NeT·TOPIC

New Tools and approaches for managing urban Transformation Processes in Intermediate Cities

BUILDING NEW URBAN IDENTITIES
From mono-functional to multi-functional cities

Salford, 21-22nd October, 2009

Connecting cities
Building successes

URB ACT

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PREFACE

NeT–TOPIC & THE URBACT II PROGRAMME

NeT-TOPIC is a Thematic Network within URBACT II, an European exchange and learning programme that enables cities to work together to build solutions to major urban challenges.

NeT-TOPIC is composed of European peripheral cities in transformation, with shared problems including industrial decline, territorial fragmentation and social polarisation. Located near to major cities, they are transforming to more attractive urban areas: focusing on developing their own urban identity, offering a greater quality of life, improving citizen integration and social cohesion to fulfil a new role within their metropolitan areas.

One of the biggest challenges faced by these cities is the use and promotion of new tools and approaches relating to territorial governance and urban planning processes at local, regional and national level to improve urban transformation processes. The network provides these cities with a platform to reflect on changes in the city model to increase the strategic value of its territory.

NeT-TOPIC's network aims to foster the exchange of knowledge, experiences and best practices among its partners. The project seeks to enhance the role of peripheral cities in territorial governance and urban planning processes to achieve their desired new city model.

The URBACT II Programme enables cities to work together to develop solutions to major urban challenges, reaffirming the key role they play in facing increasingly complex societal changes. URBACT helps cities to develop pragmatic solutions that are new and sustainable, and that integrate economic, social and environmental dimensions. It enables cities to share good practices and lessons learned with all professionals involved in urban policy throughout Europe. URBACT is 181 cities, 29 countries, and 5.000 active participants. URBACT is jointly financed by ERDF and the Member States.

This publication intends to gather the interventions and conclusions of the Second Thematic Seminar organised by NeT-TOPIC Thematic Network under the title: *BUILDING NEW URBAN IDENTITIES – From mono-functional to multi-functional cities.*

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_ INTRODUCTION

Urban identity is a very broad concept. It deals with social, economic, cultural and environmental dimensions. Cities belonging to NeT-TOPIC are peripheral cities within a metropolitan area. This location has determined their evolution as urban spaces. They have suffered industrial decline, territorial fragmentation and social exclusion as a consequence of this "metropolitan membership".

These peripheral cities are now reconsidering their city model, trying to increase the strategic value of their territory in order to transform into more attractive and cohesive cities that offer greater quality of life and better citizen coexistence. Thereby, a change in their traditional identity is taking place or, at least, "building a new urban identity" has become a main goal of local government's policies and aims.

From an initial situation of "suburbs" morphologically characterised by big blocks of flats or factories, functionally characterised as being dormitory or industrial cities, these towns are changing into a space which tries to balance residential and economic functions, where shopping centres, facilities and green areas are being established, and where new infrastructures are being developed.

The combination of all these elements aims to provide the metropolitan peripheral territory with a centrality and an individual urban balance, transforming them from satellite dormitory cities into real cities. Indeed, they are building their new "identity".

Once the transformation process of the city model has been realised and disseminated, and once the evidence of radical changes has become greater than the inertia of the city's negative image (peripheral, dormitory, marginal, unsafe, etc.), a progressive change is triggered in the perception of the city by its own inhabitants, as well as in the perception of the city by the country.

We must also bear in mind that in the construction of the self, human beings build up their identity on the basis of a matrix of relationships (family, group, religion) among which the "link to the territory" must be highlighted due to its particular strength. Belonging to a place and feeling that you come from a place are derivations of the territorial character of the human being.

The identity of a territory extends to the past and is projected to the future. Cities need to build active identities: communities that do things, make decisions and achieve results together. However, cities also need to be seen as a particular geographical space that is a reference for its citizens. Identity provides a sense of belonging, on the basis of shared characteristics that serve to distinguish territoriality from other forms of personal identity.

