



Evaluation of Project Phoenix

The transformation process of Dortmund-Hörde



1. Relevance



Structural change from the industrial age to a post-industrial city

Strengthen regional competitiveness 200 ha unused brownfield land

Preliminary Planning of Project Phoenix

Completion of deconstruction and land preparation

2005-

Completion of Phoenix West and Phoenix East

2000-1999 2006 2001 Official initiation of Project

Phoenix, start of deconstruction

Completion of Lake Phoenix

2010-

2013

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

2017

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

2. Research Questions



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

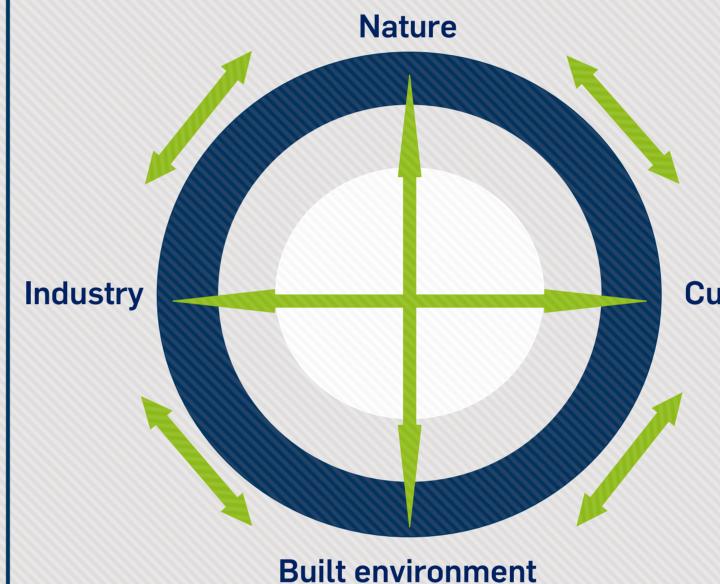
3. Theoretical Foundation



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)



Framework conceptualizes the city as it is experienced by people

Three different perceptional levels:

Culture Observation level

Evaluation level

Atmosphere level

4. Methodology

Literature review of scientific papers and articles regarding

- structural change
- urban transformation
- city image **Project Phoenix and**
- **Dortmund**

Literature review

Generation of primary data

Semi-structured expert interviews with W. Garth, chairman of Heimatverein Hörde and a local family in Hörde

Evaluation of qualitative data based on Mayring (1991), including the six factors of Tekeli (2006)

Using databases and statistics from

- **Statistisches Amt Dortmund**
- Bundesagentur für Arbeit
- statistisches Landesamt NRW

Research secondary data

Quantitative survey with 125 participants based on Gilboa et al., (2015), distributed through social media (online 17/06/20-23/06/20)

Evaluation

Evaluation of quantitative data using averages and identification of perceptional level (Laaksonen et al., 2006)

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 neglection 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 Stadtteilfest; 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 pathdependancy
- 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
- 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





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Sources. Pitch Video and other files: https://l.rub.de/c487caf6

conditions and needs