

## **The Keener Eye of the Quadralogue: Overcoming Intractabilities in the Urban Trialogue**

David C. Prosperi, Florida Atlantic University, Fort Lauderdale, FL, USA

Julia Lourenco, University of Minho, Minho, PORTUGAL

### **Introduction**

The Belgian planning acronym “SP2SP” seems at first to be some strange planning concept. Instead, it turns out to be fairly straightforward. Academic planners, at least in Belgium, seem frustrated with spatial planning (the first SP) as a planning metaphor. Spatial planning, it can be argued, is a set of shifting institutional arrangements embodied in bureaucratic rules and processes clearly removed from the daily routine of people’s lives. Theoretically, it is Deluzian or Hillerian (Hillier, 2007) horizontal talk gone wild – collaborative chatter with no effect on the ground. Strategic planning (the second SP) is viewed as a potentially better paradigm. Here, strategic projects are viewed as capable of altering urban patterns and processes and presumably promoting normative (but good!) outcomes. So, in “SP2SP” the overall paradigm for planning shifts from a focus on institutional arrangements to [back to?] basically project planning.

Enter the “urban triologue!” The “urban triologue” is perhaps some version of the useful or constructive lessons learned in the spatial planning metaphor applied to the project planning metaphor. Notice that “trialogue” is not a word. Moreover, privileging it in the context of the ISoCaRP annual congress continues a [bad?] tradition in planning of inventing words and concepts with unclear meanings (e.g., sustainability). Consider the definition of the “urban triologue” as inconsistently defined throughout the call for papers for this congress. The “urban triologue” could be boiled down to a focus on those projects that are *socially and institutionally inclusive, visionary, strategic*, and that *have large-scale impacts, and achieve normative objectives*. Even in the call for papers, the tri-ologue is a more like a quint-ologue.

So, are “SP2SP” and the “urban triologue” just more social chatter or is there something here that can guide planning practice. We answer YES!, but only in the context of broader set of philosophical or methodological considerations, which are perhaps equally as poorly understood and which we call here the “quadralogue.” The purpose of this paper is to begin to elucidate this meta-perspective position. The focus is on three aspects: scalar dynamics, the need to unseat the normative hegemony in planning discourse, and articulation of multiplicative (as opposed to additive) realities. We illustrate the three key points by assessing selected projects in both South Florida, United States and in the Algarve, Portugal.

The paper is organized as follows. First, the theoretical or rational considerations of the quadralogue are identified. Following a brief description of the chosen planning situations, the major portion of the paper is an assessment of these projects from the points of view of both the attributes of the “urban triologue” as well as those in the “quadralogue.” Conclusions and speculations complete the paper.

### **The Meta-Perspective of the Quadralogue**

Many planning projects and/or descriptions of interventions become bogged down with claims either to un-provable multiple normative objectives and/or un-provable impacts. The concepts of the quadralogue are meant to overcome what are basically intractable positions of common discourse. They are meant to sharpen the discourse by focusing it on things that

are real and provable as opposed to supposed and probable. The concepts that form the basis of the argument are: ideas contained within the broader descriptor scalar dynamics; the need to unseat the normative tendency in planning discourse; and multiplicative versus additive realities. Each is discussed in turn.

### ***Scalar Dynamics***

The “urban triologue” seeks projects that have *large spatial impacts*. An interesting phrase – large spatial impacts! It is clearly more than the size of the project itself. Size matters, but spatial impacts matter more? What is a large spatial impact: is global impact large, is mega city-region (Hall & Pain, 2006) impact large, is city-region impact large, and/or is district or sub-market area large? The phrase, as formulated, is intractable!

A more useful approach might be to focus on the concept of scale itself. Many authors have noted the different scales of interest to planners: from the parcel, to the neighborhood, the district, the city, the city-region, the mega-city region, the continent, the world. The key point in considering scalar dynamics is that all of these scales are related, for most social and environmental systems, in an intertwined complex hierarchical framework. Thus, it is of primary importance to fully understand the nature of hierarchies and how scale becomes a significant methodological consideration. There are three parts: nature of hierarchies, logical or operational scales, and scale bending or scale jumping.

Nature of Hierarchies. McMaster and Sheppard (2004) discuss the nature of hierarchies and hierarchy theory as follows:

... nature subdivides itself into a hierarchical system with both a vertical structure of levels, and a horizontal structure of ‘holons’ ... subsystems at any level act as wholes with respect to lower levels of the hierarchy, but are parts of units at higher levels ... interactions are significantly stronger both within holons than between holons at a particular level ... Furthermore, each level can be distinguished from others by its time and space scale: processes at lower levels occur both more rapidly and across small spatial scales than those at higher levels ... (p. 10).

The major implication of hierarchy theory is that it defines the need for multi-scalar analysis procedures. A particular scale of interest – from neighborhood to mega-city region – is modeled from above and below. Processes operating at higher scales are viewed as constraints, because they tend to be slower to change and normally exhibit less (spatial) variation. Processes operating at the next lower scale are conceptualized as driving forces at the scale of interest and, because they run more quickly and can be regarded as having achieved equilibrium, can be conceived as fixed initial conditions for the purposes of modeling change at the scale being studied.