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_ CONCEPTUAL FRAMEWORK ON THE SEMINAR THEME

THREE STORIES OF SALFORD: TRANSFORMATION, IDENTITY AND METROPOLITAN PERIPHERIES

Councillor Derek ANTROBUS
Lead Member for Planning, Salford City Council

I want to argue that the identity of any city has depended on the connections it makes to the wider world. In the contemporary era of globalisation, the identity of the city is also important in creating connections. City managers who seek to transform their cities, therefore, must address how their place is seen in order to attract flows of resources – particularly investment. This contribution will explore the historical perspective on the identity of cities. It offers an insight into Salford's past through three stories about key transformations in city spaces – transformations which have created its peripheral relationship to Manchester. It poses issues about the future by looking at the vision the city has for the future transformation of those same spaces. It suggests that the active construction of a new identity can also change the relations that make it peripheral.

Story 1: The Bridgewater Canal

Francis Egerton, the third Duke of Bridgewater, built in 1761 the Bridgewater canal to transport coal from his mines at Worsley to the industrial areas of Manchester. The use of the canal halved the price of coal and fuelled the industrial revolution. Later that decade the engineer Watt refined the steam engine and the technology and economic realities combined to make cities in general – and Manchester/Salford in particular – the privileged sites of transformation.

1. Erickson, B., and Roberts, M., (1997)

Medieval Salford was a pretty town with orchards, market gardens and homes of quite prosperous people arranged around a street called Greengate where the market square was to be found. Greengate joined the main highway which is today called Chapel Street and Gravel Lane in a triangle which was the basic urban form of Salford.

However, the medieval town gave way to the industrial city. People flowed into Salford and the population grew very rapidly and with it came overcrowding and squalor. The identity of Salford as a city which suffered from the Industrial Revolution was cemented in the social study by Robert Roberts The Classic Slum. But the sense of identity was ambiguous. The civic élite embarked on a reform agenda which gave Salford a reputation for improving conditions. It was also a forcing house for innovation. The flow of coal along the canal (and flows of other technology) stimulated flows of people, materials and money and transformed Salford's identity. The identity of the industrial city became the overwhelmingly dominant representation of Salford.

In 1844 and 1884 new rail lines involved the construction of huge viaducts which decimated the area, disconnected the centre of Salford from its surroundings and refocused activity in Manchester. The 1884 development brought in a new line from Liverpool which involved the building of a new station – the Exchange.

Salford Council collaborated in this project because of a promise to build the new station on the Salford bank of the River Irwell boundary – a promise that was kept. The railway company built the station facing Manchester and built a bridge across the Irwell to provide the main entrance from Manchester. This reinforced the sense of Manchester having the more active spaces.

The river had traditionally separated Manchester and Salford but that disconnection was made much worse by the building of the railway viaducts. Salford's main thoroughfare declined. It became a place that people passed through on their way into Manchester and no longer a place to go to. The greatest indignity was to become known as Manchester's car park - which is dominated by car parking on what was once the Exchange Station. There are further car parks to the east in the area called Greengate – once the ancient market square of Salford. The city lost any sense of having its own centre. This was reinforced by public disinvestment from Chapel Street after local government reorganisation shifted the administrative centre of Salford to Swinton, an area in the centre of Salford further from the Manchester border. So in this example, the connections along railway infrastructure marginalised Salford, disconnecting it from the activity at the core and isolating its communities. Salford's identity was partly indistinguishable from Manchester, partly in the shade of Manchester.

Story 2: The Railway Age

Our second story dates from a time when Salford was the archetypal industrial city with the huddled factories and back-to-back houses. In 1838 a railway line from neighbouring Bolton had been built and ended at what is today Salford Central Station. For the early years of the 19th century, that district of Salford was a hub. The railway station was alongside the wharves of the River Irwell. The area had been developed for factories and workers' housing packed the surrounding area. The main thoroughfare of Chapel Street jostled with shops, pubs and public buildings.

2. Mumford, 1966:518ff; Hunt, 2004:16ff

3. Roberts, R., (1973)

Story 3: Salford Quays

The third story I want to tell is about the transformation of Salford Docks. The docks were opened in 1894 as the terminus of a new connection along the Manchester Ship Canal to Liverpool. By the late 1970s it became clear they had no immediate future. Trade was shifting towards the eastern ports and the container ships were becoming too big to pass along the canal.

