allowed without taking into account the ecosystem. It is also clearly stated by the Council of the State that the area should be protected and rehabilitated by ecosystem specialists and not redesigned by architects or engineers (Dekleris M, 2010).

However, I strongly believe in the constant change and development of the urban spaces; this is why the constitutional protection of the Bay would not be an obstacle to the research procedure, but it may be an obvious and strong evidence of the planning procedures followed in Faliron Bay.



*The formation of a new coast line and the embanking of the bay*

## THE INFRASTRUCTURES

Concerning the Olympic venues, and specifically the Beach-volley and the Tae Kwo Do stadiums, they are both permanent spatial structures, supposed to be re-designed, re-constructed and re-used after the end of the Games. This fact supports the vision of the post-Olympic Athens to enlarge the city's development prospects and put Athens on the map as a major metropolitan centre in southeast Europe. The permanence of these structures, was believed to have a positive impact on the city's development prospects.

However, it was difficult to estimate the size of this impact, since unlike the case of Barcelona and other cities, there has been no strategic plan for Athens after 2004 and, of course, for the post-Olympic use of the stadiums. Moreover, despite the successful experience of many cities taking advantage of mega-events for revitalizing large and central declined urban areas, Athens did adopt such a strategy, but it was unsuccessful.

These infrastructures were also supposed to constitute the functional 'core' of the metropolitan waterfront of Athens, emphasizing in athletic and cultural uses. It seemed that the Bay



lived as a crowded coast during the Games, when the stadiums and the extended area were crowded by people from all over the world who embraced the sports events, but this prestigious picture faded out after the end of the Games. Then, it became clear enough that the basis for the waterfront regeneration of Athens collapsed as the sports infrastructures were not any more hosting sports mega-events; the athletic and cultural pole proved not to be enough for revitalising the coast.

Evidently, the Olympic planning procedure neglected the fact that there are not such mega-sports-events as the Olympics that could occupy the infrastructures, so that the transformation of the sports facilities was almost mandatory and not just a simple future planning concern. How to turn the lavish and large-scale facilities required for the Olympics into sustainable legacy for the host city should have preoccupied the planners almost as much as issues linked to the preparation of the Games themselves.



*The Beach-volley and Tae Kwo Do stadiums  
(source: [www.stadia.gr](http://www.stadia.gr))*

### **The role of the citizen**

“The planning and design process was conducted on a closed-doors discussion, taking advantage of the experienced staff of the Organisation of Athens” ([www.organismosathinas.gr](http://www.organismosathinas.gr)) is the best suitable phrase to show the non-existing participation of the

citizens during the planning processes. Actually, while digging in the greek available data, there was none reference to citizen participation at all. This makes me to make the assumption that the 'experts' did not make an effort to address key issues of the urban development to the public.

Although some citizen initiatives and associations exist, they only take part in municipal meetings, but they are neglected when it comes for the decision-making processes of the central governance.

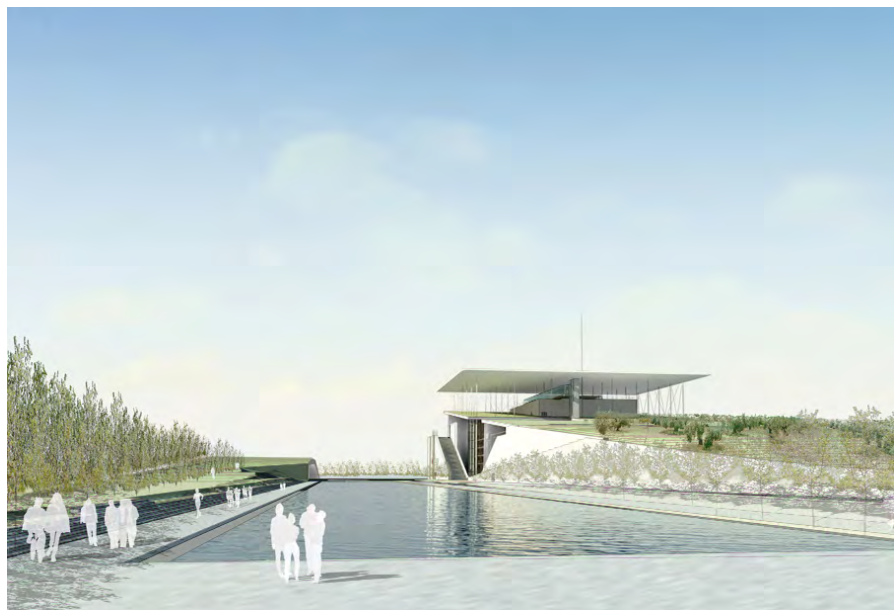
This is the reason why this research focuses on the citizen's role to the planning process, aiming to prove that he is willing to participate; not to mention that this may be what is missing from the deified expert's experience.

### **2.2.4. The Stavros Niarchos Foundation Cultural Centre**

Maybe one of the most important attempts to develop and highlight the significance of the Bay and its extended area, is the exploitation of the Old Hippodrome by the Stavros Niarchos Foundation.

In 2006, the Stavros Niarchos Foundation announced its intention to fund the creation of the Stavros Niarchos Foundation Cultural Center (SNFCC), a project that includes the construction and equipment of new premises for the National Library of Greece (NLG) and the Greek National Opera (GNO), as well as the development of the 170,000 m<sup>2</sup> educational and cultural Stavros Niarchos Park ([www.snf.org](http://www.snf.org)). The SNFCC is believed to become a multifunctional arts and education facility, which will express the Foundation's commitment to the cultural development, prosperity, and future of Greece.

THE VISION OF THE  
STAVROS NIARCHOS  
FOUNDATION (SNF)



*The SNFCC project  
(source: [www.snf.org](http://www.snf.org))*

The project has a budget of 566 million Euros and, once completed, the SNFCC will be fully operated and controlled by the Greek State, making it one of the largest grants ever made by such an organization. In addition, it is true that the SNFCC is the



first private-public partnership of its kind in Greece, and one of the largest construction projects in recent Greek history, having been estimated by the Foundation's assessments that the Cultural Center will have an immediate impact on the local economy, providing jobs and infusing capital into a challenging economic climate ([www.snf.org](http://www.snf.org)).

**THE DESIGN ARCHITECT** In February 2008, the Stavros Niarchos Foundation's Board of Directors announced its unanimous decision concerning the selection of the project's architect: the Renzo Piano Building Workshop ([www.rpbw.com](http://www.rpbw.com)). The selection of such a famous architect as Renzo Piano<sup>6</sup> is believed to induce the anticipated acceptance, fame and visiting rates by the Athenians, as well as recognition by the worldwide audiences, so that the Cultural Centre will arise as a metropolitan cultural pole of high significance on a global scale.

**HISTORY OF THE SNF INITIATIVE**

Since 1998, the Stavros Niarchos Foundation had the vision of constructing a new building for the National Library of Greece, consistent with its goal of furthering Education. So, the idea of not only consolidate the Library's holdings but upgrade its facilities was presented to the Government, which expressed its support.

Independent of this initiative, the Foundation was considering a proposal to support the Greek National Opera too. The

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<sup>6</sup> Piano made his mark with the first major project he undertook, the Centre Georges Pompidou (1977) in Paris, designed in partnership with Richard Rogers, which set the precedent for his subsequent whirlwind artistic development. In 1981, Piano established the Renzo Piano Building Workshop (RPBW), with offices in Genoa, Paris and New York, which employs more than 100 specialized architects and engineers. Since then, the RPBW has served as the vehicle for the development of some of Piano's most recognizable and important projects, such as:

- ▲ The International Terminal at the Kansai International Airport (1994), in Osaka: an awe-inspiring take-off and landing pier, whose design follows the movement of a wave, built on an artificial island extending into the sea;
- ▲ The Beyeler Foundation Museum (1997), in Basel, Switzerland, bathed in natural light, which inspires visitors with its pure, clean lines, its seamless integration into its surroundings, and its simple elegance;
- ▲ The Jean-Marie Tjibaou Cultural Center (1998), in New Caledonia, a complex of ten pavilions, inspired by the local architectural tradition, remarkable for both the power it exudes, and its intimate relationship with the surrounding nature;
- ▲ The redevelopment of the derelict and outdated Potsdamer Platz square (2000), in Berlin;
- ▲ The glass-walled structure of the Niccolò Paganini Auditorium (2001), in Parma, an industrial reconversion perfectly in tune with its surrounding natural environment;
- ▲ The Parco della Musica Auditorium music hall (2002), in Rome, a powerful symbol of the union of music, the urban environment and the design traditions of Western cathedrals.

His achievements over the years have earned him several important distinctions, such as the R.I.B.A. Royal Medal for Architecture (1989), the Kyoto Prize (1990), being named Goodwill Ambassador of UNESCO for Architecture (1994), the Pritzker Architecture Prize (1998), and the Gold Medal of the International Union of Architects (2002) and the American Institute of Architects (2008).

Foundation saw an exciting possibility emerge from its disparate plans: to include the National Library of Greece, the Greek National Opera, and an educational and cultural park in one site, and bequeath to the Greek people a great civic, cultural, educational and environmentally responsible landmark of international stature.

In 2006, ten years after the commencement of its grantmaking activities, the Stavros Niarchos Foundation announced its intention to proceed with its largest individual grant to date: The Stavros Niarchos Foundation Cultural Center.

Following consultations between the former Ministry of Environment and Public Works and the Municipality of Kallithea, consensus emerged that the Project would be developed at the site of the old Hippodrome. 210,000 m<sup>2</sup> (50 acres) of the site's total area (240,000 m<sup>2</sup>) were earmarked for the Stavros Niarchos Foundation Cultural Center and Esplanade, with the remaining seven acres (30,000 m<sup>2</sup>) designated for the creation of a Municipal Sports and Leisure Park. In 2007, once preliminary studies had demonstrated the project's viability, the Foundation and the Greek State signed a Memorandum of Understanding. This was followed by an agreement for the construction of the SNFCC, signed between the two parties in March 2009, and ratified by the Greek Parliament four months later. The agreement stated in part that the Foundation agreed to assume the total cost of building the SNFCC, and that, upon its completion, would donate it to the Greek State for use by the citizens.



*The Park of the SNFCC (source: [www.snf.org](http://www.snf.org))*

### **2.2.5. The Park Vision of Renzo Piano**

As a continuation of the Cultural Centre, the SNF announced in June 2011 the grant of the reformation of the whole Faliron Bay into a Park, designed by Renzo Piano as well. Unlike the Cultural Centre, the SNF declared its intention to grant the designing and planning by Piano and then deliver the plans to the Greek State which will be responsible for the construction processes.

Renzo Piano's vision is to reconnect the urban web with its coast, after having studied the history and the problems of Faliron bay. The result will be the transformation of the Bay and the Old Hippodrome into a huge park, connecting the regions of Kallithea and Moschato with the sea.



*The SNF Cultural Centre and the Piano's Park (source: [www.snf.org](http://www.snf.org))*



According to Piano, the park will invade in the city with extended tree planting of every available free space, while the vertical roads leading to the coast will be formatted as pedestrians and end in the sea as docks. The Poseidon Avenues, as known today from the Peace and Friendship Stadium to the Floisvos Marina will be moved by 90 metres to the sea, lowered and covered by the park. By this way, the citizen will not meet any frontier to his way to the sea. Furthermore, there will be created pools filled with sea-water a diving centre, facilities for recreation and sports, as well as bicycle-roads. A 400m-long canal will bring the sea-water in the Park. Piano declared :“We do not want the park to seem like a fake paradise” and “the traffic should be integral piece of each and every city, without interfering with the citizens' activities”. One more innovative idea is the way of the irrigation of the Park , where is suggested to take advantage of the processed effluent of Psitaleia.

The Greek State actually agrees with the Piano's vision and the Greek Ministry of Environment, Energy and Climate Change has already published the open calls concerning the funding of the construction of the Park.

It is estimated that the design plans cost 4 million euros, granted by the SNF , while the construction will cost approximately 215 million euros and will be funded by the PEP of Attika and the 'green funds'.



*3-Dimensional vision of the two big scale projects that promise to reform the Bay.*

*(source: [www.snf.org](http://www.snf.org))*





## **PART III**

### **QUALITATIVE RESEARCH - INTERVIEWS**





Chapter  
3

**Research Methodology**

*“To allow us to enter into the other person’s perspective... We interview to find out what is in and on someone else’s mind, to gather their stories.”*

*(Patton, 2002)*

For the purpose of this study, we decided to conduct a qualitative research, in order to report and analyse the role and views of the citizens concerning the planning processes that took place in the region of Faliron Bay, as well as their attitude towards their effect on their everyday living place and their quality of life.

### **3.1. Selection of the most appropriate methodology**

A number of factors have gone into the selection of the appropriate methodology for this research. The methodology evolved over time as the research progressed and eventually acquired a certain form which was the most appropriate one for answering the research questions.

As has been written in a previous chapter (see Part I - Introduction), what this research attempts to accomplish is to clarify and highlight the role of the citizen himself as the revolving axis of the planning process. Simultaneously, it was critical for me to get in touch with local people from all walks of life; simple and everyday people that were never given the opportunity to talk and express their opinion about the problems faced in their neighbourhood, or their visions about the urban space they live in.

The research questions that I had formulated, therefore, sought for a detailed and in-depth understanding of the everyday life around the Bay, if and how people were taken into account in the planning and implementation process and if they think that

the plans were successful or not.

Thus, the challenge of selecting the appropriate methodology for this research, became the challenge for communication and discussion. Consequently, the methodology should allow an investigation and analysis to be undertaken without leading to a predetermined result, but showing the way for the truth expressed by the citizens themselves.

