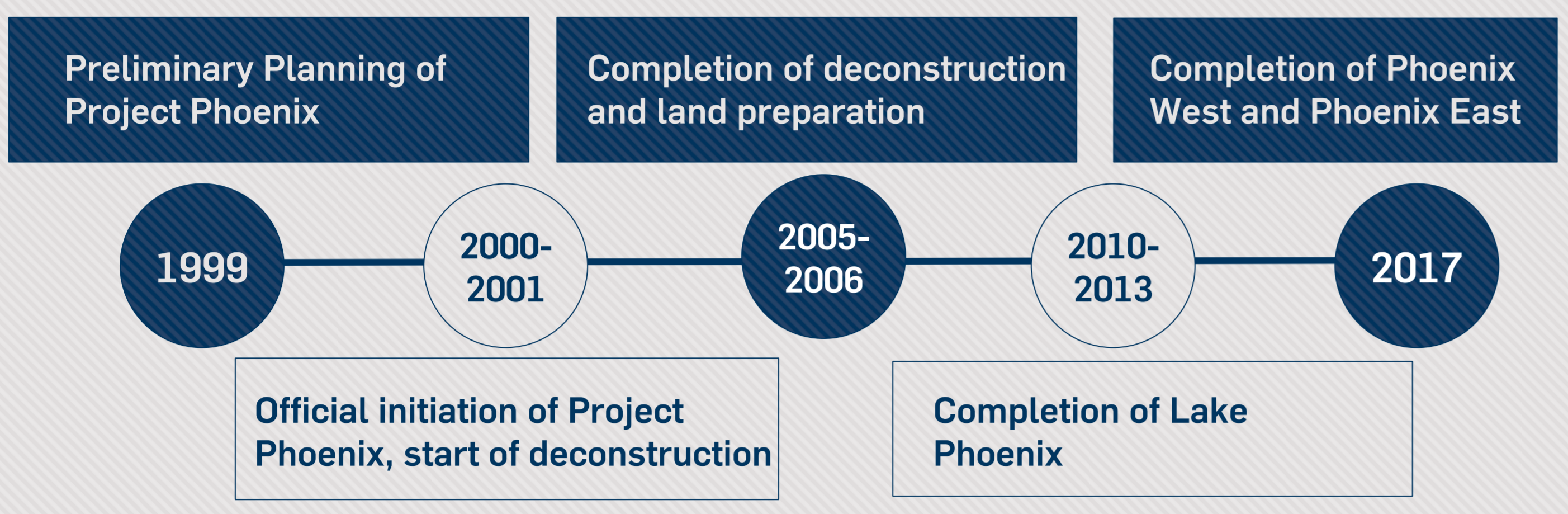


1. Relevance

- Public-Private-Partnership to facilitate economic reorientation of the city of Dortmund
- Decline of the steel industry in the 90s → loss of 80.000 jobs and 200 ha unused brownfield land
- Structural change from the industrial age to a post-industrial city
- Strengthen regional competitiveness



Phoenix West: Transformation from blast furnace and steelworks site to a cluster of IT and microsystem technology

Phoenix East: Transformation of Hermannshütte site to Lake Phoenix, surrounded by residential and service areas