The closure of the docks – and the loss of its 3,000 jobs - in the early 1980s symbolised the end of industrial Salford. The economic restructuring saw the effective end of heavy engineering, mining and textile industry in the city. The shift to a post-industrial city was underway. The fastest growing sector was services and if the city was to benefit, it would need to connect to the new investment to accommodate that sector.

The regeneration of the Docks as Salford Quays symbolised the third transformation. The docklands were bought by Salford City Council and agreements were made with a private sector company (Urban Waterside Ltd) with the aim of attracting private investment, to be achieved within a vision set out by the council. The original plan set out a strategy for water, roads and services to provide development spaces for commerce, residential and leisure. Key principles were the innovative processes for cleaning the water, quality design of public realm and the connection of the Quays to the heart of Manchester through the Metrolink light rail system.

By 2002, the public sector had invested £145 million into the Quays and had generated £505 million private sector investment. There are now more people – some 10,000 - working on the Docks than in its heyday as a port. Most are in the service sector, including the Lowry which has transformed the identity of Salford into a tourist resort. Indeed, The Times newspaper of April 29th, 2000, commented on the change that this transformation had made to Salford's identity: "The city is not rejecting its flat cap and pipe puffing past. Rather it has found confidence to build a new identity upon its industrial heritage. The Lowry will transform Salford, by capturing its grimy past and gleaming future". Salford Quays is undergoing a further transformation by connecting with and becoming a key node in the global network of media cities – a project which is the primary driver of the city's continuing transformation.

This story has demonstrated the transformation of Salford's identity through the disconnection of its historic trade links through the docks and its new connections to the flows of global finance which underpinned the economic shift of the late 20th century.

Conclusions

So we have seen three transformations which were shaped by the way the city connected to flows of materials, people and money. All of these also helped to transform Salford's identity. The restlessness of contemporary capitalism and the endeavour of city managers to secure prosperity for their citizens mean that transformations have not ceased. Other contributions will detail the Salford's visions for the future. My aim has been to draw out the nature of transformation and its implications for the identity of a place.

Firstly, all transformations are about how connections are made to spaces beyond the city. Too many people think of the city 'as container' and that governing a city is about managing what is inside the boundary. We need a spatial imagination to see the city as a place where wider flows – of money, people, materials – settle.

Secondly, connections can have uneven and unintended impacts. Our Victorian forebears thought that having a railway station connected to Salford was inevitably a good thing. New connections to the wider economy can unsettle local communities and disconnect them from familiar spaces without connecting them to the new opportunities. The challenge for us as urban managers is that we are responsible for the connections. In the case of Mediacity we coordinated a range of local, regional and national actors to ensure that the anchor business, the BBC, settled here. But just as important has been orchestrating the new local transport connections and ensuring the new opportunities are open to local people.

Salford has been represented in the past as a place of pollution and deprivation. This has been reinforced in the popular media and in serious social investigation. It's in the paintings of LS Lowry, the novels of Walter Greenwood, social commentators like Robert Roberts, and the TV soap Coronation Street. Most emblematic of all is, perhaps, Ewan MacColl's song 'Dirty Old Town'. The transformation to an industrial city was around physical connections which led to Salford's identity as a 'Dirty Old Town'. Connections were managed in the interests of capital and the workers suffered. Connections such as the railway viaduct reinforced Salford's image as a twilight zone. The failure of the spatial imagination saw connections that isolated Salford.

The post-industrial transformation was of a different character. The balance had shifted to create pleasant spaces that would attract key workers and footloose investors. The metrolink reconnected Salford to the regional centre in Manchester.

"The city is not rejecting its flat cap and pipe puffing past. Rather it has found confidence to build a new identity upon its industrial heritage. The Lowry will transform Salford, by capturing its grimy past and gleaming future".