We selected the interview-based research, following the 'General interview guide approach' (Kvale, 1996), where the discussion is freely conducted, without any questionnaire, but a question-guide so to be sure that the interviewee has referred to all the aspects that I wanted to answer.

#### GENERAL INTERVIEW GUIDE APPROACH

When employing this approach for interviewing, a basic checklist is prepared to make sure that all relevant topics are covered. The interviewer is still free to explore, probe and ask questions deemed interesting to the researcher. This type of interview approach is useful for eliciting information about specific topics. For this reason, Wenden (1982) formulated a checklist as a basis to interview her informants in a piece of research leading towards her PhD studies. She considers that the general interview guide approach is useful as it 'allows for in-depth probing while permitting the interviewer to keep the interview within the parameters traced out by the aim of the study.' (Berry, 1999)

### **Preparation before the interviews' conduction**

Before proceeding to the interviews, apart from the method selection, there were some key aspects that should be defined.

#### DEFINING THE POPULATION OF CONCERN

First of all, what should be clarified was the determination of the '*population*'<sup>7</sup> of concern that the research would be referred to. Since we are studying the recent development in Faliron Bay and its impacts in the extended area, we firstly estimated that the focus should be given to the neighbouring regions of Moschato, Kallithea and Palaio Faliro. However, if someone took a further look into the geomorphology of the area and the urban connections, they would understand the importance of one of the larger regions, Nea Smyrni, which via Syggrou avenue is

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<sup>7</sup> In statistics, a population can be defined as including all people or items with the characteristic one wishes to understand. Because there is very rarely enough time or money to gather information from everyone or everything in a population, the goal becomes finding a representative sample (or subset) of that population. ([www.wikipedia.org](http://www.wikipedia.org))

provided immediate access to the Bay, and of course, that is a major fact that cannot be excluded.

Furthermore, as Faliron bay consists the closest coast to central Athens and have gathered for years the hopes of Athenians to a waterfront city, its residents' opinions are but absolutely essential.

#### SAMPLING

In statistics, in order to estimate the characteristics – or opinions as in our case – of a population, there is a selection of a subset of individuals from within the defined population, called 'statistical sample'. Researchers rarely survey the entire population because the cost of a census is too high. The three main advantages of sampling are that the cost is lower, data collection is faster, and since the data set is smaller it is possible to ensure homogeneity and to improve the accuracy and quality of the data ([www.wikipedia.org](http://www.wikipedia.org)).

Choosing a study sample is an important step in any research project since it aims to draw a representative sample from the population, so that the results of studying the sample can then be generalized back to the population. This selection depends upon the aim of the study and the research questions that are to be answered. In most of the cases, and in this particular one, qualitative studies aim to provide illumination and understanding of complex psychosocial issues and are most useful for answering humanistic 'why?' and 'how?' questions (Marshall, 1996). Consequently, the sampling method should not just be a mere selection of a random sample providing the best opportunity to generalize the results to the population, since it is not the most effective way of developing an understanding of such complex issues relating to human behaviour and attitudes (Marshall, 1996).

#### PURPOSIVE SAMPLING

In order to determine the sampling method, we should accept the fact that people are not equally good at observing, understanding and interpreting their own or other's people behaviour (Marshall, 1996), not to mention social, economic and environmental issues. Qualitative researchers recognize that some informants are 'richer' than others and that these people are more likely to provide insight and understanding for the researcher. Choosing someone at random to answer a qualitative question would be analogous to randomly asking a passer-by how to repair a broken down car, rather than asking a garage mechanic—the former might have a good stab, but asking the latter is likely to be more productive.

In other words, a qualitative researcher cannot rely on random subjects as sample, but should *purposefully* select the subjects

participating in the study, because of some characteristic relevant to the research questions. By this way, the researcher actively selects the most productive participants, which have knowledge or experience with the area being investigated ([www.hello.nhs.uk](http://www.hello.nhs.uk)).

What is described above constitutes the core of the qualitative research in general, and this sampling method is called “*purposive sampling*”, having the following indicative cases (Patton, 1990) :

- ^ **Extreme or Deviant Case** - Learning from highly unusual manifestations of the phenomenon of interest, such as outstanding success/notable failures, top of the class/dropouts, exotic events, crises.
- ^ **Intensity** - Information-rich cases that manifest the phenomenon intensely, but not extremely, such as good students/poor students, above average/below average.
- ^ **Maximum Variation** - Purposefully picking a wide range of variation on dimensions of interest...documents unique or diverse variations that have emerged in adapting to different conditions. Identifies important common patterns that cut across variations.
- ^ **Homogeneous** - Focuses, reduces variation, simplifies analysis, facilitates group interviewing.
- ^ **Typical Case** - Illustrates or highlights what is typical, normal, average.
- ^ **Stratified Purposeful** - Illustrates characteristics of particular subgroups of interest; facilitates comparisons.
- ^ **Critical Case** - Permits logical generalization and maximum application of information to other cases because if it's true of this once case it's likely to be true of all other cases.
- ^ **Snowball or Chain** - Identifies cases of interest from people who know people who know people who know what cases are information-rich, that is, good examples for study, good interview subjects.
- ^ **Criterion** - Picking all cases that meet some criterion, such as all children abused in a treatment facility. Quality assurance.
- ^ **Theory-Based or Operational Construct** - Finding manifestations of a theoretical construct of interest so as to elaborate and examine the construct.
- ^ **Confirming or Disconfirming** - Elaborating and deepening initial analysis, seeking exceptions, testing variation.
- ^ **Opportunistic** - Following new leads during fieldwork,

taking advantage of the unexpected, flexibility.

- ⤴ **Random Purposeful** - (still small sample size) Adds credibility to sample when potential purposeful sample is larger than one can handle. Reduces judgment within a purposeful category. (Not for generalizations or representativeness.)
- ⤴ **Politically Important Cases** - Attracts attention to the study (or avoids attracting undesired attention by purposefully eliminating from the sample politically sensitive cases)
- ⤴ **Convenience** - Saves time, money, and effort. Poorest rational; lowest credibility. Yields information-poor cases.
- ⤴ **Combination or Mixed Purposeful** - Triangulation, flexibility, meets multiple interests and needs. (Patton, 1990)

Concerning this particular research, the *purposefully* selected subjects are the interviewees, who were chosen to be residents of the pre-defined regions of Moschato, Kallithea, Palaio Faliro, Nea Smyrni and central Athens. Moreover, all of the interviewees did have knowledge and interest about the situation and the ongoing development in Faliron Bay. Also they were asked to suggest some relevant interviewees more, following the “snowball” sampling.

#### THE QUESTIONNAIRE - GUIDE

Afterwards, the most essential part of the preparation before the interviews was the conduction of the questionnaire that would serve as a primary guide so we would be sure that every aspect of the research is discussed during the interview.

The chosen questions were classified into five (5) groups, according to the desired objective. The objective of the questions were in absolute correlation with the research questions (see Part I) and the answers we aim to obtain. More specifically, the first group of questions intended to provide general information and indication about the social status of the interviewee, through the questions:

- ⤴ Which region do you dwell in?
- ⤴ How old are you?
- ⤴ How many cars does your family own?

The second group sought to specify the kind of relationship, interest and knowledge of the case of Faliron Bay:

- ⤴ How often do you visit the Bay?
- ⤴ How do you get there?
- ⤴ Do you believe that the Tram line is adequate enough concerning the transportation needs?
- ⤴ Which are your main activities?
- ⤴ Which problems (social, economic, environmental) do you confront in the extended region of the Faliron Bay?

The next two groups concerned the recent developmental efforts that were analysed in the second part of the study; the Olympic infrastructures and the future Stavros Niarchos Foundation Cultural Centre and Park.

So, relatively to the Olympic Games and the remaining facilities in Faliron bay, the questions were formed as:

- ⤴ Do you visit the infrastructures?
- ⤴ In your opinion, do you think they are sufficiently used?
- ⤴ Do you think that they play or have played a significant role in the development of the region?
- ⤴ What would you propose for their future use?

And as far as the SNF Cultural Centre and Park are concerned:

- ⤴ Do you support or disapprove this plan?
- ⤴ Do you think that they will enforce the development and the confrontation of the problems of the region?

The last group of questions gives the person the chance to express himself without restraint about his own vision and anticipation about the Bay:

- ⤴ What other activity, facility, recreation, etc would you like to be found in the Bay?
- ⤴ What is the 'Faliron bay' that you vision?
- ⤴ Would you participate in an action/ initiative of citizens about the protection/ exploitation of the Bay?

At this point, we remind that the questionnaire serves just as a guide and that the interviews , in fact, sought to get a more integrated perspective of the citizen's opinion, giving him the opportunity to express his point of view without restraints.



### **3.2. Materializing the Interviews**

Following the methodology described above, the materialisation of the whole interview process was followed by these steps:

1. Choose a setting with the least distraction
2. Explain the purpose of the interview
3. Address terms of confidentiality
4. Explain the format of the interview
5. Indicate how long the interview usually takes
6. Provide contact information of the interviewer
7. Allow interviewee to clarify any doubts about the interview
8. Prepare a method for recording the data (notes)

In the beginning of the process, the Faliron Bay was selected as the most appropriate setting, because it is the most likely place to meet people concerned about the region. Afterwards, following the 'snowball' method, the interviewees suggested other persons who were ideal for the case of study. They were contacted face-to-face in their workplace, house or in a short encounter on the street.

While approaching each person, it was very important and efficient as well to represent myself, explain the purpose of the study and the format of the conversation. Another important aspect was to reassure him that the whole discussion would remain confidential and none of his personal information would be published.

### **3.3. Problems Encountered**

As in most researches, difficulties were encountered during the interviews process. One of the significant problems encountered was the limited time allocated, as the research took place during summer (2011), in month of July. I had to collect all the required information from a considerable number of participants in a very short period of time, and in the middle of summer, while lots of Athenians evacuate the city due to vacation.

In addition, the meeting location of the interviewees presented a difficulty, as many of them were sparsely distributed in different areas of the regions. This caused an additional delay, as the long distances required extra time to be covered, resulted in refusing some suggested participants.

Generally I encountered reluctance on the part of the citizens to cooperate and share information. This was one of the reasons why the planned number of samples was not met. There were also several instances when the respondents, especially those recommended (or 'snowballed') by others, failed to keep their initial interview appointments after all the arrangements had been made. They were either out of the office or meeting point, or simply changed their minds and refused outright to be interviewed.

It was difficult to interview people from all the walks of life, as many were hesitant to participate. Through this process, I understood that the willingness to participate and express someone's opinion about a public matter is not always faced as a chance or opportunity to contribute to the neighbourhood and the quality of everyday life. As someone may see from the research results following, this willingness is perhaps associated with the social status and the education of each individual. In the context of this research, this was not an aspect that could be evaluated and analysed, but will definitely be a challenging and valuable subject for future studies.

Moreover, there were many cases that people were reluctant to elaborate on their views and beliefs, and chose to give a 'commonly accepted' answer which was promoted by the media and the press. Maybe because of fear that revealed information might be used against them in the future planning, or they will be charged with some more responsibilities and problematising.

This is enforced by the fact that everyone asked to preserve their anonymity; indeed, as long as they were not asked their names, they seemed relieved and more willing to discuss. While approaching the first possible respondents, they were problematised when asked to provide some contact information such as First and Last name, telephone number, etc. This was making the procedure really difficult, so I decided to discuss anonymously and the willing participants increased amazingly. However, I still continued to represent myself and the purpose of the study, because I believe in the transparency of the process.



Chapter  
4

Research Results

The results of the research are analysed below, by following the sequence of the questionnaire-guide. Each question is followed by the information and opinions given by the participants. In case of further topics discussed, they are quoted under the relevant question. In some instances, there are also given some statistical information in order to clarify and understand the sample of the research.

**GROUP 1: General Information**

***Which region do you dwell in?***

The predefined case regions were Moschato, Kallithea, Palaio Faliro, Nea Smyrni and central Athens. Although trying to approach 15-20 persons from each region, the estimated maximum sample size of 100 was not reached. In fact, 87 individuals were interviewed, but I believe that the answers taken were sufficient for the research to be accomplished.

The detailed number are:

Moschato	13
Kallithea	17
P. Faliro	18
Nea Smyrni	19
Athens	20
Total	87

Below is the graph displaying the distribution of the participants, which is almost equal for each region:



### ***How old are you?***

Although having tried to approach people from every age range, between 18 and 70 years old, it was almost impossible. The reasons are explained below:

- ⤴ The majority of the younger people (18 – 30 years old) seemed to be indifferent about the recent development in Faliron bay although they visit it, and especially the Floisvos Marina because of the cafeterias, restaurants and bars in the area. When they were asked why, they declared disappointed by the local authorities and the way of governance of the city problems. Most emphasized in the wrong way of exploiting the potential of the urban spaces in the extended region, blaming the central government. One of the most disappointing findings in my research was that young people have not adequate information (maybe because of lack of interest) about key issues concerning their region. Many had no idea about the Renzo Piano's Park, for instance, which is the most recent announced plan of the Bay.
  
- ⤴ Surprisingly for me, the age group willing to participate with enthusiasm and great interest were the people between 40 and 60 years old, who had lot to recount, quote and discuss.

Consequently, the age groups participated were:

18-30	9
31-40	17
41-50	24
51-60	33
60-70	4



### ***How many cars does your family own?***

The aim of this question was to understand the social status of each respondent. Obviously, such information could not be obtained by straight-forward questions, so we figured out an indirect way to get a clue about the status of the interviewee. In addition to this, the total appearance (clothing, physical appearance) of each person was a strong indicator of the social status.