The Logical (or Operational) Scale. It is generally accepted that all behavioral elements (people, buildings, infrastructures) operate in spatial terms at what geographers call the logical (or operational) scale. For the study of urban regions, this is a crucial issue. Many problems faced by contemporary citizens are metropolitan in scope and their amelioration can normally only be thought of in regional terms. For example, spatial mismatch theory (jobs in one place, residents in another) operates by definition at the metropolitan scale – intervention or analysis of this problem at the city or neighborhood scale is too small whereas the nation state is too large. Gentrification, on the other hand, is typically localized to small areas of the inner city; its impact on the metropolitan housing market is limited. Logical scale is also evident in environmental planning. In biophysical geography, the scale of analysis dictates methods. At the smallest scale deterministic relationships often involved mass, momentum, entropy or energy are examined; at the intermediate scale, deterministic models take on “coefficients” that measure bulk behavior; at the largest scales, descriptions of system behavior often assume probabilistic properties or are idiographic and/or historical in character. The notion that urban elements behave in scale dependent ways is a humble

warning not to exceed the implications or supposed impacts of any particular body of work. Using Lynch as just one an example, his perception model or urban legibility (1960) becomes fuzzy at the regional level (1976), perhaps because it is simply intractable at that scale.

Scale Bending or Scale Jumping. The concept of scale bending or scale jumping describes marketing or branding strategies (notice the lack of the empirical) that governments or social movements develop in order to take their concerns beyond the local level. A non-controversial (to most) example could be activities associated with cultural tourism. Scale jumping is clearly an advocacy posture (and a specific instance of its parent – “scale bending,” which is defined as the total abandonment of scale as mattering at all). Within the context of trying to establish a planning approach, scale jumping and/or scale bending must be viewed somewhat negatively because they often promote precisely the kinds of “normative anticipatory statements” often associated with branding and other pronouncements of intended, but poorly specified, benefits. Consider only the hype around starchitect projects. We could ask: are three Calatrava’s (as in Valencia, Spain) better than one (as in Malmo, Sweden)?

### ***Unseating the Normative Hegemony in Planning Discourse***

The “urban triologue” seeks *visionary* projects that exhibit *social and institutional inclusion* and that *achieve normative objectives*. Wow! Whose vision, who is to be included, and what normative objectives?

Visioning, as a simple concept, is value neutral. Yet, visioning exercises normally occur in purposeful contexts – a person or a group has a vision about how society should be or a piece of land should be used and the “visioning” exercise in part, perhaps, of a selling position or a strategic process. Consider only the case of Robert Moses and New York City. The in-vogue position is to consider the Moses regime as bad modernism, illustrated in the Caro’s (1975) classic book *The Power Broker*. Yet, current, 2006, retrospectives (e.g., <http://www.metropolismag.com/cda/story.php?artid=2533>), seem to praise the body of work. Perhaps more contemporary is the case of the forthcoming London Olympics. At least one observer questions the value of the Olympic vision (Ryser, 2007, private communication), arguing that average citizens are not very happy about having to pay for tourist infrastructure improvements through non-voted on taxes and surcharges. The “goodness” or “badness” of a vision depends ultimately on who you ask, when you ask, and, perhaps “how” you ask.

Much “planning” takes place or is directed at normative processes and discourses. Both are problematic. It is useful to distinguish between planning *chatter* (e.g., the ordinary day-to-day language of rules and regulations and presentations at public hearings) from *outcome associated discourse* (the ability to conceptualize the world in would-a, could-a, might-a terms, with no or little reference to reality or any use of real social, political, financial, or environmental data). We live in an era in which postmodern philosophers discredit normative narratives and which is characterized by agonistic discourse (Gunder, 2003). Philosophical banter aside, the major problem with normative thinking include the presumption, among others, that (choose your favorite): a particular form of development is good for all folks (e.g., new urbanism); a particular life style is good for all folks (e.g., sustainability); a particular economic strategy will prove beneficial for all folks in all locations (e.g., the creative economy); an iconic building will improve through branding of its location the status of all folks (e.g., Turning Torso in Malmo, Sweden); a particular re-engineering of some administrative process will improve social or economic conditions (e.g., any EU policy); and, the idea that projects should have “large scale impacts” (ISOCARP 2007 call for papers). Any one should be sufficient to enable hard thinking. *The basic problem is that outcomes and outputs are only promised (inferred) — but which may not be theoretically or empirically justified on the basis of initial conditions and/or the facts.* If planning continues on this course, it should be no small wonder that conditions (for the average folk) do not change.

For planning to matter “on the ground,” the prevailing normative hegemony within planning processes and discourses must be unseated or reversed, or at least tempered, in favor of the theoretical and the empirical. The alternative to visionary ideas (with little data) and projects aimed at normative objectives (perhaps 20-280 or so vision) is to develop more sound theoretical and empirical understanding of proposed ideas, processes, or projects. It is not enough to tweak an idea, process, or project; it must be understood. IS thinking should precede OUGHT thinking! Understanding the “is” changes the form of the planning question! So, we ask: what is the impact of a project from a theoretically or rationally informed framework instead of from a “would-a, kind-a” framework. Planners seem to overcome their tendency to believe the normative, quasi-informed, frameworks described above. Choose any, and ask the basic question: does it work? Your own response should worry you!

### ***Multiplicative versus Additive Realities***

The “urban trialogue” has too many attributes: *socially and institutionally inclusive, visionary, strategic projects that have large-scale impacts and achieve normative objectives*. If the human brain really processes decisions as yes-no (quickly, but always in binary fashion) and if notions such as Arrow’s impossibility theorem (1951) are correct, the search for, or the ability of, a single project that accomplishes all five attributes is really beyond the capability of most decision making frameworks.