Salford today is shaping its own identity. The magenta you see on the roadsigns and street furniture in Salford are a deliberate attempt to give Salford a young, dynamic, 'cool' image. It raises the interesting question of the extent to which we can say that past transformations gave our cities their identity; future transformations may depend on how we shape our identity. The emphasis by many city managers is about the quality of life – interpreted as how city spaces are fit for the young, aspiring, middle-class.

There is a danger that urban discourse focuses on the importance of creativity to transform cities and leads urban managers to create the 'cool' spaces that the creative class require. But the success of cities will also depend on sustainability, on the confidence of investors that their developments will be able to withstand the shocks of climate change – flooding, heatwaves and violent storms – and will have secure supplies of power and water. Cities which identify themselves as resilient may very well be the privileged sites of future transformation.

01

_ CONCEPTUAL FRAMEWORK ON THE SEMINAR THEME

PLANNING IN SUB–REGIONAL CONTEXT: SALFORD IN THE CITY REGION AND IDENTITY

Chris FINDLEY

Assistant Director, Planning and Transport Futures, Salford City Council

Salford is located within Greater Manchester, sharing a city centre with the City of Manchester. Greater Manchester dominates the north-west region in terms of population and economic growth potential, and Greater Manchester's centrality to and connectivity within the north of England is particularly important: nearby to the west is Liverpool, and to the east both Leeds and Sheffield. The artificiality of regional boundaries is highlighted by the fact that part of north-west Derbyshire (part of the East Midlands region) is functionally part of Greater Manchester, as are parts of Cheshire and Lancashire within the North-West itself. All of this makes Greater Manchester one of the most important functional economic areas in the UK after London.

In this context, Salford's geographical position – the M62 motorway passes through the city, the M6 motorway (the key north-south motorway spine in the UK) is close by, and the Manchester Ship Canal extends westwards through Salford to Liverpool Bay and the Irish Sea – is critical to its past and future success.

Within the urban area of Greater Manchester, the City of as an administrative area is relatively small: just a bit bigger than Salford in terms of area and about double in terms of population. Indeed the city of Manchester is only one of 10 districts within Greater Manchester – the others being Salford (the "second city" in this context), Wigan, Bolton, Bury, Rochdale, Oldham, Tameside, Stockport and Trafford.

In 1986, and following the demise of the Greater Manchester Council (all metropolitan County Councils were dissolved at this time by national Government) the **Association of Greater Manchester Authorities (AGMA)** was created. Through AGMA the 10 districts continued to collaborate and coordinate on a range

of matters – Waste, the Police, the Passenger Transport Authority, Inward Investment for example. Over the years AGMA has developed and provided a platform for joint working for the 10 districts, allowing them to think strategically and engage with both regional and national government. Most recently, Greater Manchester has been given pilot statutory city region status by national government, and is trialling new ways of working at the city region level with potential devolvement of powers and responsibilities part of this mix.

The Greater Manchester districts have a variety of working arrangements between them. Salford has close working arrangements with Manchester on a range of issues – a good example being the "Manchester-Salford Housing Market Renewal Pathfinder" which is focused on tackling severe housing problems at the heart of the conurbation. Because housing market areas and problems cross administrative boundaries in Manchester and Salford, they are tackled together through this partnership, with central government and its agencies key partners. The heart of the conurbation that Salford shares with Manchester is where the biggest concentration of deprivation issues, poor neighbourhoods and industrial decline exists - but also within this area there are some of the greatest opportunities for regeneration and place making. Another example is the city centre itself, with four fifths in Manchester but the remainder in Salford meaning the two cities must cooperate and plan together where they can – a key example being the Irwell River Park initiative jointly developed by the two cities of Manchester and Salford, as well as the district of Trafford.

The issue of **peripherality** in Britain, with which NetTopic is concerned, is an interesting one: it is not only an issue of whether Salford is peripheral to the city Manchester, but also about the North being peripheral to London and all the communications links with the continent. So is Salford central to the conurbation or is it peripheral? This is an interesting issue in terms of identity which, up to an extent, is influenced by issues of connectivity and perception.