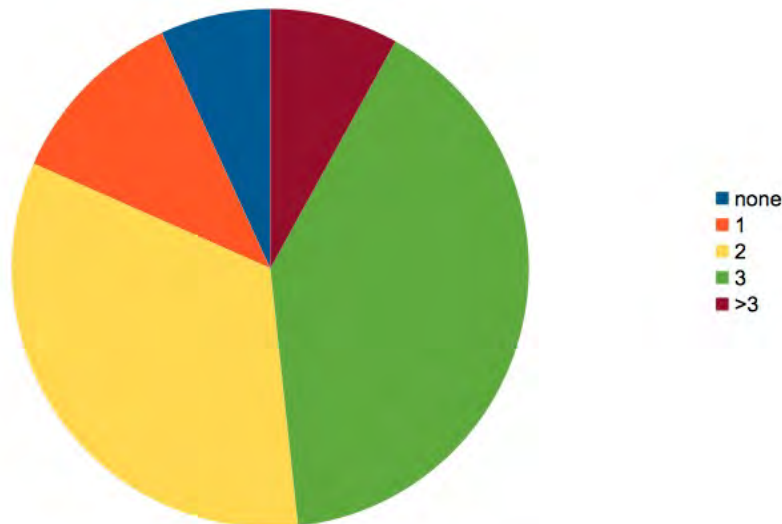
The vast majority of the total number of the participants replied that they possess 2 or 3 cars. The repetition of these numbers was almost massive, and appeared in families of 4-5 members (father, mother, 1-3 children). I suppose that this is totally associated to



the fact that the 4 or 5-membered family is the common family example in Greece.

In details, the number of cars are presented:

none	6
1	10
2	29
3	35
>3	7



Concerning the basic aim of this question, we understand that the majority of the respondents belong to the middle class.

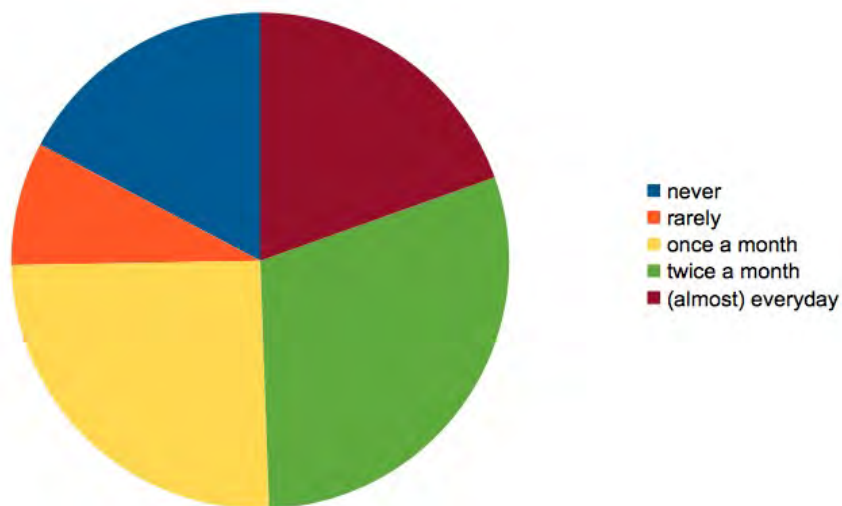
As perceived from the field-work, people from lower classes did not want to spend their time for the interview, not to mention that a small number of such people were encountered in Faliron Bay. Furthermore, people from the higher social classes, while firstly gave the impression that were eager to participate, they usually stepped out from the conversation , giving the lack of time as excuse.

The most keen people on the subject of the study were middle class citizens, who seemed well informed and conscious about what happens in their region.

## **GROUP 2: Interest about Faliron Bay**

### ***How often do you visit the Bay?***

In this question, the most notable conclusion was that almost everyone visit the Bay mostly during summer and spring, and less often or never in autumn and winter. Most visit the Bay once a week or twice a month. Interesting were the instances of people going to the Bay on an everyday basis during summer, especially those who want to walk, cycle, run and exercise.



Also, thought-provoking is the association between the dwelling region and the visiting rate of the Bay. Actually, what is the most significant is that those dwell in central Athens, do not visit Faliron Bay often, while residents of Nea Smyrni seem to be frequent visitors.

### ***How do you get there?***

The majority, approximately 79%, uses their own cars to get to the Bay, where they face parking place shortage.

Residents of the closest neighbourhoods use their bicycles or go on foot, although they find it dangerous because of the lack of bicycle lanes and pedestrian streets.

Basically Athenians and residents of P. Faliro referred to the

Tram line, quoting that it may serve more the residents of other coastal regions.

However, more interesting were the references about the problems of getting to the Faliron Bay:

- ⤴ lack of pedestrian and bicycle lanes
- ⤴ tall and continuous fences that block and interrupt the continuity of the space
- ⤴ the Poseidon Avenue is not the biggest problem, but the road network after the interchange of Syggrou, which sometimes confuses someone who wants to visit the Bay for the first time.
- ⤴ lack of guiding signs
- ⤴ lack of footbridges and traffic lights

***Do you believe that the Tram line is adequate enough concerning the transportation needs?***

Although most of the respondents do not use the Tram, the residents of central Athens find it a good and comfortable way to the Bay. But for the nearby inhabitants is not a convenient mean of transportation.

It was suggested that possibly it is a good way to cross the total coast of the city, especially for those who live away from the Faliron Bay.

Quite interesting was the reference to inadequate management of the Tram line, as many referred to lack of secure pedestrian crossings and proper cleaning of the lines.

***Which are your main activities?***

Faliron Bay provides an ideal place for exercising, although some suggested that they would prefer it if the whole area was continuous, without restricting fences.

Most of the respondents visit the Bay because of the shopping centre and cinema complex, or the cafeterias in Floisvos Marina and have never go beyond, as “there is nothing else to do”.

One surprising activity that I heard for the first time, was the Bay as the ideal place for scale - modelling. Numerous people from

almost every region of Athens arrive in the Bay, where they find the appropriate ground for their favourite hobby. The unexploited area once planned as an Ecological park, across Moschato, is used by the plane modellers, while the coast in front of the Water Square is packed by boat modellers. The sight is a real eye pleasure for the visitors of Faliron Bay.

***Which problems (social, economic, environmental) do you confront in the extended region of the Faliron Bay?***

The interviewees referred to a number of everyday problems that “reduce their quality of life”.

They feel packed in the multi-storey buildings, in combination with the lack of open public spaces. “The Bay is one of the last remaining open spaces but has been mistreated, despite its huge potential”.

The construction of the Syggrou and Poseidonos Avenues are not the biggest problem, as “they were necessary, serving the transportation needs of the city”. In fact, some mention the positive role of Poseidonos Avenue: “it is the ideal border between inhabited space and recreation space. If there was not, maybe the most of the cafeterias, clubs and entertainment businesses would encounter lots of problems because of the noise and loud music”. On the other hand, the pedestrians cannot access the Bay easily, as there are not enough pedestrian lights and the tram lines are not properly secured. Not to mention the lack of bicycle lanes, “especially nowadays that more and more people prefer the bicycle”.

Environmentally speaking, the residents of the case regions do not expect much in the future: “the last remaining spaces are granted to the private sector for economic management and exploitation – this is why we live in a European city with maybe the smallest percentage of green spaces”. Others suggest that “the biggest problem apart from the green parks is the lack of parking places, which result in overpacked roads with cars, making the transportation even worse”.

The coverage of Kifissos river led to flood problems “especially in Moschato – people there suffer every time it rains. In Kallithea and P. Faliro the problem is not important, but if the rivers were not covered, they would be an oasis in the beton-city”.

### **GROUP 3: Olympic Infrastructures**

#### ***Do you visit the Olympic infrastructures?***

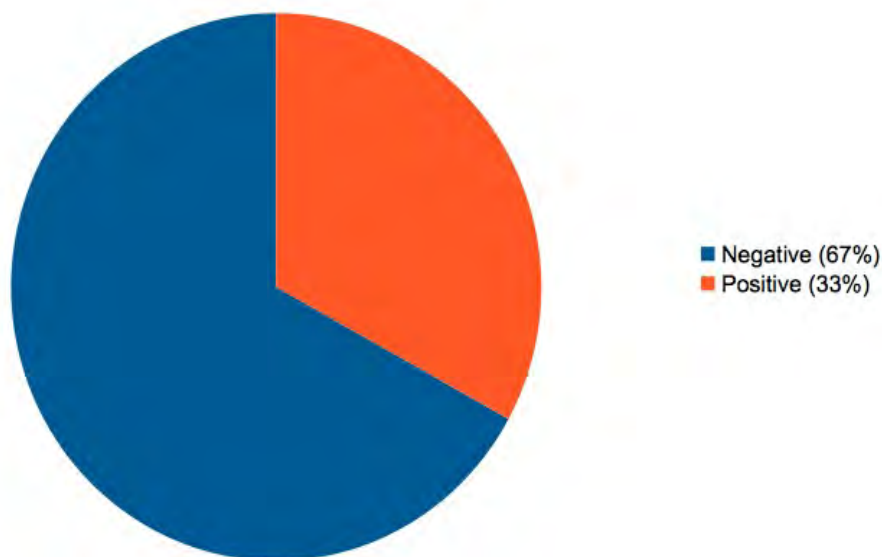
The massive majority of the participants have never been to the Olympic stadiums. A little number (approximately 15%) visited them during the Olympic Games of 2004, but since then “they remain vacant and unexploited. Just some events like concerts taking place in the Tae Kwo Do stadium, give the opportunity to our kids to be entertained, but usually the tickets are unaffordable”.

“No, I never even approach them. I cannot. Especially at night, I am scared. You can never tell what happens in dark and remote places like these. It's a shame”, a young woman tell me.

People usually do not see the reason of such mega-projects: “They exaggerated. The city never needed such facilities, dispersed in the city, that now stay unexploited”.

On the other hand, some support the use of the stadiums: “They are useful, but the authorities cannot take the right decisions. They can grant them to local athletic academies and organisations, that now have no place to train”.

If we would like to partition the negative and positive attitudes towards the Stadiums, the results would be:



***In your opinion, do you think they are sufficiently used?***

None of the interviewees believed that the facilities are adequately exploited. Everyone expressed disappointment or anger about the today condition of the Olympic stadiums.

***Do you think that they play or have played a significant role in the development of the region?***

“During the Olympics, the Bay was a crowded and vibrant place of the city. Some believed that this would be continued afterwards, I did not. Because only such popular international events can attract so many people and make the government to take good care of everything. In 2004, we wanted to show our best face to the world, but when we were left alone, the irresponsibility and lack of planning took place”.

A percentage of 67% believe that the Olympics never were a developmental opportunity for the Faliron Bay. On the contrary, they find it a big mistake: “it was actually one of the worst interventions in the urban waterfront – and irreversible”.

“What about the future? Have no idea. I hope Piano's plans give a good solution, I do not see any”, someone declared with great disappointment.

***What would you propose for their future use?***

Among the alternative uses proposed, were:

- ⤴ Tae Kwo Do Stadium as Centre for conferences, exhibitions, venue for cultural events (maybe in cooperation with the SNF Cultural Centre)
- ⤴ About the Beach Volley court, it was proposed to be exploited by local athletic academies and organisations
- ⤴ “Municipalities organise lots of athletic events in squares and small courts. It would be ideal to grant the Olympic stadiums for such purposes”
- ⤴ “Authorities must find alternative uses, but the athletic character cannot change”
- ⤴ “First of all, we should realize that the buildings are not sufficient enough. If we want the stadiums and the total area properly exploited, we should bare in mind the surroundings as well. It is very important to care about the rubbish, the clean green spaces and roads, the parking places and the adequate lighting of the place. Then, we can think about the buildings”

In general, the proposals concerned the athletic use of the stadiums. People would like to see themselves and their kids to use the facilities. “There are lots of athletic academies that need a proper court to train and conduct competitions and local championships”.

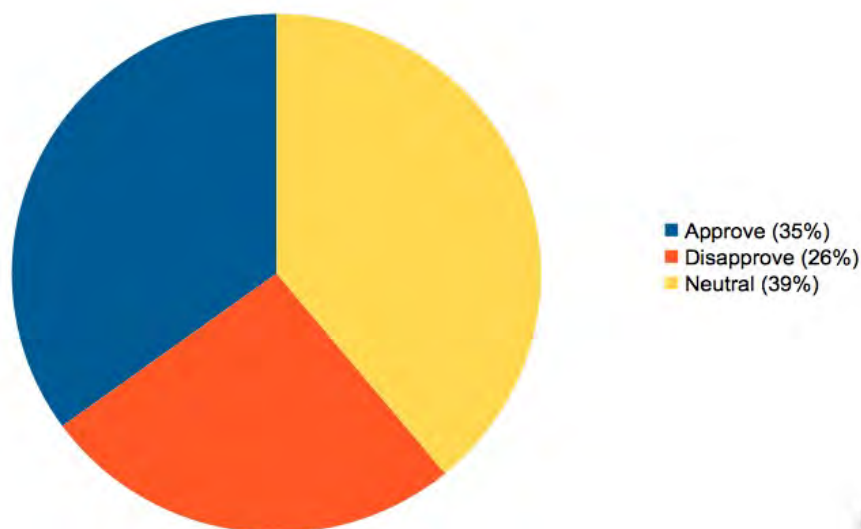


#### **GROUP 4: SNF Cultural Centre and Park**

##### ***Do you support or disapprove this plan?***

In this question, apart from the obvious answers “I approve” or “disapprove”, there was a group of people that seemed to have accepted this intervention, replying “Now it is decided, approved and will be done. Our opinion does not count either way”. What I perceived from these people was great disappointment, but also consideration about the future, after the SNF Cultural Centre is constructed.