There are basically only two ways of obtaining a result from a multi-criterion methodology: adding and multiplying. This is well known although perhaps not in such abstract terms. The additive approach is the underlying method of the classic overlay analysis (McHarg, 1969) of environmental attributes. It basically “adds-up” positive criteria to obtain an overall score for a parcel of land (for development or for preservation), as follows,

$$\text{Desirability} = X_1 + X_2 + X_3 + \dots + X_n \quad [1]$$

where each X is an attribute of a parcel of land. Parcels that have a higher summed value across attributes are preferred to ones that have lower values. The second is the traditional Cobb-Douglas production function (1928) of economics, given as,

$$\text{Output} = A X_1^\alpha X_2^\beta e \quad [2]$$

where, if the value of either  $X_1$  or  $X_2$  (or more generally any X) is 0, the overall value of the function is 0. The key is that if any variable is even only slightly present, the overall function reduces to almost 0. For arguments sake, the project cannot continue or be constructed.

The difference between these two functions is profound for what is “on the ground” and in making a difference in people’s lives. Two examples illustrate the difference. The first focuses on community economic revitalization. Generally accepted is the idea that to be competitive, places must have a combination of the correct economic mix, a strong design image, and be managed. In additive thinking, have two of the three will be better than having one of the three; in multiplicative thinking, having two of three will result in a failure. Evidence suggests that multiplicative thinking is more appropriate (e.g., National Trust for Historic Preservation’s Main Street Program, accessed 2006). The second is from urban design. In a remarkably simple statement, Jacobs and Appleyard (1987) describe an “urban fabric for an urban life.” They argue that “there are five physical characteristics that must be present if there is to be a positive response to the goals and values we believe are central to urban life. ... All must be present, not just one or two.” The five characteristics include: minimum density, integration of activities, builds should be arranged in such a way as to define and even enclose public space, rather than sit in space; public places and a public way system; and many different buildings and spaces with complex arrangements and relationships. But then, “an urban fabric of this kind cannot by itself meet all these goals” (p. 446, in Legates and Stout, 2004).

## The Projects

Projects from Hollywood, Florida and Portimão, Algarve are chosen to illustrative both the intractabilities of the urban trialogue and to demonstrate the methodological concerns of the quadralogue. Given the ambiguity of most of these concepts, one way to promote analysis and comparison is to choose projects that seemingly fit into a single class of activity. All the projects chosen fit comfortably as “urban entertainment / attraction / place branding” context.

### *Three Projects in and around Hollywood, South Florida*

The three projects in South Florida are the The Seminole Hard Rock Hotel and Casino complex, the Young Circle Art Park, and the Westin Diplomat complex. Before proceeding, it is useful to know something about the macro-spatial structure of South Florida, see Figure 1.

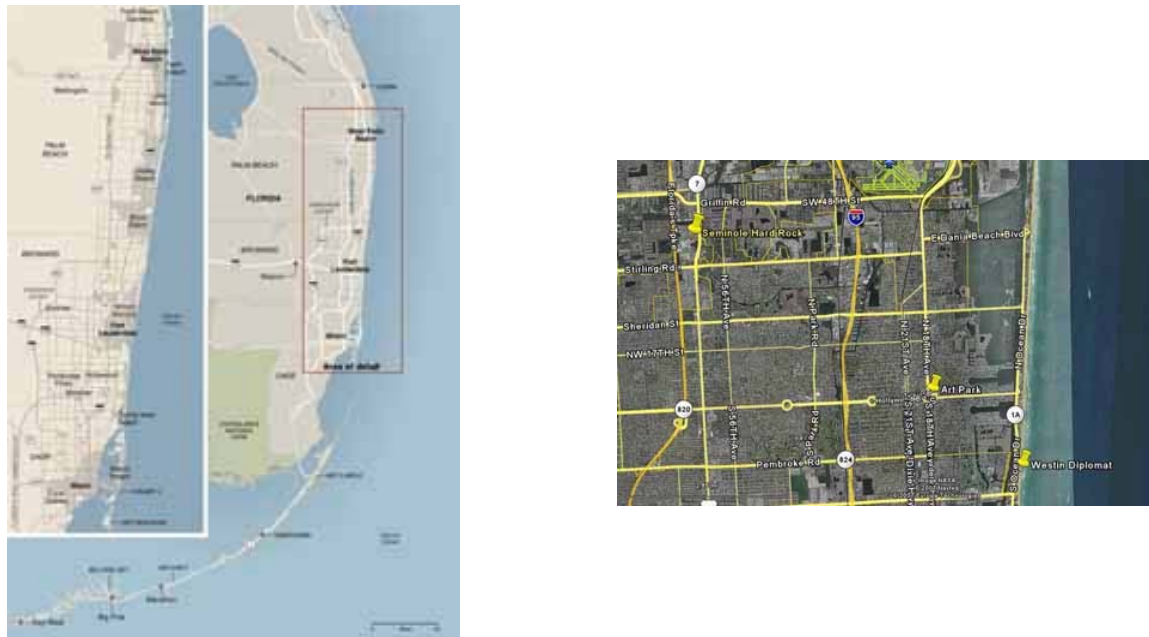


Figure 1: Overview and Detailed Portraits of South Florida and Hollywood Projects

South Florida is an area roughly 160km long by 30km wide bordering the Atlantic Ocean with a permanent residential population of 5.5M, which “in season” grows conservatively to 10M. It consists of three counties, from south to north, Miami-Dade, Broward, and Palm Beach and “cities” are strung out like beads up and down the coast – the major ones being Miami, Fort Lauderdale, Boca Raton, and West Palm Beach, roughly 20-25 miles apart.

Hollywood is between Miami and Fort Lauderdale, closer to the latter than the former. In several respects, the cities are competitors for tourist spending and influence. While Fort Lauderdale is clearly the major governmental and financial center, the image of Hollywood is “an intimate community of 126,000 ... founded in the 1920s ... remained popular ... due to palm tree-lined streets, beautiful beaches, myriad diversions and, a trendy, redeveloped downtown.” But, this is clearly changing, as witnessed by the projects described below.