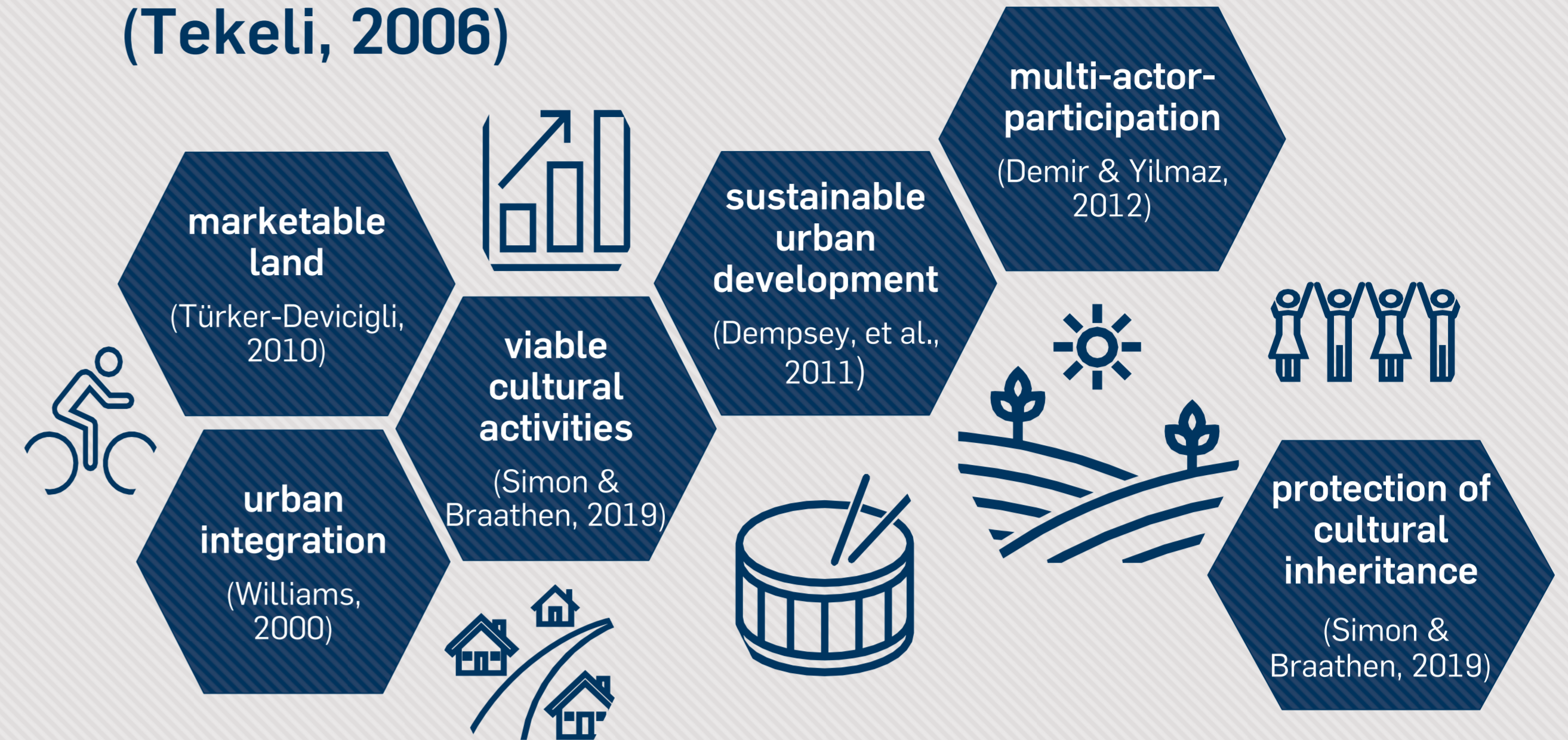
Problem Statement: Two urban worlds collide in Hörde. Was the transformation successful and how is Hörde perceived by others?

2. Research Questions

- How is Project Phoenix affecting the transformation process in Dortmund-Hörde?
- What are the implications of Project Phoenix on the general image of the city of Dortmund?

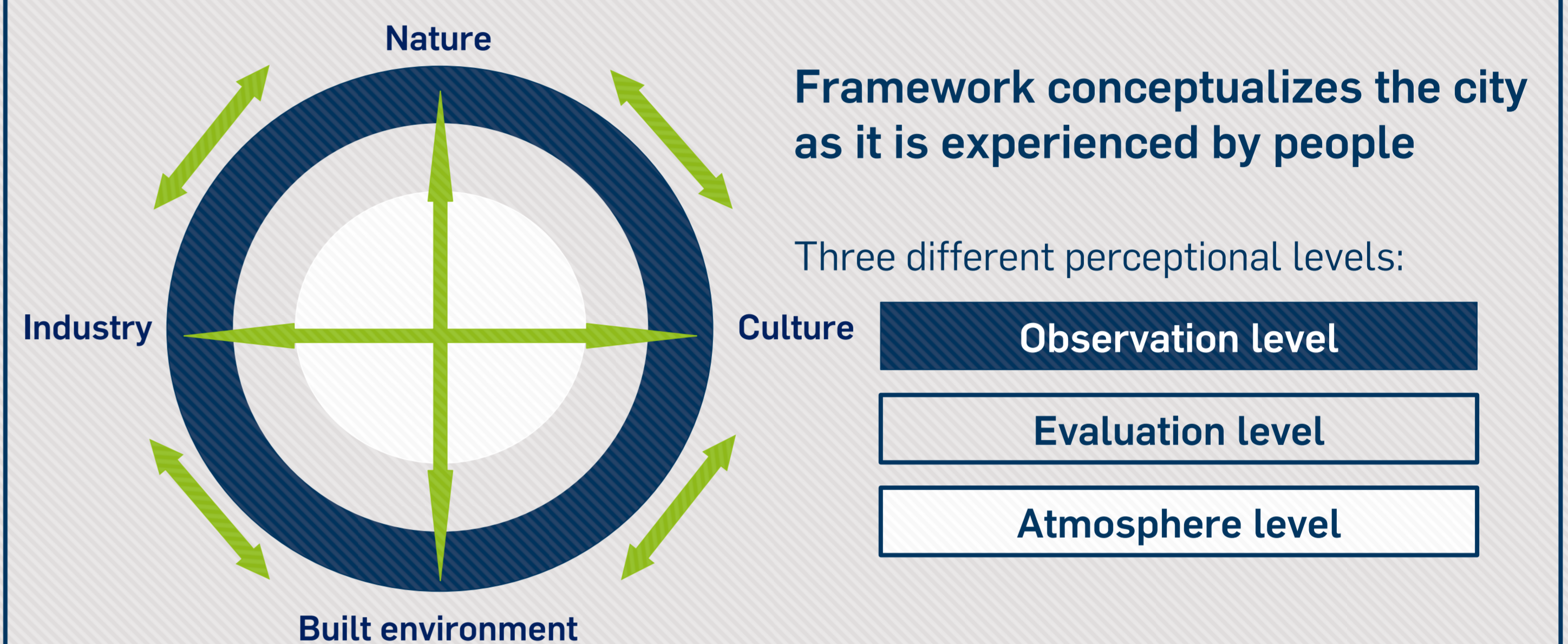
3. Theoretical Foundation

RQ1: Six Factors of Urban Transformation Processes (Tekeli, 2006)