The percentages are:



As seen in the chart, people seemed not to share a certain opinion about the Cultural Centre.

When they were asked “Why do you approve/ disapprove?”, I got the following answers:

##### **Approving Attitude:**

- trust in a famous architect like Renzo Piano
- real estate reasons – revalued properties
- tourist attraction
- great number of everyday visitors
- the park will be a large green open space
- only such an organisation like SNF could make reality this project, in time of economic crisis

- strengthening of the local economy
- aesthetically improvement of the coastal zone

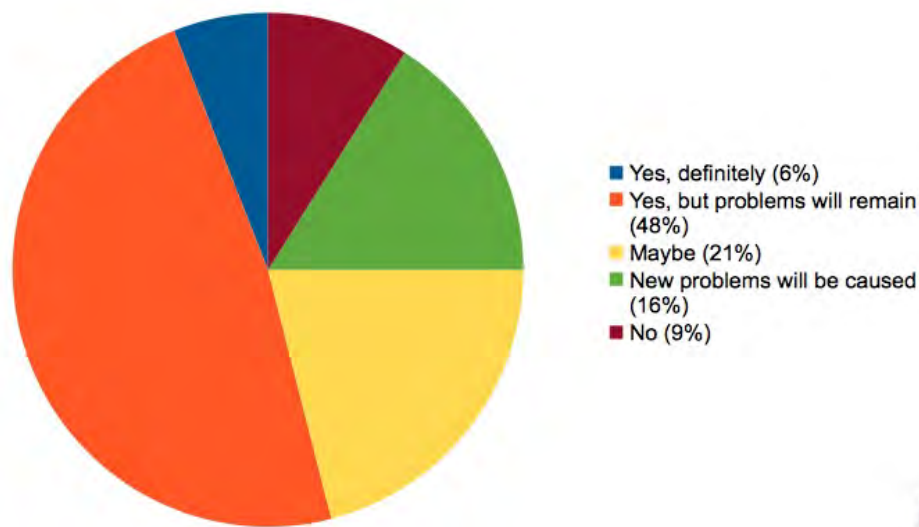
Disapproving attitude:

- young greek architects should have been given an opportunity
- fear of the future, after the completion of the construction – will greek authorities be able to manage the Cultural Centre?
- Manipulation of the cultural events (a strong economy) by private investments
- If it is not combined with the creation of parking places, the problem will be worsen for the neighbourhoods.
- Opera theatre and national library will be far from the city centre – need for more transportation lines.
- Given the today economic crisis, the Park will never be finished.

***Do you think that they will enforce the development and the confrontation of the problems of the region?***

The majority of the respondents do not believe that the SNF Cultural Centre will provoke sufficient development or problem solution. However, they hope that the region will be given new potential for economic growth, which is concerned really important, in times of economic problems.

Nevertheless, some indicate that new problems will be caused, such as lack of parking places, maybe inadequate management by the government in the future, and possible gentrification in the poorest neighbourhoods.



### **GROUP 5: Citizens' Vision**

***What other activity, facility, recreation, etc would you like to be found in the Bay? - What is the 'Faliron Bay' that you vision?***

In general, the participants' proposals included:

- A public, continuous green park, well curated, with pedestrian and bicycle lanes and big open spaces for various activities. Some restricted leisure and recreation places could be created because they attract people.
- The Olympic stadiums should be given the chance to host several athletic events, even small local ones.
- The flood problems should be immediately confronted, especially in the region of Moschato that suffers the most.
- The Poseidonos Avenue should be under-grounded, and some more additional roads leading directly to the coast could be created.
- The bay should be approached by more transportation lines
- The region should not ever be a place of debris disposal, as in the past. The further embankments should be banned.
- The authorities should reassure the future care and management of the park.

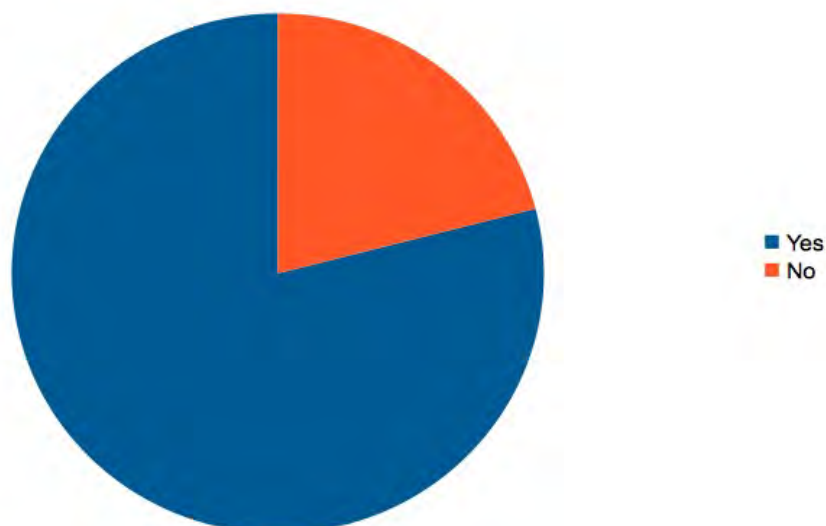
***Would you participate in an action/ initiative of citizens about the protection/ exploitation of the Bay?***

The aim of this question was to understand if, in the complex process of urban regeneration, the citizen understand his critical role as constituent element of the urban web and to figure out if he is willing to take part in planning procedures.

My intention was , after having caused problematising through the previous discussion about the waterfront development, to let the citizen imagine himself in the position of an actual and effective element in the decision-making process. Actually, some respondents were too passionate to answer this question, but the most became really frustrated, they seemed not to understand the question at all. “This cannot happen in the greek reality” was a definitely abnegating response.

“Citizens were never taken into account for minor subjects, and will never be in such scale matters”. Many admitted that citizen participation is possible in other european cities, but “the greek system does not allow it. In order to achieve this, there are a lot that have to be change prior”.

When I told them that this is a highly hypothetically question, the results I was given were:



As you can see, the citizens in their majority are eager to participate in the planning process, if they are given the opportunity.

I have to admit that the percentage of 79% was a big surprise for me, as I (incorrectly) supposed that people are too disappointed and indifferent to take such responsibilities. However, the citizens showed keen interest, intense desire and great expectancy to be part of the decision-making. They expressed that they feel as an 'outsider' in the matters that are crucial for their neighbourhood and the quality of their everyday life.



## **PART IV**

### **CONCLUDING**





Chapter  
5

Discussion

Concluding this study, it is important to clarify the role of the citizen in the complex planning process.

As a result of the qualitative study, citizens seemed hesitated or surprised by the possibility of participating in the decision-making processes. However, in front of a clearly hypothetical question “*Would you participate in an action/ initiative of citizens about the protection/ exploitation of the Bay?*” the majority replied positively, but this may hide the truth in a such real situation.

From my perspective, a great majority of the citizens of Athens (and every greek city or region) are not accustomed to having an active attitude towards the community, but consider the public utilities and services as due and as being used in a consumerist way. However, how could someone be involved in the public processes if he was never given the sufficient information and the opportunity to do so?

In contrast with other cities all over the world, that have started implementing the citizen participation as a strong, dynamic and useful tool in urban planning process, the greek decision-making policies have totally excluded it. As quoted by the Waterfront Communities Project (see Appendix), “involving ordinary citizens in development planning and regeneration presents a major challenge. There is growing recognition of the importance of this, not just to improve the sustainability of development proposals by securing local input, but in recognition that people’s attitudes to democratic processes at all levels is based on their experience of ‘being involved’ locally”.

What is proposed by this study, is just food for thought for all the authorities involved in the planning process of the Athens' waterfront:

For the last decades, every developmental effort was “*of highly national importance, which promotes the economic development and the international promotion of the whole country, while they contribute to the rational and efficient urban organising and to*

*the sustainable development of the extended region of Athens*". In a strange way, such meaningful words as *highly national, international promotion, sustainable, metropolitan city, etc.*, are included in almost every legislation concerning the urban development, greedily showing the preference to mega-scale projects, excluding the development of our neighbourhood, our everyday life and our quality of life in general.

Maybe the professionals and experts should start thinking about the faulty highly-prestigious plans of the past, and try to trigger the 'sustainable' development from the neighbourhood and its residents. Of course, paid professionals and politicians are easier to involve; extending the opportunity for participation to citizens of different backgrounds requires innovative mechanisms that go beyond just holding meetings. This is especially true in low-income neighbourhoods and in neighbourhoods with a high proportion of recent immigrant households, as in the case study of Faliron Bay.

What is needed to be done first, is the proper and sufficient information of the public, so that the participation is responsible, efficient and sensible. In my vision, it means to educate and inform the citizen to have more "sensitivity" to the city's features. This is not enough, but it is necessary to reach the ability to participate in the public decisions about the city and also, it is quite complicated to be achieved for many constraints which goes from the personal impasse of not being interested in public matters to the political level about "inclusion/exclusion" of common people in the urban decision making process.

Despite the difficulties, I believe it is totally worthy. Both citizen and professional participation are closely linked to achieving quality in the final development. Creating a competitive situation for ideas and standards through architectural competitions and the process of critically assessing and incorporating competing viewpoints, all contribute to improved quality.

As implemented in different European cities, there are many participation mechanisms or tools such as expert panels, citizens fora, academic advisory panels, focus groups. Above all, participation needs to be carefully tailored to both the potential audience and local circumstances. In mounting participation exercises, it is important to make clear at the outset what decisions can be influenced by the participation process and what decisions have already been taken or will be decided in another context. Lack of clarity about this can discredit participation. It is also important to recognise the need to rectify a natural tension between participation focused on a small, or 'sample' audience, such as an expert or community panel, and

participation which is open to large numbers of people.

Concluding, both experts and citizens should understand that the importance of creating, developing and planning urban spaces is the significance of managing the neighbourhood and consequently our everyday life. The cooperation and the exchange of ideas and visions has only positive results; urban planners can be satisfied by watching their successful plans, while happy people can take advantage of the urban spaces they have contributed to be created.

## **5.1. Limitations of the Study and Recommendations for Future Research**

In this chapter, there is an attempt to identify and acknowledge the limitations of the study, while assessing their impact. They are divided into two groups, the methodological limitations and those of the researcher.

### **Methodological Limitations**

First or all, the sample of the qualitative interview-based research may not be adequate.

Possibly because a larger number of participants was required to ensure a representative distribution of the population and to be considered representative of groups of people to whom results were generalized and transferred.

Despite the sample size, we could not know if the particular sample provided the particular results; perhaps if we have chosen different individuals but of the same number, the results may differ.

Moreover, some restrictions of the research process were the limited time, the time of the interviews conduction – which was in middle summer , and maybe some more mature possible participants could not be reached.

Not to mention that the conduction of such a research in such a difficult time that the city is suffering from strikes (even in transportation services), some of the 'snowballed' interviewees

could not be reached as I do not own a car and I was not able to meet them.

For these reasons, a future research can use a bigger sample size, having more time available and in different socio-economic conditions. Then, it will be possible to compare and contrast the findings and maybe question the validity of this study.

After completing my gathering of information and the interpretation of the interviews, I regret not including a specific question in a survey that, in retrospect, could have helped address the research questions. In particular, I would have included the question “Which are your sources of information considering the recent development in Faliron Bay?”. By this inquiry, I would be able to evaluate the degree of knowledge and sufficient information of each participant and assess better the answers, or even exclude them.

This deficiency can be exploited for a future research, where the 'quality' of the participants' information should be certainly a serious aspect of the data assessment.

Moreover, the fact that there was no other prior similar qualitative research, forced me to decide the methodology used, having no evidence if I am in the right path.

As far as the retrospective study is concerned, the lack of available data about the citizen participation in the planning processes analysed, made me to conclude that none ever took into account the citizens' opinions, without actually having any literature reference for my conclusion.

## **Limitations of the Researcher**

This study constitutes the first time that I am called to conduct a retrospective and qualitative research, while during the previous 5 years of studies I was occupied with technical and quantitative subjects – a real challenge for me. Maybe my pure experience and lack of urban planning background has limited the particular study. Hypothetically, an expert in urban planning could have made totally different assumptions than mine or selected another methodology.

Another limitation was the writing language, as I should convert every source, discussion, official document and thought in English. I hope I succeeded in imprinting everything I wanted

this study to include, although I know that in Greek I would be expressed more properly.





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## **APPENDIX**





## Waterfront Development in European Cities

### SUMMARY

### **Bilbao**

Bilbao, the main city in the Basque Country, an area of heavy industry that badly suffered decline and industrial closure in the 1980s, has spearheaded regional regeneration in the area during the 1990s and beyond. Its riverside waterfront has played a key role in this, becoming the location of iconic cultural buildings such as the Guggenheim Museum and new open spaces. This, together with wider improvements in the city such as the building of a metro system and a new airport terminal building, using world class designers, has transformed the once jaded image of the city. This process has been driven by a not-for-profit joint venture involving the Basque and Spanish authorities – BILBAO Ría 2000 – the result of a commitment by all public stakeholders to working together in order to transform the metropolitan area of Bilbao ([www.bilbao.net](http://www.bilbao.net)).