The Seminole Hard Rock Hotel and Casino. On February 8, 2007, the postmodern icon Anna Nicole Smith succumbed at this hotel and casino complex in Hollywood, Florida, catapulting the mega-entertainment project onto the world stage. The overall project is built on between 86 and 100 acres (about 25 hectares). The mega-entertainment complex was built in stages. The original Hotel and Casino, opened in 2004 (estimated cost = \$410

million), includes a 500 room hotel (4 stars, top 3.5%, by AAA), 30K sq ft of meeting space, a 130K sq ft casino (a new 11K non-smoking room was recently added), a 4 acre pool with slides and cabanas as well as a health spa. Seminole Paradise, opened in 200x (estimated cost = \$80 million) is a 150K sq ft entertainment district with 10 bars, 12 restaurants, and 21 retail shops. The Okalee Indian Village and Museum, opened in 2004 (estimated cost = \$2 million), occupies 3 acres. The Hard Rock Live Arena, opened in 2005, is a 6400 seat concert venue. Finally, a new parking garage provides spaces for 2300 automobiles.

The original estimate of employment from the simple hotel/casino was over 3,000 employees; and over \$300 million in gambling revenues. While the original concept called for the Seminoles to pay Hard Rock a 3% licensing fee, in early 2007, the Seminole tribe bought the overall rights to the Hard Rock name. Moreover, in lieu of hotel bed taxes, the Seminole Tribe pays \$100K per year to the Greater Fort Lauderdale Visitor and Convention Bureau.

Art Park at Young Circle. The Art Park, formally opened in March 2007, is located on a ten acre (about 4 hectares) circle (roundabout) at the intersection of US Highway 1 (runs from Maine to Florida) and Hollywood Boulevard (a major arterial connecting the 'beach' and 'downtown' to I-95).

The overall design, based on an estimated budget of \$5 million, was created by Glavovic Studio, and includes public sculptures and art (Britto, Taho), play areas, a promenade for jogging, and a visual arts building. Funding came from the Broward County with proceeds from the 2000 Safe Parks and Land Preservation Bond Issue. Additionally, the Greater Hollywood Arts Foundation initiated a fundraising campaign to support the completion of the Arts Park and construction of its performing arts pavilion.

Westin Diplomat. The oldest of the three projects, it opened in 2002, and consists of 1000 rooms on 36 floors, a 217K sq ft convention center, on site restaurants, three pools including a 240 ft lagoon-style pool that parallels the beach, tennis and golf and facilities of a health spa, and a 3,000 plus car parking garage.

At the time of completion, it was the largest and most expensive beach resort in the world! Built at a cost of approximately 750 million, projected economic impacts included: 280M in construction sales; 100M in related wages; 2500 construction related jobs; and 2100 permanent jobs, the wages and salaries from which would generate 82M in local retail spending; and total taxes of more than 11M per year (4.7M in ad-valorem tax, more than 4.5M in new sales tax revenue). There are current plans for an additional 350 room hotel/condo (Diplomat West), with 15K in retail space. Proposed on a site of 2.2 acres, the estimated cost is 300 million, resulting taxes are approximately 3 million.



Figures 2a, 2b, 2c: Westin Diplomat, Art Park, Seminole Hard Rock

### **Three Projects in and around Portimão, Algarve**

The three projects in Algarve are the The Penina Hotel and Golf/horse riding complex, the Cork Museum / Factory of the Englishman complex and the Morgado complex. The macro-spatial structure of Algarve is shown in Figure 3.



Figure 3: Map of the Algarve region

Algarve is an area roughly 160km long and about 30km wide bordering on the Atlantic Ocean. There is a remarkable similarity with South Florida in terms of dimensional characteristics as well as climate of privileged area of sun / beach / leisure / golf. It consists of only one county, Faro, incorporating sixteen municipalities.

The “cities” are located along the coast – the major ones from left to right on the map are Lagos, Portimão, Albufeira, Vilamoura and Faro – each one less than 30 km apart from the other. The permanent population of the region is approximately 0.5M (including foreign semi-permanent population hardly caught in the official statistics of 0.4M), which “in season” grows exponentially to 5M tourists a year, basically concentrated on two months: July and August.

Portimão is the biggest town in the Algarve, accounting for 50K permanent urban inhabitants. It was the first place in the Algarve to open up for tourism in 1935; and, Praia da Rocha (Rocha beach) remained in the European top for large decades until mass tourism after the sixties started downgrading the area. In the last years, the Municipality has been making a strong effort to qualify those urban beaches with sport championships and night entertainment, carefully designed equipments and wooden pavements. Recent improvements include a redeveloped pedestrian downtown and redesigned river border areas. The mass tourism destination brand remains for the town as a whole but there are qualified areas and together with Albufeira it remains the most dynamic spot for activities.

Tourism competes with agriculture and forestry as important activities, provoking a dead-end competition between land-uses (on going for over fifty years). The invasion of golf courses, Figure 4, in what branders/marketers place as Europe’s paradise for golf or beaches classified as Top 1 to Top 10 in the world (Dona Ana in Lagos, Rocha, in Portimao) has followed the typical coastal route, first between Lagos and Portimão, later on from Portimão to Faro, and finally the recent movement to the mountains, from Portimão to Monchique, where the addition of spa thermal springs “enhances” the entertainment package.



Figure 4: Map of the Algarve region showing golf courses

The Penina Hotel and Golf/horse riding complex. Opened in 1966, the overall built up project occupies approximately 360 acres (about 80 hectares). The 200 apart-hotel complex was built in low density style between Lagos and Portimão. It is a typical example of a tourism complex going over agricultural fields, in this case, a special area of rice plantation. This hotel is nowadays part of a five star Le Meridien hotel complex. It has endured always with style and without visible downgrading whatsoever.