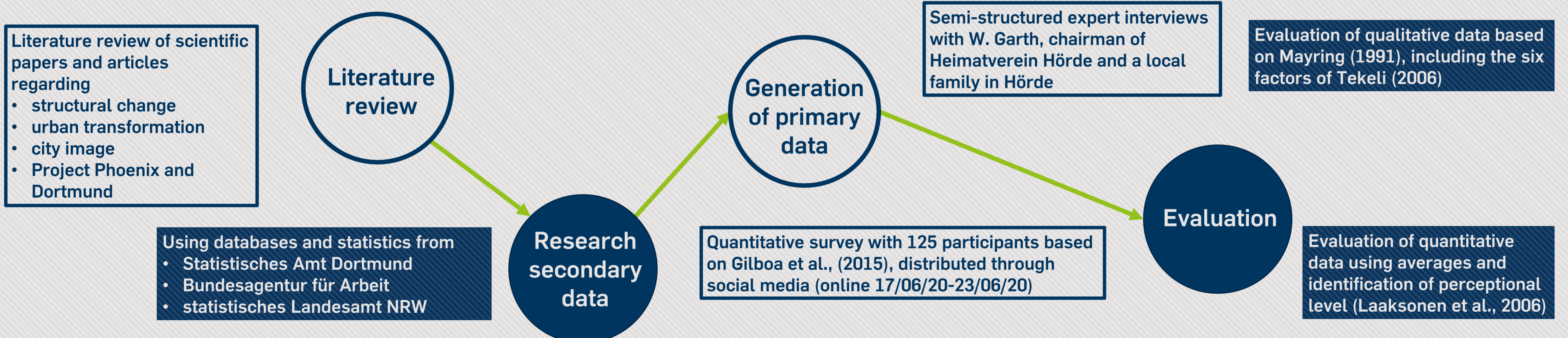


Urban transformation can be achieved via these six factors
All factors were researched separately to ensure their relevance
→ Evidence for all factors was found

RQ2: City Image Framework (Laaksonen et al., 2006)



4. Methodology



5. Key Findings

Urban Transformation Process

- Multi-actor-participation:** public private partnership of institutions such as city of Dortmund, McKinsey, Emschergenossenschaft, Heimatverein Hörde
 - Sustainable urban development:** environmental aspects successful, e.g renaturation of Emscher; but neglect of social component / gentrification
 - Protection of cultural inheritance:** for example Thomasbirne, open air museum, restoration of Hörder Burg, documentary films
 - Urban integration:** close to the city centre of Dortmund and easily accessible
 - Marketable land:** reclaimed brownfield land was sold to companies and individuals
 - Viable cultural activities:** various events like Hörder Erntemarkt and Stadtfest; associations such as Yachtclub Hörde, Hörder Heimatverein, music and painting associations
- Except sustainable urban development, all factors are fulfilled, therefore the urban transformation process can most likely be described as successful

City Image

- In the past** Hörde was literally perceived as a "Drecksloch", but industry enabled moderate prosperity and was not seen in an entire negatively manner by inhabitants of Hörde
- Hörde was known as a **working class and industrial district**, defined by Hoesch and Thyssenkrupp
- Decline of industry ruined image of Hörde**
- Recently used as showcase project** for structural change, attracts creative people and companies
- Internationally known:** Phoenix attracts tourists and researchers from all over the world
- Relics** from the industrial past like Thomasbirne give Hörde a **distinctive character**
- Separation** of old and new Hörde is **easily identifiable**
- Hörde is **perceived on the evaluation level**
- **City image of Dortmund-Hörde and Dortmund in general improved through Project Phoenix, which was confirmed by the conducted survey**

Implications

- Project Phoenix is a fundamentally successful project**, despite expectations not being fully met (West), a positive development is noticeable in the district
- Changed Hörde and Dortmund in general**, in image, structure and quality of life
- Special emphasis is placed on sustainability and proper ecological management**, but room for improvement
- Loss of jobs is not fully mitigated**, but settlement of future-oriented sectors is a chance for employment in long-term – or a threat if it once again leads to path-dependency
- Separation** between Old-Hörde (working district) and New-Hörde (trendy service-based district) is **evident**
- Gentrification is noticeable:** reflected in increased rents, development is not as severe as expected
- **Project Phoenix cannot be used as a role model, but it is useful as a reference – because a successful transformation project must consider specific regional conditions and needs**
- **Recommendations:** Consideration of social aspects and gentrification; infrastructural improvements for the entire district; implement measures to support the integration of old and new elements in Hörde → create a consistent urban identity