### DESCRIPTION OF THE LOCALITY

Bilbao is the capital city of one of the three provinces that constitute the current Basque Country in Spain, located on the coast of the Bay of Biscay. The city stretches out along the valley and estuary of the Nervión River. Some key figures for Bilbao are:

- ▲ Population 1996: 368,000
- ▲ Population of metropolitan area: approx. 1 million
- ▲ Land Area: 41.25 sq.km.
- ▲ Total employment 2003: 150,696
- ▲ Registered unemployment rate 2002: 8.4% (near the 8.7% average for Spain at the time)

Most jobs in Bilbao are in the services sector (82.4%), with other significant sectors being industry (9%) and construction (8.7%). Within the services sector, the largest number of jobs is in commercial services (insurance, finance, real estate, security, etc), followed closely by retail and hospitality, and by health and education. Bilbao is the banking capital of Spain and is aiming to be the informational technology portal for Europe.

The city of Bilbao has its own municipality with a directly elected council, which has planning powers. The metropolitan area extends into the jurisdiction of neighbouring municipalities. Bilbao is the capital of one of the provinces which the Basque

Autonomous Community comprises. The Basque Country has a high level of self-government, with its own Parliament, police force and distinct tax system. This regional parliament has powers to pass planning legislation and undertake regional planning activities ([www.wikipedia.org](http://www.wikipedia.org)).

**Abandoibarra** is the most emblematic of all the areas where BILBAO Ría 2000 is undertaking projects in its regeneration of the city of Bilbao. This area at the heart of the city, which the general public was denied access to for many years, covers 34.8 hectares. It is planned to become the nerve centre of the new Bilbao.

### **Why was the waterfront redevelopment initiated?**

The Bilbao waterfront – in particular the area of Abandoibarra – was the site of industrial, shipbuilding and port activity for centuries. The crisis in the 1980s and increasing competition led to the closure of many factories and to the reduction in size of those that remained. In addition, port activities were transferred downstream. Some of the best-located land in the city – flat and by the riverfront – thus became vacant. The first General Urban Zoning Plan drawn up by Bilbao City Hall in 1987 pointed to major opportunities for developing the city in the Abandoibarra and Ametzola areas. The need to address the economic downturn brought about by industrial decline and to regenerate the newly created brownfield sites led to the creation of a public company with the participation of the central Spanish government, as well as institutions in the devolved Basque government and local authorities - Bilbao Ría 2000 ([www.bilbao.net](http://www.bilbao.net)).

In 1997 the Basque government was the first of Spain's regional autonomous governments to adopt a regional planning strategy. These 'Regional Planning Guidelines' were prepared to coordinate the sectoral policies and urban plans affecting all municipalities in the region. The key concept underpinning the strategy is the reconceptualisation of the Basque Country as a European 'city-region' which will constitute a single job market. Key components of the strategy which are relevant to the regeneration of Bilbao waterfront included, among others: creating a system of complementary capitals - i.e. further developing the function and character of the three provincial capitals (with Bilbao as the economic and financial centre) and improving public transport on the relatively short distances between these; and providing an alternative to urban sprawl through containing development within existing urban areas.

The regional strategy assigned the highest priority to the regeneration of the Nervión River and its environs. The river was to be transformed from being an area of industrial obsolescence and a physical and social barrier, into becoming an axis for social and urban reintegration of the metropolitan area. Strategies to achieve this included: extending the Port of Bilbao and relocating old port facilities closer to the sea; cleaning the river and decontaminating land; improving access to the area through providing new infrastructure; and locating new uses on the newly vacated land (Bilbao Ría 2000,2003).

The regional plan incorporated objectives established by an earlier plan for the Metropolitan Area of Bilbao. The Strategic Plan for the Revitalization of Metropolitan Bilbao was driven by a public-private partnership established in 1991 – Bilbao Metropoli 30. Its founders included regional, provincial and local levels of government, the port authority, transport providers, the private sector and universities. The plan's objectives were addressed through a series of initiatives: improving investment in human resources; creating a service-oriented metropolitan area; improving mobility and accessibility; engaging in environmental and urban regeneration; turning Bilbao into the cultural centre of the region; involving both public and private sectors in regeneration; and achieving social improvements for the residents.

The remit of BILBAO Ría 2000 - the public company jointly owned by Basque and Spanish government agencies which is in charge of the regeneration of Bilbao waterfront - is to recover degraded areas and run-down industrial zones in metropolitan Bilbao, thus helping achieve balanced development and making the city more cohesive. To that end, BILBAO Ría 2000 co-ordinates and implements actions involving urban planning, transport and the environment. These projects are based on an overall approach, and are in line with the urban planning directives approved by the planning authorities. They feature the participation and support of all the authorities and companies that hold stakes in the company (Bilbao Ría 2000, 2003)

### **When did the waterfront redevelopment and regeneration take place?**

- Between 1989 and 1992: preparation of the Plan for the Revitalisation of the Metropolitan Area of Bilbao, at the

request of the Basque government and the provincial government of Vizcaya. This established the vision of Bilbao as a city providing advanced services within a modern, qualified and competitive industrial region.

- 1991: Bilbao Metropoli 30, a public-private institution, is established to coordinate the revitalization of the economy in Bilbao's metropolitan area
- 1992: creation of Bilbao Ría 2000, the public joint venture managing the regeneration process in Bilbao city (and the neighbouring municipality of Barakaldo).
- During the 1990s: clean up of the river; preparation of plans for the areas to be redeveloped; removal of old industries; creation of new business areas.
- 1997: the Basque government adopts a regional planning strategy which conceptualises the whole of the Basque Country as a European 'city-region'.
- 1997: The Guggenheim Museum opens.
- 1998: The city's remodelling process begins, following the master plan for the area drawn up by César Pelli and partners.

The Abandoibarra waterfront is only one of the areas where BILBAO Ría 2000 is regenerating the city. Other initiatives range from improving the public realm in Bilbao old town to re-routing railway lines within the city and its metropolitan area (Bilbao Ría 2000, 2004).

### **Who was involved in the process?**

The land is owned by the shareholders in BILBAO Ría 2000, who assign their land to the public company, which provides it with the necessary infrastructure and sells it to the private sector.

A defining characteristic of the regeneration of Bilbao's waterfront is that it has been a joint effort, involving all levels of government, the port authority and rail operators. The beginning of the process can be traced to the Basque and provincial government's drive to regenerate the metropolitan area of Bilbao as a whole.

The process in Bilbao is driven by BILBAO Ría 2000, a public company that is a joint venture involving the Spanish Ministry for Development, the Basque government, provincial government, the two affected local authorities, the Bilbao Port

Authority, and the national rail operators. The company's board of directors is chaired by the Mayor of Bilbao, with the Spanish Secretary of State for Infrastructures acting as vice Chair (Bilbao Ría 2000, 2004).

### **How was the waterfront redevelopment/regeneration planned and implemented?**

The objectives of the regeneration of Abandoibarra stem from the higher level strategies for regional and metropolitan revitalisation in the wake of industrial decline.

BILBAO Ría 2000, the public company managing the process, is led by a Board of Directors representing the shareholding institutions, which takes decisions on the basis of consensus.

The public company that is managing the process funds its investments through the benefits generated by the developments it facilitates, and drawing on funding from the European Union (the latter covering around 14% of its investment budget). It currently does not draw on public funding to finance its projects. The public company's annual investments have grown from around 1 million euros in 1994 to 66 million in 2004.

BILBAO Ría 2000 was incorporated with an initial capital of around 1.8 million euros. It has since proved itself capable of balancing its budget with no need to resort to public funding allocations, through the following process:

- stockholders assign the land they own in the centre of Bilbao and Barakaldo to the company;
- the local authorities rezone the areas for development;
- BILBAO Ría 2000 invests in developing the land and sells the resulting sites to private developers, thus generating capital gains;
- since the company is a not-for-profit body, it reinvests these capital gains in the regeneration of more brownfield sites and in other relevant actions for the development of the metropolitan area, such as infrastructure (Bilbao Ría 2000, 2003).

The design of the flagship building in Abandoibarra - the Guggenheim Museum - was arrived at through an international design competition which selected world-famous architects were invited to participate in.

A master plan for the area was developed by a high profile

## OUTCOMES

international architectural firm in collaboration with a local firm. Key components of the master plan are the expansion of the city fabric into Abandoibarra, priority given to pedestrians, and retention of two thirds of the area as parks and open spaces - the aim being to create the most public, pedestrian-friendly and green area in Bilbao. The built-up area will provide a mix of uses, including residential, offices, museums, libraries, retail and cafes and bars.

### **What happened?**

Abandoibarra has been transformed from an area of industrial decay on which the city's back was turned, to a waterfront with public amenities and facilities that is used not only by Bilbao residents but also by incoming tourists. The area of Abandoibarra has been developed to provide: social facilities (2.9 Ha); parks (11.5 Ha); footpaths and open space (5.5 Ha); building plots (3.1 Ha); and other uses (11.8). About a third of the area will be green spaces.

Two key physical outcomes have been the construction of the Guggenheim Museum, which has put Bilbao on the tourist map, and of the Palacio Euskalduna, a concert hall. More recently, the area has benefited from:

- a new tree-lined waterfront promenade, a footbridge and a pedestrian link to a road bridge
- public art in the new public spaces
- opening up of new streets connecting the waterfront with the rest of the city
- a new tram line running along the waterfront, with three stops on it, providing first public transport link between Abandoibarra and rest of the city
- additional private investment levered in providing a new hotel, shopping centre, and flats.

In addition, the scheme will include an office tower to house the provincial government, a university library, and a museum ([www.bilbaoria2000.com](http://www.bilbaoria2000.com)).

### **Key themes**

The regeneration of the Abandoibarra area along Bilbao's waterfront is helping meet strategic objectives at both city and

regional level. The Plan for the Revitalisation of the Metropolitan Area of Bilbao, which established the vision of Bilbao as an advanced services city, recognised the central role and impact the regeneration of Abandoibarra could have for the city as a whole. This built on the designation of the area as a major development opportunity in the already existing General Urban Zoning Plan, drawn up by Bilbao City Hall. Regeneration of the area would help to address the economic downturn brought about by industrial decline and to regenerate the newly created brownfield sites. In addition, the regeneration of Abandoibarra contributed to meeting the aims of the Basque Country's regional planning strategy, which seeks to maximise the potential of the country as a European 'city-region', and which assigned the highest priority to the regeneration of the Nervión River and its environs ([www.bilbaoria2000.com](http://www.bilbaoria2000.com)).

The successful redevelopment of Abandoibarra has been undertaken by a joint venture involving the central Spanish authorities (through the company in charge of state land, the Bilbao Port Authority, and the national rail companies) and the Basque authorities (the Basque government, the provincial government and two local authorities). This public company - BILBAO Ría 2000 - thus incorporates the interests of the major stakeholders, and is financially independent, drawing public funds only through the European funds it can attract, but otherwise relying on the turnover from its development activities ([www.bilbao.net](http://www.bilbao.net)).

Abandoibarra waterfront is not only being opened up to the residents in adjacent Bilbao city centre, but is also being brought closer to the wider metropolitan area through new public transport links. A new tram line already follows the route of the new avenue which will run along the waterfront providing access also to cars, while giving priority to cyclists and pedestrians. The tram replaces old railway lines which previously blocked access to the riverfront from the city, and provides stops along the new waterfront promenade. This forms part of a city-wide strategy which entails removing barriers created by railway lines in several places around the city, while improving public transport connections by providing new light rail routes and stations.

A landmark turning point in the transformation of Bilbao's decaying waterfront into an international tourist attraction was the opening of the spectacular Guggenheim Museum, which brought to an area previously occupied by industry not only contemporary art exhibits, but also a masterpiece of



contemporary architecture. Arts and culture have been a focal point for Bilbao regeneration, with various new cultural venues being built. Bilbao's deliberate use of art and culture has extended to providing a new urban landscape in which the buildings themselves would be culturally valued objects, through commissioning world-famous architects to produce the designs. This practice goes beyond the Abandoibarra environs - with its Guggenheim Museum designed by Frank Gehry, the Euskalduna Conference and Concert Hall by Soriano and Palacios, metro stations by Sir Norman Foster and Associates, and the Abando Passenger Interchange by Michael Wilford - to the provision of new iconic facilities in the wider metropolitan area, such as Santiago Calatrava's new terminal building at Bilbao Airport ([www.bilbao.net](http://www.bilbao.net)).

### **Key lessons**

In Bilbao, a shared vision between different levels of government, and a strong drive from regional government to achieve regional and metropolitan economic regeneration objectives, have been key to implementing waterfront regeneration on the ground.

An important element has been the crystallisation of the shared vision and purpose in a registered public company that reflects the interests of the stakeholders and is financially independent.

The consortium of central, regional, and local authorities has concentrated its efforts on land assembly, planning, and investment in flagship facilities and infrastructure, thus changing the image of the area and leveraging in private investment which has minimised the element of subsidy.

The strategy of investing in an iconic cultural flagship building to put the area and the city on the international tourism map has paid off. It is not clear however how often this strategy could be successfully emulated elsewhere.

### **Barcelona**

Port Vell is the name that was given to the traditional port of Barcelona during the nineties. Before the Olympic Games of 1992 this was a run down area with industrial buildings, empty warehouses, refuse dumps and railway sidings. Its regeneration,

managed by the city council and the port authority, aimed to make this space accessible to the citizens of Barcelona and to open up the city to the sea. As a consequence of this process by 1995 the obsolete old port had become a dynamic area in the heart of the city. The regeneration of Port Vell is an example of the restructuring of port uses to provide areas for leisure and tourism, in a similar way to the approach taken by James Rouse in the ports of Baltimore and Boston.