It offers three golf courses along 195 hectares designed by Sir Henry Cotton, the famous 3 times winner of the British Open. He moved in permanently (1967-1986, with a short absence 1974-78) and managed along with a professional team the golf courses, opening it up to world class. The 18-hole Championship Golf Course is considered his masterpiece and it is, indeed, a remarkable achievement. The golf club is a member of the Audubon Co-operative Sanctuary System. Apart from golf, other sport activities are promoted such as horse-riding along the fields and plays at the flood-lit tennis courts.

The Cork Museum / Factory of the Englishman complex. Formally opened in 2001, the museum is located on a two and a half acre (1 hectare) at Silves, the 11th century Islamic capital of the kingdom of the Algarves, on the national road from Lisbon to Portimão. Designated as European Industrial Museum of the Year 2001, it is open all year round, and was built at a cost of around 12M dollars.

The museum contains documentary evidence on the history of the factory, the raw material cycle, and Silves. The workshop for the transformation of cork is composed of pedal drills, machines for cutting and slicing cork, which had been installed in 1921, reproducing the earlier semi-manufacturing atmosphere. An enormous hydraulic press is also on show, which was used for pressing cork shavings and other waste products as well as various pieces of equipment including a relevant collection of various types of scales, tools and other items evoking memories of earlier labor intensive uses of space. An outdoor exhibition area as well as a food and entertainment areas where shows are performed everyday bring tourists night after night to this historical town, 7 km away from Portimão.

The Portimão Arena complex. This multi-function pavilion, opened in September 2006, is the biggest of its sort south of Lisbon. It occupies half an hectare and allows Congresses up to 5600 persons - hardly a European Congress number that normally average at most 500 delegates. It is a public-private partnership and it is innovative in the sense that it fully opens the Algarve for the MICE (Meetings, Incentives, Congresses and Events) segment. The river area where it is located has also other equipments as Exhibition and Fairs Halls and a parking that provides space for 1000 automobiles and 30 buses. A sports complex, including a football stadium, a complex of swimming pools and a sports pavilion, is also to be expected to open in 2010 and cost estimates are 180M dollars.



Figures 5a, 5b, 5c: The Portimão Arena, The Cork Museum, The Penina complex.



## **The Quadralogues' Keener Eye Analysis**

The quadralogue's keener eye is an assessment of the selected projects based on identified attributes of the "urban trialogue" **and** the theoretically derived aspects of the "quadralogue." The major focus is on the concepts of the quadralogue. Data and evidence is drawn from personal experience and/or published public documents.

### ***Seminole Hard Rock Mega-Entertainment Complex***

The Seminole projects are clearly not publicly led. Moreover, they are probably not socially inclusive if we take the term to mean all groups, but probably was socially inclusive if we take that term to mean the ability to continue the long term financing strategy of the Seminole tribe (to pay an annual wage to all Seminole households). The project was probably not as institutionally inclusive as a publicly led project, since it was done on sovereign land. The project was clearly visionary in terms of capitalizing on emerging behaviors and trends in the gambling entertainment nexus. It was clearly "strategic" in terms of the Seminole Tribe's long term development planning. The project is clearly large (in terms of raw size). And, the project is clearly normative in terms of goals and visions of the Seminole Tribe, but not necessarily in terms of a public constituency.

Scalar Dynamics. What is the appropriate scalar representation of the Seminole Hard Rock Hotel and Casino? The real scalar position and impact of the [any project, really] Hard Rock Hotel and Casino is rooted in the hierarchy of gambling/entertainment places and venues. Is it a world class destination? Can a single facility be a world class destination? The answer is probably yes and no. Its scale is appropriate for what it seeks to be, a multi-purpose multi-attribute entertainment complex.

Normative v. Positive. Is the Seminole Hard Rock Hotel and Casino an expression of what is hoped for or it is a clearly defined project carefully constructed in a business model premised on the notion of making money first. The answer, to us, is clearly the latter. While there may have been "Visions of a great entertainment complex" it is equally clear that a market segment was identified and the product tailored to that need. Very real in a very real world! There is a clear understanding of marketing and behavioral dynamics.

Multiplicative Reality. The thing that makes the Hard Rock Hotel and Casino go is the combination of events, groups of people and times of use. This is a 24/7/365 entertainment complex. It would not work as a set of isolated, individual, uncoordinated venues.

Overall Assessment and Discussion. The creation of a 24/7/365 mega-entertainment complex, which quickly became a center of both local and non-local events and spending (*the cast from the Sopranos watched the last episode from a restaurant at the Hard Rock*), is something that many publicly led city or other level of government can only dream of. The dwarfs the city-led competitive place-making initiatives such as City Place (West Palm Beach), Lincoln Road (in Miami Beach), Las Olas Blvd (in Fort Lauderdale) and/or any of the more simple entertainment complexes based on movie theaters and/or retail malls.

Most local governments and planners alike gush with enthusiasm of the opportunity to make normative-styled "places." But do they really? It is virtually impossible to create a 24/7/365 entertainment complex or district within an existing urban fabric. The reasons are pretty clear. Entertainment places are places where civilized behavior is suspended (Brooks, 2000 calls this codified "sin") and the longer the time period the better. Local governments are not prepared to do this. City officials have to contend with "crime" (gambling is not allowed everywhere), "neighbors" (too much noise after 10pm), and other forms of multiple criteria.