Barcelona is the capital of Catalonia, located in NE Spain by the Mediterranean coast. Some key figures for Barcelona are:

- (v) Population January 2006: 1,605,602
- (vi) Households 2006: 647,408
- (vii) Land area: 100.4 sq.km.
- (viii) Labour force (first trimester 2006): 832,600
- (ix) Unemployment rate (first trimester 2006): 7.4%

Barcelona saw tremendous growth in the 19<sup>th</sup> and early 20<sup>th</sup> centuries on the basis of industrialisation. The most representative industrial sectors in the economy of the city are the textile, chemical, pharmaceutical, car, electronic and printing industries. Other key employment sectors are higher education and research, public administration, health, retailing and tourism. ([www.wikipedia.org](http://www.wikipedia.org)).

Four levels of political administration, with different responsibilities and powers, have some degree of involvement in urban regeneration in Barcelona:

Spanish National Government: Responsible for security, justice and the management of coasts, the port, the airport and the national railway network.

‘Generalitat’ or Government of Catalonia: With important competencies in the management of education, social matters, traffic and economic policies of the Catalonian capital.

‘Diputació de Barcelona’ or provincial government: Responsible for the maintenance of some parks, public buildings, libraries and museums in the city.

City Council: The government body with more powers in the city, in charge of urban planning, transport, levy of local taxes, management of public space and the construction of public facilities.

Port Vell is the innermost traditional port of Barcelona, adjacent to Barcelona Old Town and at the foot of the famous Barcelona

Ramblas (<http://www.portdebarcelona.es>).

### **Why was the waterfront redevelopment and/or regeneration initiated?**

In 1978 Barcelona's port authority was given independent status with its own capacity and competencies as a public institution and mercantile company in charge of the port's land and assets. Barcelona City Council proposed that the port, which had been an 'out-of-bounds' area of the city, should be recovered for the citizens. The port authority's answer to this pressure was the handover of the economically obsolete Port Vell, which included several docks: Moll del Dipòsit, Moll de Rellotge, Moll de la Barceloneta, Moll de la Fusta, Moll d' Espanya and Moll de Barcelona.

This handover was made under the control of the port authority, which kept fundamental rights related to decisions on new activities, the selection of new projects and the business hours for the area. As a consequence of this, Port Vell changed its traditional functions without losing its autonomy from the city council.

Following the end of the dictatorship in Spain in the 1970s and a long period of depression in the city, during the 1980s and 1990s there was a drive to regenerate Barcelona as a whole both as a more pleasant place for its residents to live in and as a more competitive city on the international scene. This strategy started in the 1980s with a focus on the regeneration of public spaces at the neighbourhood level, moving on to larger scale regeneration during the 1990s on the back of international events such as the 1992 Olympics (<http://www.portdebarcelona.es>).

The basic aims of the waterfront redevelopment were:  
To open the Port to the city.  
To introduce recreation and leisure activities.  
To reuse the port area without losing its harbour character.

### **When did the waterfront redevelopment and regeneration take place?**

The first development phase of Port Vell started in 1981 at Moll de la Fusta. This space remained under redevelopment and

without public use until its inauguration in January 1987. Fashionable pubs and discos opened in the area, advertised as a select place with a sea view. One year earlier, during the preparation of Barcelona's Olympic Games candidature, the idea of fully redeveloping the port and connecting it with the 'Vila Olimpica' (Olympic Village) area along the coast was launched.

The second development phase of Port Vell started in 1988, before the 'Plan Director' (Master Plan) for the Port of Barcelona was approved by its main authority in 1989 and by the Ministry of Public Works and Planning in 1990. During this stage Moll de la Barceloneta was renovated with the demolition of existing structures and the construction of a new promenade. Moll del Diposit was preserved for its heritage value. Restaurants, offices, the Museum of the History of Catalonia and facilities for fishermen and fisherwomen were installed. The rest of the area was developed as a promenade – Paseo Joan de Borbón.

In 1994 regeneration of the port area reached Moll d'Espanya, located in front of Moll de la Fusta. After the demolition of the existing structures, a new road access was created to an underground car park below the new development, as well as a pedestrian bridge connecting Moll d'Espanya to the foot of the Ramblas, the main promenade through the centre of Barcelona Old Town to the sea. This pedestrian link, which opens to allow yachts in and out of the innermost dock – now a marina – is now known as Rambla del Mar. On the wharf itself the shopping centre Maremagnum was built with space for 120 businesses (bars, discos, shops and a ferry terminal). The development of the area was completed with the construction of cinemas and an aquarium.

Between 1998 and 2000 the area of Moll de Barcelona underwent radical transformation with the construction of the World Trade Centre Barcelona (WTCB). This development phase had a stronger business character, focused on business, hotel trade and conferences.

In 2003 Bocana Norte – which allows direct access to the open sea for passenger and pleasure boats – was inaugurated, and the movable bridge Porta d'Europa was built connecting Moll Adossat wharf with the coast. That same year an ambitious urban development project designed by architect Ricardo Bofill started the extension of Bocana Norte into the sea. This project included the construction of a coastal hotel in the shape of sailboat, a 30,000 m<sup>2</sup> office block and places for services and parking.

Nevertheless, this initiative faced several setbacks after Barcelona City Council cut the hotel's height down and banned building within twenty metres of the sea.

The significant urban transformation undergone by Barcelona since 1980 was the result of three processes: the improvement of the transport system and infrastructure, the configuration of new urban centralities, and a shift in the city's economy from industry to services.

Improving the transport system included the construction of a city ring road, part of which was routed along the coast (Ronda Litoral). Separation of the city centre from the waterfront was avoided by lowering the ring road and making it underground in parts, providing level pedestrian access from the Old Town to the waterfront at the foot of the Ramblas, supplemented with pedestrian bridges at some points along Moll de la Fusta.

An important impetus for urban transformation in the Catalanian capital was holding the 1992 Olympic Games. In the case of the Olympic Village, its conception responds to a more complex vision of the general restructuring of port places, in a different way from what has happened in Port Vell.

The Universal Forum of Cultures 2004 continued waterfront regeneration northwards beyond the Olympic Village, attempting to develop an extension of 214 hectares with social and environmental problems as a new central area and an example of a sustainable city. However, this initiative was criticized for its high overall cost and for the contradictions between the speculative interests involved and the stated values of the development.

In addition there is a metropolitan dimension providing a wider context for these initiatives. Preparation of the Plan Delta (1997-2011) was launched in 1994 with the backing of all levels of government including local governments in the metropolitan area of Barcelona, with the intention to transform the Delta of the Llobregat into a logistic platform of first magnitude – the best in the European Mediterranean. This plan includes a bypass for the river Llobregat, the enlargement of the port and of its related activities, airport expansion, new railway and road connections and environmental actions ([www.bcn.es](http://www.bcn.es)).

In the case of Port Vell, there were four main development phases with different significant projects during its regeneration:

▲ 1981 to 1987: Moll de la Fusta – open space and leisure uses;

▲ 1988 to 1993: Moll de la Barceloneta and Paseo Joan de Borbó – promenades, heritage, restaurants, offices, the Museum of the History of Catalonia and facilities for fishermen and fisherwomen;

▲ 1994 to 1996: Moll d’Espanya and Maremagnum – shopping centre, cinemas, aquarium and ferry terminal;

▲ 1998 to 2000: Moll de Barcelona – World Trade Centre.

In addition, in 2003 Bocana Norte was inaugurated and the movable bridge Porta d’Europa was built connecting Moll Adossat with the coast ([www.bcn.es](http://www.bcn.es)).

### **Who was involved in the process?**

The land is owned by the main port authority. Stakeholders in this organisation include central, autonomous, and local administrations. The process was led by the Barcelona City Council and Barcelona Port Authority, while architects and developers were involved.

### **How was the waterfront redevelopment/regeneration planned and implemented?**

The area was defined by the boundaries of the site owned by the port authority, the objectives were drafted by professionals inside and outside the administration, and then ratified and supported by the political authorities. Port Vell has benefited from a powerful public authority and real public-private partnership throughout the whole regeneration process.

The port authority of Barcelona has developed a financing strategy based on a mixed model of private-public partnership, which is the basis for a programme of enlargement and expansion works to the port’s installations through a series of phases up to the year 2011. Additionally to self-financing and credit from financial institutions, a subsidy from the Cohesion

Fund of the European Union was obtained. The involvement of the private sector in the development of the infrastructure and the superstructure has also been encouraged (www.portdebarcelona.es).

The works envisaged in the Port of Barcelona's Master Plan to the year 2011 require a total investment of 1,773 million Euros. Around 30% of this total, some 531 million Euros – needed for superstructures, services and cargo handling equipment – will be provided by the private sector. The remaining 70%, for infrastructure, is expected to be financed with 1,045 million Euros from public investment and 195 million Euros from private investment.

In the case of Port Vell, private investment was particularly significant in the development of Moll de Barcelona (1998-2000), with the construction of the WTCB.

All the transformations that have been carried out in Barcelona during the last thirty years have had as general framework the Metropolitan General Plan presented in 1974. This plan has been used when there was agreement to do so and modified when it has been necessary, thus leading to criticism that there was no general vision for the city and the objectives to meet.

For the specific area of the Port of Barcelona, a Master Plan ('Plan Director') with a view to the year 2010 has been in place since its approval by the board of directors of the Port of Barcelona Authority in 1989 and by the national Ministry of Public Works and Planning in 1990. This document addressed how the area of Port Vell – where the development of commercial traffic faced great difficulties because of its impact on the city – could implement leisure activities.

Above-average media activity of various kinds (internet, exhibitions, publications, public discussions, cultural and leisure activities in situ etc.) has been used. As part of this process citizens were offered the opportunity to suggest new approaches from the city to the sea (The Barcelona Database, 2007).

### **What happened?**

Port Vell is currently one of the main leisure areas in Barcelona, with a great range of cultural, sport, business and leisure

activities on offer, including:

- ▲ The Museum of the History of Catalonia, with the aim to put the history of the region on display and make people aware of their shared heritage.
- ▲ Maremagnum shopping centre, with shops, restaurants, pubs and discos.
- ▲ Imax with its various cinema screens (Imax, 3D and Omnimax).
- ▲ The Aquarium, one of the most important marine leisure and education centres in the world concerning the Mediterranean.
- ▲ The WTCB office complex formed by three towers with offices, meeting rooms and complementary services, and another one with a five star hotel, the 'Grand Marina'. In the WTCB there are two cruise ship terminals, each over 6,000 m<sup>2</sup>, equipped with the most up-to-date technologies.
- ▲ The movable bridge called Porta d'Europa, which separates the commercial port shipping from passenger, recreational and sports boats.
- ▲ The Bocana Norte, which allows better water renewal in the interior docks and saves time for ships and boats.

Authors such as Francesc Magrinyà and Gaspar Stick have noted in the different projects carried out in Port Vell, similar processes of inauguration-success, decadence and new development. Some of these places were in crisis only four or five years after opening, mainly due to:

- The efforts of promotion of the new spaces having been concentrated especially at the moment of their inauguration.
- City residents' use of these new spaces happening especially in the early days, and then dropping little by little, with these areas becoming used mainly by visitors and tourists.

This has happened especially in the spaces of Moll de la Fusta and Moll d'Espanya. In the former, after its initial use by the young and trendy declined, businesses closed. Since then, this area has been used for the celebration of public events. In the latter, specifically in Maremagnum, problems related to fights, violence and racism have generated a very negative image of the zone, especially after the deaths in fights of a young British person in 2000 and of an Ecuadorian citizen in 2002.

In response to this situation, the Port Vell area managers tried to transform the area into a more family-oriented space, focusing more on local users and reducing night-life uses. With this objective, plans to promote cultural activities and the creation of



new spaces have been implemented. In addition, port development has been re-oriented to recover its traditional character as a place for business with the redevelopment of Moll de Barcelona and the construction of the WTCCB (The Barcelona Database, 2007).

Some issues that emerged in implementation included:

⤴ Poor resolution of the city-sea links in Port Vell. In practice there is a negation of the port atmosphere and the sea, as this is practically invisible from the majority of the public spaces of the complex. Barriers of offices, leisure buildings and hotels, sometimes constructed against the principles that inspired the Spanish legislation which aims to protect the coastline from development, have contributed to separate the city from the sea.

⤴ The new spaces designed in Port Vell show a lack of urban character and the activities introduced do not generate connections with their neighbourhood.

⤴ Several of the measures implemented in Port Vell have produced a break from the historical continuity of the place and a consequent loss of identity in the area. Structures with the potential of giving historical continuity to the redeveloped areas have been knocked down (warehouses) or ignored and hidden (Moll del Rellotge, fishermen's dock, etc).

⤴ Projects such as Moll de la Fusta and Moll de Barceloneta were not well connected to each other or to their surrounding environment.

⤴ The development of large real estate operations for the financing or support of infrastructure works can lead, according to authors such as Horacio Capel, to actions that are not always wise, such as the case of the already mentioned plans for a coastal hotel in the shape of a sailboat.

⤴ Ambiguity around jurisdiction over public space, with conflicts among the different police forces that exist in Barcelona in terms of their remit, as well as unclear responsibilities and powers over safety management in the area (port police, private enterprises, etc).

In terms of issues that the project has not addressed or solved:

⤴ The need to include activities to strengthen links with surrounding neighbourhoods.

⤴ The strength of the elements which could give historical continuity to the place and the articulation of the new functions with the past (The Barcelona Database, 2007).

## **Key themes**

The regeneration of Port Vell forms part of a wider regeneration drive encompassing Barcelona's coastal area, with later developments having continued urban regeneration northwards through the transformation of industrial and derelict land into the Olympic Village in 1992 and the Forum in 2004. In addition, with wider metropolitan initiatives such as the 'Llobregat Delta' Plan, which includes combined actions and investments in transport infrastructure, logistics and environment, this waterfront regeneration is expected to turn the Catalonian capital into the main distribution centre in southern Europe.