This project clearly benefited from being developed on sovereign land. There was no need for social and institutional inclusion, no public normative purposes to argue about, and no need to even follow normal development or existence rules. The Seminole Hard Rock Hotel and Casino is NOT in Hollywood – it is on sovereign Seminole Tribe land. There are no neighbors to complain about clubs that close in the early morning. They have their own police force, and, do not pay taxes to any local government. (Instead, an agreement was reached to pay the local tourist board a fixed fee; the fee is hardly at market rates).

### ***Art Park at Young Circle***

The Art Park is a publicly led, socially and institutionally inclusive project, based on a vision on community revitalization and the role of the arts in that process. It is viewed as a strategic “acupuncture” into the urban fabric, and attempts to achieve normative (civil society) objectives. However, it has a small spatial impact, which is mostly local. [Nevertheless, among the arts and landscape architecture cognescenti, it has broad appeal that transcends local geography.]

Scalar Dynamics. What is this park? Is it a landmark or an arts venue? More than likely, it is both. As a local landmark, its spatial impact is as a reference point or node in the local landscape. As an arts park, the current collection of activities also mark it as a (very nice and attractive) local place. The scale of the buildings and the intentions of its developers is that is at best a local venue. There is no pretension to be the Bilbao Guggenheim of South Florida.

Normative v. Positive. This is clearly a normative project that appeals to the use of arts as a community revitalization magnet. The project is publicly led, involved wide scale social and institutional inclusion and is meant as a statement. There is little in the way of using arts marketing or other business-linked models.

Multiplicative Reality. There is an interesting mix of uses that can occur at different times and for different “clienteles.” This reflects the best principles of public space design – to have overlapping usages. Whether or not a park encased within a traffic circle will allow sufficient access to the opportunities remains open for observation and debate.

Overall Assessment and Discussion. The quadralogue would note that this normative, inclusive, strategic, publicly led project is of rather small scale (after all, it is only a \$5 million project). It is a wonderful example of providing interesting places within the urban fabric. Perhaps this is what publicly led projects do.

### ***Westin Diplomat***

This Westin Diplomat represents both a catalytic and iconic project, part of a larger deliberate strategy by the City of Hollywood to “upgrade” their beachfront from a 1950s village atmosphere catering mostly to locals to a modern up-scale tourist and convention destination. This strategy is not very different from other cities that seek to intensify real estate potential (we return to this point and its related ideas below). The project, while not publicly led, was and is clearly part of a larger public “program.” Social and institutional inclusion was evident, but hardly in a normative social integration framework.

Scalar Dynamics. The Westin Diplomat is clearly a large scale project in terms of *size*. The marketing approach is to be large and attractive enough to act as a host venue for important events (the 2007 super bowl and the Orange Bowl for the next three years) as well as a venue for local events (e.g., the annual “dinner” of any non-profit group). Today, it is the fourth largest convention facility in the South Florida region. Its competitors are local city

Convention Centers, and other large hotels with convention facilities included. It dwarfs other meeting places, and moreover, is the only convention facility literally “on the beach!”

Normative v. Positive. The project reflects the normative visions and strategic ability of both the owners (United Association of Plumbers, Pipe Fitters and Sprinkler Filters) and the City of Hollywood, but for different, re-enforcing, reasons. For the owners, it represents a cash flow for retirement and pension systems. For the City, it represents both a first major project as well as a 6M take in real estate taxes (the single largest contributor), money used to plow back into the redevelopment “on the beach!” But, it also reflects a firm understanding of how to make money in real estate by creating a multi-purpose high-end convention and meeting place attached to a “resort.” It filled a needed market niche, particularly in Broward County, where alternatives were clearly lacking. Social objectives (including employment) were clearly secondary considerations – the project was meant as a signature (unfortunately, that name was taken by a lesser facility) grand place.

Overall Assessment and Discussion. The Diplomat is the cornerstone of a massive revitalization along Hollywood Beach. Less than 15 years ago, Hollywood’s beach was the cozy town of the poster description above. From a regional perspective, it was a welcomed “trough” in the ridge of hi-rise buildings that hug the ocean front from Miami to Fort Lauderdale. Hollywood, which is ½ way between the two downtowns, was a respite. The Diplomat and the beach front revitalization reflect, perhaps, an attempt to place Hollywood in the center of the Miami-Fort Lauderdale region. There is some indication of success, but only if one ignores the top half of the overall urban region, which runs from Miami to Jupiter, not only to Fort Lauderdale. There is some scale jumping here.

While the Diplomat enjoys its current position among competitive meeting venues, the question remains: what is the life span of such places? This is a fickle market: is the Diplomat, five years into its existence, about to fade. Been there, done that! Competition never stands still, and new facilities are coming on line; for example, the new “in” place to be is not in Hollywood, but back in Fort Lauderdale, at the new(er) St. Regis. The Diplomat is now second (or third, or fourth) choice. How long can copycatting go on? At what point are we “over-sold” a product. Will the Diplomat becomes just another [yawn] place?

Beach redevelopment is managed by a CRA overlay that incorporates principles of reinvesting tax dollars into the overall project. This strategy is not very different from any other city that has “sub-optimal” (from the real estate point of view) oceanfront uses. The oceanfront has been transformed from a 1950s village atmosphere (what the marketers are still selling, even though the “boardwalk” is now interrupted by the Diplomat) to a major tourist and convention destination. Another piece of public beach no longer available, and all for only 6M a year in local tax revenues! The “trough” is no longer apparent!

### ***The Penina Hotel and Golf/horse riding complex***

This project was clearly not publicly led as well as not socially and institutionally inclusive for obvious reasons being a top-class complex. The project was clearly visionary in terms of capitalizing on emerging trends in the top-quality golf entertainment business and it set the pace for the next golf developments in the Algarve ever since. There is nowadays a network of competing courses for hosting what could be seen as regional competition level but is anchored higher up such as The Algarve Ladies Open of Portugal that integrates the Ladies European Tour, the Portuguese Open that invariably takes place at Algarve courses and belongs to the Europro Tour and Skins Games, not to forget the famous hole 16 in Royal Golf Course, the most photographed in Europe or the prize-money over four million dollars at the Algarve World Cup 2005. The project was clearly “strategic” in terms of tourism flows and anchoring the complex between an historical carefully preserved city as Lagos and a boisterous energetic town such as Portimão. The project is clearly large scale (in terms of

both raw size of the facility and in terms of economic impact). The project is clearly normative in terms of visions for tourism development and management in the Algarve region, but not necessarily in terms of a public constituency.

Scalar Dynamics. The real scalar position and impact of the complex is rooted in the hierarchy of hotel/golf resorts and venues. Is it a world class destination? It has helped promoting Algarve in the World albeit the top ranking positions in Europe are less apparent in the world ranking nowadays.

Normative v. Positive. The project reflects the normative visions and strategic ability of both the chain owners (varying along time) and the Tourism Region of Algarve, for re-enforcing reasons. Prestige and world class image is apparently the most important. Social objectives (including employment) were clearly secondary considerations – the project was meant as a land-mark and a classic grand place, offering more jobs than lesser quality complexes would. It compromises with low density regulations and protection of the coastal areas in the sense that a lot of land is accommodated for highly-qualified uses maintaining the un-built image of natural lands.

Multiplicative Reality. The reason that helps the Penina complex survive with flying colors at a time when huge tourism complexes from the 60's and 70's are being demolished in Portugal (Estoril Grand Hotel and Tróia complex) is grandeur, classic image in terms of built image, respect for environment, the combination of events – sports and congresses for higher ranks of world population but also a place of meeting for the locals, for example the annual meeting of the Rotary Club of Portimão.

Overall Assessment and Discussion. The oceanfront has been kept unspoiled since the 50s in the area dominated by Penina. Contrarily to USA, pieces of public beach cannot be privatized and Portugal was the first country in the world to nationalize public access to the coastal areas – you had to prove in the 19<sup>th</sup> century you owned the property in order to wall it which means that apart from the crown rulers and some high-ranking people, nobody could – the effects of this rule are also visible in Goa and Brazil, for example. Portugal in the fifties and especially sixties looked different from the French and Spanish coastal lines where private properties could line up the front beach, not invading it of course but banning access. Then in what did complexes like Penina help the coastal line? They helped avoiding surreptitious plotting of the land near the national or local roads that face the beaches and illegal construction threats ever after.

### ***The Cork Museum / Factory of the Englishman complex***

This project was not publicly led but it is socially and institutionally inclusive for obvious reasons being a preserved industrial site converted into a museum, exhibit areas, food halls and shows. It is based on a vision on community revitalization and the role of historical preservation in that process that is typical in some Portuguese areas like Oporto or the Algarve where there is a sense of place, belonging and common heritage. It is viewed as a strategic “acupuncture” into the urban fabric of Silves whose townscape suggests an amphitheatre form in the hill and an historical land-mark as in the second half of the 19th century the cork industry brought a significant development in economic and urban terms to Silves, a former Roman town, turned Visigoth, then Arab and, after the twelfth century, Portuguese when hard times followed after losing the status of capital of the Algarves and also many buildings in earthquake of 1755. It attempts to achieve normative (civil society) objectives. However, it has a rather small spatial impact, albeit it attracts tourists (national and international) and locals, putting Silves on the entertainment map.

Scalar Dynamics. As a museum and exhibition / entertainment / food area, the current collection of activities also mark it as a supra-local place, aimed as such at the beginning. But

can they make this ambitious aim survive in the long run without public support and in a context of high seasonality? The scale of the buildings and the intentions of its investors seem to be to keep placing it further up than a local venue.

Normative v. Positive. This is clearly a normative project that appeals to the use of entertainment combined with historical information and preservation as a community magnet.

Multiplicative Reality. There is an interesting mix of uses that can occur at different times and for different “clienteles.” This reflects the best principles of public space design – to have overlapping usages. Nevertheless, the escalade on running expenses as it keeps open all year round, payments to 20 permanent employees and the non-refund up to the moment to the medium-size investors may, in the near future, convert part of the area in a building estate.

Overall Assessment and Discussion. The quadralogue would note that this normative, inclusive, strategic project is of rather small scale. It is a very relevant example of keeping local history alive and providing historical places with entertainment in a respectful livable concept.

### ***The Portimão Arena complex***

This complex pretends to be a catalytic project, part of a larger deliberate strategy by the City of Portimão to “upgrade” their riverfront from a poorly qualified area of harbor hangars and warehouses to a modern up-scale tourist and convention destination. This strategy is not very different from other cities that seek to intensify real estate potential. The project is clearly public led but requires private funding in large extent. This implies that apart from the public “program” on equipments there will follow a lot of real estate operations on housing and shopping. Social inclusion is evident, but hardly in a normative social integration framework.

Scalar Dynamics. The Portimão Arena complex is clearly a large scale project in terms of *size*. The marketing approach is to be large and attractive enough to act as a host venue for important events (world congresses or international sports competitions). It has no competitors for large scale events in the Algarve region.

Normative v. Positive. The project reflects the normative visions and strategic ability of the City of Portimão. It represents the first large money well-succeed public-private partnership in Portimão and it also reflects a firm understanding of how to bring in private money from real estate by creating a multi-purpose high-end convention and meeting place. Social objectives (combat to seasonality and employment promotion) were clearly secondary considerations – the project was meant as a signature grand place.