A major challenge faced in attempting to re-link Barcelona city centre to the sea through the regeneration of Port Vell was the simultaneous construction of the city's ring-road, the coastal branch of which separated the two areas. This was addressed by partly burying the road and providing level pedestrian access at key points. Though pedestrian access has been solved and a visual connection to the waterfront established, traffic-generated noise remains a problem, which has been compounded by the high densities permitted in Port Vell and the resulting increase in traffic in the surrounding area. Internally however vehicular traffic is limited to some points of the complex, thus making it a predominantly pedestrian space ([www.portdebarcelona.es](http://www.portdebarcelona.es)).

The urban regeneration of Barcelona since the 1980s has had a strong focus on the creation of good quality public space. Starting with the redevelopment of small scale neighbourhood squares in the 1980s, this approach extended to larger scale interventions during the 1990s and later, including along the waterfront.

In Port Vell, after the urban design approach adopted in Moll de la Fusta during the 1980s, in the 90s a focus on the design of street furniture and elements that would contribute to place branding (Moll de la Barceloneta) started to coexist with large scale planning related to the location of shopping centres and offices (from Maremagnum to WTCB). The early approach to creating quality public space under the leadership of the city council gave way to a process where private developers and special institutions were the main protagonists.

Port Vell is one of the main tourist attractions in the Catalonian capital. It receives almost 18 million visitors annually. At the same time, the World Trade Centre Barcelona (WTCB) is an

excellent setting for business, offering strategic location and relevant infrastructure for international and national transactions (The Barcelona Database, 2007).

### **Key lessons**

From Port Vell's experience some lessons seem to be emerging:

- ▲ Taking into account land use pattern, public access and city context in waterfront regeneration processes is necessary.
- ▲ It is important to include activities that establish links with the surrounding neighbourhoods.
- ▲ It is essential to make use of elements which could give historical continuity to the place and to articulate new functions with the past.

## **The Waterfront Communities Project**

### SUMMARY

The Waterfront Communities Project is a network of nine cities from around the North Sea, who are rediscovering their waterfronts and striving to reconnect their cities with the sea; maybe one of the most prominent examples of cities cooperation and understanding of the common assets and goals.

Each city has experimented with new ways of tackling a particular challenge of waterfront development such as integrating new and existing communities or transport links. These activities are organised around nine project themes<sup>8</sup> allowing cities to consider a wider range of issues than would have been possible working alone.

The project provided a unique opportunity to test different approaches and methodologies in different national contexts but with a shared common resource - the North Sea (Waterfront Communities Project, 2007).

The nine participating cities were Edinburg, Hamburg, Gothenburg, Sciedam, Gateshead, Oslo, Aalborg, Odense and Hull.

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<sup>8</sup> The 9 themes of the project look at:

- A. Meeting strategic objectives and fostering organisational innovation
- B. Setting standards for urban and social design quality
- C. Linking cities and academic organisations for regeneration

For each of themes, a Waterfront Communities Project partner city has taken the lead to implement and evaluate approaches and tools which can contribute to better practice in waterfront regeneration. The lead partner on each theme has also drawn together learning from other cities in the project on this and other themes, highlighting the significance of transnational learning in the overall project.



*Picture 1: Waterfront Communities Project, 2007. The participating cities share the common resource of the North Sea.*

## **Shared Waterfronts**

The Waterfront Communities Project was launched in Edinburgh in March, 2007. The project has linked together nine North Sea cities engaged in strategic regeneration and the sustainable development of harbour and inner city areas. The City of Edinburgh Council is to be commended for initiating this three year, transnational project, drawing together partners from six countries, and then leading the project in association with Heriot-Watt University's School of the Built Environment.

The project demonstrates the value of the international exchange of information, experience and best practice on planning and regeneration. 'Scotland has long recognised the value of intellectual and cultural interaction with our near neighbours around the North Sea . This has both influenced and been influenced by these exchanges. Now that we all face together the challenges of climate change and making our cities more sustainable the value of the 'mutual learning' exemplified by this project is obvious. Scotland also has many important ports, and the project recognises their potential contribution to the sustainable movement of people and freight, including an increase in short sea shipping.'(R. Brankin<sup>9</sup>, 2007).

The lessons of the Waterfront Communities Project are also

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9 Rhona Brankin MSP was the Minister of Communities in Scotland while Edinburgh brought in the front the Waterfront Communities Project.

useful in taking forward the planning system. The significance of the Edinburgh Waterfront is likely to be reflected in Scotland's second National Planning Framework and the emerging city region plan. There are also lessons for progressing strategic developments through the planning system and securing effective community participation in major regeneration projects (The Cool Sea, 2007).

The Waterfront Communities Project paradigm can make an important contribution to modernising governance structures and processes. Of particular interest is the way the project has brought together cities and universities in the context of research. 'This recognises that to address major challenges such as sustainable development and social inclusion, we need partnerships which are also 'learning organisations'. The Waterfront Communities Project is a model of how to approach this.'(R. Brankin, 2007).

### **A challenging project**

The biggest overall challenge to waterfront regeneration is to achieve an integrated approach which can simultaneously address a range of key issues - from the strategic to the very local, and from the physical design to the realisation of the economic and social potential of the area. It is only from such an integrated approach that the port cities of the North Sea will realise maximum benefit from the unique opportunities offered by waterfront regeneration. The involvement of professionals from a range of disciplines and sectors is a key feature of this approach (The Cool Sea, 2007).

### **The 9 cities**

#### THE PARTNERS

Led by the City of Edinburgh Council project partners include Aalborg and Odense in Denmark, Kingston upon Hull and Gateshead in the UK, Schiedam in Netherlands, Oslo in Norway, Goteborg in Sweden, and Hamburg in Germany. Each city has experimented with new ways of tackling a particular challenge of waterfront development, such as integrating new and existing communities or forging transport links between the waterfront and the city. Research partners have worked with each city team to capture and share the lessons learned and this toolkit aims to disseminate these findings more widely so that the learning

generated can improve waterfront regeneration in the North Sea and beyond.

## **The 9 Themes**

Project activities have been organised in relation to nine project themes, with each partner city leading on a different theme. This approach enabled cities to consider a wider range of issues than would have been possible working in isolation and generated considerable learning about the interrelated nature of the issues which impact on waterfront development. As well as improving local processes of regeneration by testing new approaches, which addressed key regeneration challenges, partners have gathered examples of practice from across the network and beyond in relation to the theme on which they are leading. Cities have learnt from one another through regular transnational meetings, secondments to one another city and joint study visits in the North Sea area and beyond.

### **FUNDING**

The project has been funded by the Interreg IIIB North Sea programme and the former ODPM (Office of the Deputy Prime Minister) in the UK.

### **Edinburgh**

### **DESCRIPTION OF THE LOCALITY**

Edinburgh is the capital of Scotland with a population of 450,000 inhabitants in a city-region of around 780,000. It has a strong economy that is reflected in relatively high house prices. The cityregion requires 70,000 new houses by 2015 yet Edinburgh is surrounded by a tight green belt that limits its outward growth. The strategy is to meet demand partly on brownfield sites (including the waterfront) and partly in core development areas beyond the greenbelt.

The City of Edinburgh faces a two-fold challenge. The first is to integrate this significant waterfront development within the overall regional context of the estuary on which Edinburgh sits (The Firth of Forth). The region includes a number of local government jurisdictions and many other stakeholder organisations. The second is to integrate the new developments along the waterfront within the existing development framework for the city as a whole. This is particularly challenging given the City's limited land ownership within the area, competing

commercial interests and high land remediation costs (The Cool Sea, 2007).

### **Edinburgh Waterfront Vision**

Edinburgh's work package in the Waterfront Communities Project focuses on the 'integration of waterfront development with city and regional strategic objectives'. As a key aim of the work package is to enable the Council to improve its planning processes at a local, citywide and city-region level, Edinburgh is comparing how each of the partner cities achieves its cities' 'strategic objectives' at its waterfront (City of Edinburgh Council, 2007). Specifically, the objectives that summarise the 'Edinburgh Waterfront Vision are the following:

- |                             |  |
|-----------------------------|--|
| THE WATERFRONT AND THE CITY | The waterfront will complement other parts of the city and have strong links to strategic nodes, such as the City Centre and across the estuary to Fife. It will also have lateral and radial links to adjacent communities - to connect and integrate neighbourhoods in new and existing developments, so that all share in the economic prosperity created.        |
| THE HEART OF THE COMMUNITY  | The waterfront will reinforce rather than compete with existing communities and their services. Leith will become the commercial, retail and cultural heart of the Waterfront, linked to the City Centre by a revitalised Leith Walk. Ocean Terminal, Granton and Portobello will play complementary roles as community centres, with their own distinct characters. |
| A VIBRANT COMMUNITY         | The waterfront will be a series of new residential and business quarters with a vibrant street life based on a range of uses in the ground floors of key blocks.   |
| WATERFRONT DESIGN QUALITY   | A challenge has been set to the waterfront developers and their architects to respond to contemporary aspirations and ideas regarding urban planning and produce quality designs which meet these aspirations.   |
| A SUSTAINABLE COMMUNITY     | The city is setting ambitious sustainability targets which, when implemented on the Waterfront, will have a significant effect on the performance of the city as a whole in relation to sustainability and the use of resources. The targets will cover energy use; noise; air quality; waste management; water supply, conservation                                 |

and drainage; and construction materials (The Cool Sea, 2007).

## **Goteborg**

### SUMMARY

Goteborg's Comprehensive Plan for the city sets out its vision as "a big city on a human scale - a city of small districts" where each neighbourhood's unique identity is valued. Ostra Kvillebacken and Backaplan are centrally located industrial and retail areas in the waterfront hinterland. Changes in the economy and production techniques in the last twenty years have generated in this portion of the city, a number of problems that had to be tackled. Among these are contaminated land, incremental building demolition and lack of maintenance of existing structures. In addition, crime and public safety have created isolated and socially segregated areas. However, a recent upturn in the economy and the pressing need to address a housing shortage in the city have led to a new visioning process directed to undertake the transformation of the area. There are still many barriers to taking forward this transformation, including developing consensus around a vision among the many large and small businesses currently in the area, some of which are 'marginal' in terms of their legality.

To embark on the regeneration of this area, Goteborg City Planning Authority has tested a methodology called 'The Visioning Process'. This is a working party of local government members, local property owners and the Development Authority to collaborate with the aim of reaching consensus on a vision for the redevelopment of the area. This process uses focus groups in which representatives from different sectors share their knowledge and experience through in-depth discussions. The purpose is to address complex open-ended issues and via this methodology to create knowledge and vision to inform the planning process (Practitioners Briefing, 2007).

But political will alone is not enough to make development happen. The key challenges that Goteborg faces are: to take forward the Visioning Process which is oriented towards transforming the waterfront into a mixed urban area, including new business premises and housing. The program must also maintain existing business structures as long as they are appropriate for the future community in the area to establish a vision which is locally acceptable and yet accords with overall development plans for the city and area, and to take account of



existing buildings and activities, and small-scale land ownership, as important ingredients for promoting Goteborg as the 'mixed city' (The Cool Sea, 2007).

### **Schiedam**

#### SUMMARY

The challenge being faced in Schieveste is of a social nature. Social integration<sup>10</sup> in this case relates to with the feeling of ownership of Schieveste by the Schiedammers, both those who live in a traditional neighbourhood adjacent to the site, and for all citizens of Schiedam. Will they 'adopt' Schieveste as an integral part of Schiedam or will it remain perceived as an area outside the city? Much of the solution will depend on the 'look and feel' of Schieveste. The answer has to do with identity and local culture, and thus with the social life that will develop in and around Schieveste (The Cool Sea, 2007).

### **The Pilot project**

The Municipality of Schiedam focused on the Schieveste development, a brownfield site, which will include offices, retail, residential, recreation, leisure and other activities. The site currently sits between a main railway line and a motorway connecting Schiedam with Rotterdam and the rest of the Netherlands to the east and Den Haag (the Hague) to the west. The site has excellent transport connections but poor environmental quality with traffic noise and air pollution. The site is adjacent to Schiedam's main railway station and about 1 km from the city centre. The main focus of redevelopment will be a multi-purpose shopping centre. Within this context, new jobs, housing and facilities will be created including a regional education centre to improve the educational attainment of the local work force which faces high levels of unemployment. As a key area of innovation within the development framework, social integration is being fostered by piloting a new concept of social supervision, in parallel with attention to two related initiatives: *floor management and location management*.

Interreg funding financed two posts: a 'social supervisor' and a 'floor manager' post as well as to promote a concept of 'location management'. The social supervisor was seconded to the project

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<sup>10</sup> Social integration :For the purposes of this project social integration is defined as: the interaction between new and existing communities and the adoption/ of and identification with a new area by existing inhabitants of the city or town.

from the Verwey-Jonker Institute in Utrecht.

A high point in the Schieveste project development was reached with the publication of the Schieveste Master Plan. The Master Plan is evidence of vision and ambition, not only for giving Schieveste an attractive appearance with spatial quality and economic potential, but also from a social perspective, in making the location vital, sustainable and safe and reflecting local culture, history and identity. The social supervisor was involved in the development of Schieveste project from the outset (The Cool Sea, 2007).