Overall Assessment and Discussion. The Portimão Arena is the cornerstone of a massive revitalization along Portimão town. Less than 15 years ago, Portimão and the surrounding coastal areas until Albufeira started losing the most qualified complexes that got located from Albufeira to Faro, that is at a shorter distance from the airport. Portimão was a congested traffic area with only one narrow bridge to cross the large estuary area. The days when it was a pioneer Municipality for high-qualified tourism were gone, despite the fact that it had some of the best landscaped beaches in the Algarve. But once the physical infrastructure is there, it also needs management of excellence to attract top events. From a sub-regional perspective, it is a welcomed action that had the ability to pour in very relevant amounts of private investment to Portimão. That is in five years Portimão alone captures the double of the investments from national government in the whole Algarve and 60% of the european incentives for the Algarve. The Portimão Arena and the surrounding complexes seem to reflect, perhaps, an attempt to place Portimão in the center of the Algarve region. But the

town is still 70 Km away from the only airport of the Algarve and the stuffed cries about the need for a new airport to serve the western coast between Lagos and Portimão are far away from reality. There is some scale jumping here.

Table 1 shows the comparison of the three South Florida and the three Algarve projects on the attributes of the urban trialogue, but also on the aspects of the quadralogue. What should be clear is that inclusion of the consideration of the quadralogue greatly enhances the ability of the planner, and the citizen, to understand the IS of these projects.

Table 1: Summary of Project Assessments

	Seminole	Art Park	Diplomat	Penina	Cork	Arena
<b>Triologue</b>						
Socially inclusive	No	Yes	No	No	Yes	Yes
Institutionally inclusive	No	Yes	Yes	Yes	Yes	Yes
Visionary	Yes	Yes	Yes	Yes	Yes	Yes
Strategic	Yes	Yes	Yes	Yes	Yes	Yes
Large-scale Impact	Yes	No	Yes	Yes	No	Yes
Normative objectives	Whose?	Whose?	Whose?	Whose?	Whose?	Whose?
<b>Quadralogue</b>						
Scalar						
Hierachies	Gambling / Ent	Arts Venues	Conv Centers	Sport Ven	Arts / Entert	Conv Center / Sports
Operational	World Class	Local	US	World Class	European	World
Bending	Yes	No	Yes	Yes	No	Yes
Norm/Positive	Positive, Lasting	Normative	Positive, Perhaps non-sustainable	Positive, Lasting	Normative, Perhaps non-sustainable	Positive, Perhaps non-sustainable
Multiplicative	Lots to Say	Prob OK	Non-Social	Lots to Say	Prob OK	Prob OK

## Discussion and Conclusion

We began this paper by inferring that the “urban trialogue” seems to be a way of trying to verbalize the need to incorporate the socially and institutionally inclusive features of spatial planning (as currently practice in the European context) into publicly led, normatively inspired, and visionary (local) projects. We also began by stating that this may be “too much to ask for” and laid out three overarching methodological perspectives that could shed some light on the real processes and impacts of such projects. A number of projects were reviewed from the viewpoints of both the wishful “trialogue” and the more realistic, and methodological, “quadralogue”.

The overall issue can perhaps be framed within a still emerging mindset – devoid of particulars – of what planning could be. For lack of a better phrase, we use: Regional Markets, Strategic Positioning of Local Projects. This appellation acknowledges that cities or urban regions do complete in international marketplaces, and that the ongoing effort of cities to get the consuming society to spend money in their cities is important, but that that can only be done by creating local projects (spaces, events, venues) that allow it to happen.

The focus on strategic projects probably fixes our gaze on projects (events and venues) rather than spaces that ultimately serve multiple clientele for multiple purposes (be that ages, income groups, time of day). This is short-sighted and elitist; and definitely not socially inclusive. It probably represents the normative objectives of only a small well-healed

clientele. It partitions overall regional space into the worlds of us-them! It probably makes ok tourist destinations, but not great urban fabrics. It is the opposite of what Jacobs and Appleyard desire – with their missing of projects of lesser ambitions – the ones that make up the interesting mix.

The quadrilogue attempts to introduce the contemporary understanding of the relational complexity of urban regions through factual descriptors of multiple place qualities and changing identities over space and time. Healey (2006) warns us to avoid a relapse into singular identities and discrete relational webs. That is a multiple conception of scales, citizens, stakeholders and agents, the kind of factual analysis that may prompt the metaphor language where it is most necessary if there are actors to carry it along.

Take Belgium as an example for highly fragmented states where individual property owners have been privileged, compared to neighboring countries, further coupled with a major political difficulty in creating a momentum behind a capacity to visualize the Flanders region in spatial terms as the “Flemish Diamond” intended metaphor (Albrechts, 2001; Albrechts & Lievois, 2004)

These case studies show that borders and scales are not definite as taken in traditional discourse and that there is a wide range of scales from local to world and vice-versa that should be traced and accounted for along significant time spans. Again, as Healey (2006) puts it the force behind many of the new sub-regional strategies reflects the recognition that these borders no longer “contain” the relational reach of significant living and working patterns, let alone that of production and distribution chains.

This need for multiple time-space relations of “relational complexity” ideas leads to more complex descriptors such as the ones used here: scalar dynamics and multiplicative, additive realities. These descriptors may also foster a more socially-just and inclusive modes of governance centered around qualities of place (Healey 2006) as they offer factual capacities to understand or as Healey (2006) puts it “see”, “hear”, “feel” and “read” the multiple dynamics of a place. This is performed in a way which can identify just those issues which need collective attention through a focus on particular place qualities, showing *ab initio* (from the start of the analysis) the selectivity needed for a strategy to be implemented.

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