## **Hamburg**

### SUMMARY

Hamburg is a city-state which encompasses other former port cities - such as Harburg - and a variety of different urban areas across 50 km of urbanisation. Hamburg is also the second busiest port in Europe, and intends to maintain and grow this important component of the local economy with modernised equipment and efficient port management. The historic port area of Hafencity in the north and Harburg Inner Port in the south, are ready to be redeveloped incorporating new and existing uses. The river island of Wilhelmsburg is situated in between, and is home to almost 50,000 inhabitants - including many port and industrial workers. The area has high numbers of immigrant residents, but is also rich in picturesque waterfront locations.

The diversity of physical waterfront in Hamburg presents a particular challenge to urban development and planning. Wilhelmsburg for example, is cut off from the development poles north and south of the river by the Elbe River. In addition to detailed planning approaches to the different areas, Hamburg has initiated a programme called 'Leap over the Elbe' to draw these quarters of the city and their citizens together in a common, long-term development framework. Citizen participation is simultaneously promoted and implemented within a correspondingly widened scope (The Cool Sea, 2007).

### **The pilot project**

The 'Leap across the Elbe' has Hafencity and Harburg Inner Port as its northern and southern stepping stones, and Wilhelmsburg as the core area. It became a key project of the 'Hamburg Growing City' strategy. This was initiated by the Senate of Hamburg, pursuing an idea of smart growth, conserving spaces

and sustainable urban development. Citizen participation constituted a strong element of this strategy.

Several interesting participation processes have been undertaken within this context:

The City of Hamburg, TU-Harburg and TUTECH (the WCP academic partner) initiated a public online-discussion and idea competition - 'Metropolis Hamburg - Growing City' using a purpose built internet platform called DEMOS. 'Leap across the Elbe' was one of three discussion topics prepared, which involved a large group of people participating and developing ideas for this area. A jury selected the five best ideas and recommended them to the Senate of Hamburg for implementation. Two of the suggestions were targeted at Hamburg's southern districts. As a result the idea of 'swimming houses' has become a city authority pilot project.

Building on the results of a Wilhelmsburg Future conference and participation initiative, the Ministry of Urban Development and the Chamber of Commerce organised the 'Leap across the Elbe' International Design workshop. Fifteen multidisciplinary teams (including architects, urbanists, planners, teachers, students and citizens) came up with different concepts for the long term social, economic and urban cultural renewal of Elbe island.

Eight to ten of the pilot projects which emerged from the design workshop are to be taken forward by the State Commission for Urban Development as part of the International Garden Show and International Building Exhibition, planned to take place in Wilhelmsburg in 2013. The framework clearly defines which areas along the 'Leap across the Elbe' development corridor (the Hafencity, the Grasbrook, Veddel, Wilhelmsburg, the Harburg inner port and castle island) are of particular interest due to their extraordinary architectural or landscape potential (The Cool Sea, 2007).

### **Gateshead**

#### SUMMARY

Like many formerly industrial cities Gateshead suffered from significant deindustrialisation along its waterfront. Now Gateshead Quays has been successfully developed as an arts-led urban regeneration area. Two facilities of international standing have been created, one for the visual arts and one for the performing arts, along with a new pedestrian bridge, which opens up a shortcut link from the Newcastle quayside into the

Gateshead Quays area. These projects have been designed to kick-start a 'step change' in aspirational regeneration. Design innovation underlies the commissioning of these projects, with the Council wishing to establish a new benchmark for the quality of design within the city. Design and engineering awards for these projects confirm the wisdom of this approach, but questions remain about appropriate design standards for less high-profile projects.

Gateshead Council led the WCP focus on the 21st century neighbourhood. Using its own waterfront as an example of what works and what doesn't, Gateshead is charting the learning from new housing developments. Driving these efforts is an underlying dissatisfaction with the products of the UK housing developers. Too many new housing developments are characterised by lack of variety in physical form and tenures, paucity of architectural quality, with poor space standards and inflexibility of layout. Housebuilders defend criticism of the design quality of their products with the response "we can sell everything that we build". Although arguably true, it does not follow that 'what is produced is good or sustainable' but just that 'where there is limited choice buyers have to accept what they are presented with'. Fortunately national design awareness in the UK is slowly increasing, led in part by the media, but also by better product. However volume housing has yet to catch-up. The pilot project has been intended to foster better design of 21st century neighbourhoods (The Cool Sea, 2007).

## **Oslo**

### SUMMARY

Oslo is the capital of Norway with 540,000 inhabitants in a region of about 1 million. Oslo's population is growing rapidly, as is the labour market. The railway lines, motorways and freight and passenger terminals at the waterfront - a legacy of the city's seafaring history - form a barrier between the city and the fjord. The Municipality resolved to address this challenge by passing a 'Fjord City' resolution in January 2000 aimed at creating a new role for the waterfront in the regional polycentric urban pattern. The overall regeneration initiative is called Oslo Fjord City. The Oslo Waterfront Planning Office (OWPO), established in 2002 as a time limited project, is a section of the Agency for Planning and Building Services and forms part of the municipal planning authority of Oslo. OWPO's main task is to work on general planning of the Oslo waterfront and to deliver the Fjord City

Plan. The office is located in the harbour and comprises 7-8 staff from different professional backgrounds (The Cool Sea, 2007).

### **Challenges**

A key challenge during regeneration is to re-link the waterfront with the city and the city-region by developing new transport and movement patterns and the use and quality of public space to 'bridge' and make seamless links between new and old urban areas. A related challenge is to anticipate the transport impacts of future development patterns in, and to, the waterfront area. A key objective is to foster sustainable transport modes and reduce car use and CO2 emissions. Walking and cycling routes and public transport including buses, trams and other railbased systems and ferries should be incorporated. A final challenge is to explore these development options professionally, based on high quality information, and including participatory mechanisms involving a broad range of stakeholders. They contribute their views on appropriate development options and thus become committed to the waterfront regeneration process.

### **The Pilot project**

Oslo's participation in WCP is based on a cooperation with The Oslo School of Architecture and Design (AHO) as academic partner, and with the Oslo Port Authority. OWPO and the development of the Fjord City Plan have run parallel to WCP, giving a direct input into planning processes, testing new planning approaches and receiving feedback from planners facing similar challenges. On a larger scale it is possible to look at OWPO as a pilot project for waterfront regeneration. The two key challenges of Oslo's WCP work package were to foster better understanding of how programming and planning of the Oslo waterfront can contribute to more sustainable transport in Oslo and the region, and the creation of public spaces that will integrate the waterfront with the city (The Cool Sea, 2007).

### **Aalborg**

#### SUMMARY

The challenges faced by Aalborg concerning the regeneration of its harbour are the result of the phasing out of industrial production and the transition to a knowledge-based economy. As industry and harbour-based enterprises vacated the central

harbour areas, the City of Aalborg developed the first strategic basis for harbour regeneration. In 1999 the City Council adopted a strategic plan known as the “Fjord Catalogue”, which singled out the harbour zone as an urban regeneration area. In 2002 it was decided to develop the central section of the waterfront on the Aalborg side of the fjord, which included working towards the realisation of a House of Music concert hall.

Since 2002 the regeneration of the harbour has been strategically tied to accessibility and the location of new public programmes in the waterfront area, including the location of the local authority’s technical department, the house of music, a new centre for architecture and a house of culture in a disused power station. The harbour’s regeneration has been strategically linked to cultural planning, housing policy and new economic initiatives. These include long-term development of new housing, knowledgebased businesses, educational institutions and culturally-oriented business enterprises. The provision of public areas along the waterfront is an important element in the regeneration strategy. This includes a number of thoroughfares connecting the town to the waterfront and a large beach park with a connection to the neighbourhood of Norresundby. Privately owned land including a former cement works at Lindholm Brygge and the former slaughterhouse area now have public access along the quays. Eventually, the waterfront will be the location of new recreational activities such as bathing facilities, sailing, cafes, play facilities and parks (The Cool Sea, 2007).

## **Odense**

### SUMMARY

Long-term regeneration faces a challenge: the waterfront may be virtually unknown to the city’s residents, who would have been discouraged or even forbidden in past to access the waterfront. To redress the situation, people need to be ‘lured’ to the waterfront by lively, temporary activities such as concerts, markets and fairs. But this can be challenging during a period of intense construction activity. A strategy for ‘bridging’ can be a key to achieving both, and to reinstating the waterfront in people’s perceptions of the overall fabric of the city.

### **The pilot project**

The challenge for the City of Odense is that the city’s waterfront has been virtually unknown by the public, who have turned their back on it as it became industrialised and polluted. In a pilot

project within the WCP, the city is now working to bridge the old with the new by focusing on the harbour's history and make best use of existing facilities. In order to change the public awareness of the area to be a part of the city, to get people to start visiting the area and to make them aware of the area's potential, Odense focuses on activities to bring the public to the harbour (The Cool Sea, 2007).

### **Hull**

#### SUMMARY

The key challenge faced by Hull of integrating waterfront development at neighbourhood, city and regional level is common to many waterfront communities. Related challenges include:

- integration of public and private sector objectives, that is, economic development with social development and biophysical sustainability
- integration of new land uses in the waterfront with adjacent land uses, and within the broader city framework

Where control over land ownership is less strong, for example where land is owned mainly by the private sector, special purpose organisational vehicles can be established to bring together public objectives with private sector development expertise. A compromise approach is to use special purpose regeneration vehicles, which are formal public-private partnerships. Parallel with special purpose vehicles, multi-member partnerships can be established and can achieve consensus around regeneration objectives and commitments to coordinated implementation of regeneration programmes and projects among partnership members (The Cool Sea, 2007).

## ***Maps & Illustrations***































MINISTRY OF THE ENVIRONMENT, PHYSICAL PLANNING AND PUBLIC WORKS  
GENERAL SECRETARIAT OF PUBLIC WORKS  
SSP/VIOP 2004  
SPECIAL SERVICE OF PUBLIC WORKS / OLYMPIC PROJECTS 2004

COMPLETE STUDY OF DESIGN AND DEVELOPMENT  
AND OTHER REQUIRED STUDIES AND RESEARCH FOR THE  
CONSTRUCTION OF THE BEACH VOLLEYBALL  
OLYMPIC FACILITIES AND THE REGENERATION OF THE  
AREA AT FALIRO BAY PROJECT NUMBER : 2010158 OF SAM 010

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25 VOUGLADOPOULOU STR. 10671 ATHENS TEL: (+30)2102111 FAX: (+30)2103038 E-MAIL: info@thp.gr

DESIGN PHASE - A OLYMPIC PHASE  
PLANNING STUDY - FINAL DESIGN  
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**ΦΑΙΛΙΡΟ 21** ΠΑΝΑ ΜΕΛΕΤΗΤΩΝ ΟΥΜΟΣ ΠΑΠΑΙΩΑΝΝΗΣ ΚΑΙ ΣΥΝΕΡΓΑΤΕΣ ΑΣΜ  
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25 VOUGLADOPOULOU STR. 10671 ATHENS TEL: (+30)2102111 FAX: (+30)2103038 E-MAIL: info@thp.gr

ΣΤΑΔΙΟ ΜΕΛΕΤΗΣ - Α ΟΛΥΜΠΙΑΚΗ ΦΑΖΗ  
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ΕΠΙΣΤΗΜΟΝΙΚΗ ΣΥΝΕΡΓΕΙΑ	ΠΟΛΕΩΔΟΜΙΚΗ ΜΕΛΕΤΗ	ΟΛΥΜΠΙΑΚΗ ΜΕΛΕΤΗ	ΥΠΟΓΡΑΦΗ	ΗΜΕΡΟΜΗΝΙΑ
ΕΚΕΤΑΧΕ ΚΑΙ ΔΕΡΣΙΦΕΡΗΣ	ΕΥΑΓΓΕΛΟΣ ΚΑΙ ΔΕΡΣΙΦΕΡΗΣ	ΕΥΑΓΓΕΛΟΣ ΚΑΙ ΔΕΡΣΙΦΕΡΗΣ	ΕΥΑΓΓΕΛΟΣ ΚΑΙ ΔΕΡΣΙΦΕΡΗΣ	23 ΙΟΥΛΙΟΥ 2001
ΗΛΕΝΟΠΟΥΛΑ ΥΠΗΡΕΣΙΑ ΚΑΙ ΠΡΟΤΥΠΩΜΕΝΑ ΑΡΧΗ ΜΕΛΕΤΩΝ	ΗΡΩΣΤΡΑΤΙΜΕΝΗ ΤΡΙΑΜΠΛΙΩΤΟΣ ΜΕΛΕΤΩΝ	ΗΡΩΣΤΡΑΤΙΜΕΝΗ ΤΡΙΑΜΠΛΙΩΤΟΣ ΜΕΛΕΤΩΝ	ΗΡΩΣΤΡΑΤΙΜΕΝΗ ΤΡΙΑΜΠΛΙΩΤΟΣ ΜΕΛΕΤΩΝ	7 ΝΟΕΜΒΡΙΟΣ 2001
ΕΥΡΩΣΤΡΑΤΙΜΕΝΗ ΤΡΙΑΜΠΛΙΩΤΟΣ ΜΕΛΕΤΩΝ	ΗΛΕΝΟΠΟΥΛΑ ΥΠΗΡΕΣΙΑ ΚΑΙ ΠΡΟΤΥΠΩΜΕΝΑ ΑΡΧΗ ΜΕΛΕΤΩΝ	ΗΛΕΝΟΠΟΥΛΑ ΥΠΗΡΕΣΙΑ ΚΑΙ ΠΡΟΤΥΠΩΜΕΝΑ ΑΡΧΗ ΜΕΛΕΤΩΝ	ΗΛΕΝΟΠΟΥΛΑ ΥΠΗΡΕΣΙΑ ΚΑΙ ΠΡΟΤΥΠΩΜΕΝΑ ΑΡΧΗ ΜΕΛΕΤΩΝ	