The primary retail centre of Manchester city centre (defined by Manchester's own planning documents) is located adjacent to the administrative boundary with Salford. In fact some parts of Salford are closer to this primary retail centre (and indeed Manchester Cathedral and the Manchester arena) than some parts of Manchester City Centre itself, but the river has always acted as a barrier, as have the railways with their Victorian viaduct structures cutting into the City Centre.

Historically Manchester City Council has planned for the city centre as Manchester City Centre, thinking of the area within its city and only peripherally of what lies in Salford and elsewhere beyond its administrative boundaries.

However, during the last 10 years the city centre has extended beyond the River Irwell into Salford, with key facilities and developments. We now have very exciting plans in Salford that will benefit Salford but also Manchester. If Manchester is going to be an international city and compete at international level, the ten districts of Greater Manchester should be working together. The area around and in the vicinity of Manchester Cathedral is an example: at present it overlooks the river Irwell and Salford (indeed, historically, the location where Salford first developed a thousand years ago), but much of what lies here in Salford now is surface car parking, and not an attractively laid out at that. This is surely not what we should have at the centre of a major conurbation competing with some of the biggest cities in Europe – it is a mis-use of land, and a missed opportunity if we do not plan for it as a real part of the city centre.

Another example is Salford Quays. Formerly old docks, these were actually known as the "port of Manchester". The ship canal was built in 1894 to connect the river Irwell and Manchester to the Irish sea, by-passing the expensive dock facilities at Liverpool. When it was built, it was the longest passenger carrying canal in the world (until overtaken by the Panama Canal), and the docks were still used for shipping up to the 1960's. But the Port closed, the area became derelict. Fortunately, led by a political leadership prepared to take risks and with a vision of what could be created here, the City Council bought the old Docks and set about a 25 major regeneration project which continues to this day. Salford Quays, with London Docklands one of the first major waterside regeneration projects in the UK, is the result.

Most recently the Quays has been the location for the development of Media City UK, where the BBC is locating 5 of its departments, University of Salford is locating key facilities and,

All these issues operate across administrative boundaries; therefore if we want to be successful, we must work together with our neighbours.

facilities are being developed for use by a wide range of independent companies. The Quays is regarded as part of the Regional Centre of the conurbation, a wider area than the city centre (the area within the inner ring road) reflecting the city region's growth over the last two decades.

Perceptions of administrative boundaries are always very blurred at the heart of major conurbations and this is reflected in confusion by some (the national press about whether the Quays are in Manchester, although recently as Salford has further established its credentials it is being better understood as a place in its own right. The same issue arises with Manchester United football ground at Old Trafford, which is not in Manchester but in Trafford – and many of the local supporters live in Salford!)

Because of Salford's geography, with a City Centre in an adjoining City and the regional out of centre Mall on our boundary but in Trafford, we have to work all the time with to surrounding districts. This is probably a greater imperative for Salford than the other districts,

In planning terms, in Salford we always have to take into account our place, first of all, in the **North West Region**. At regional level, there is the Regional Strategy, very important in terms of how we do planning as it will form part of the City's Development Plan, which is the foundation upon which decisions on planning applications are taken. There is also a **partial review** of something called the **Regional Spatial Strategy** progressing at the current time.

Since 1986 there has been no metropolitan county council for Greater Manchester, and so no statutory planning undertaken at the sub-regional level. The situation in the shires is different and mixed – to our north, Lancashire County Council exists, but to our south Cheshire County Council was abolished in 2009. However, in recent years there has been increasing interest in the UK in planning at the city region level, recognising that we need to think strategically at this level of geography is we are to make sense of many issues

During 2009 the then Government identified **2 pilot statutory city regions**, one being Manchester and the other Leeds.

In the case of Greater Manchester, it is important because central government is prepared to think about delegating certain powers and responsibilities down to the local area. This goes well beyond the arrangements AGMA set up in 1986 and is moving to a new governance model. It is not the same as London's mayoral model (where an elected mayor has administrative authority for the whole of London) but is dependent upon real and effective collaboration between and with 10 independent districts.

Fortunately, the 10 districts have real experience in collaborative work. When the Greater Manchester Council was abolished in 1986, a whole series of networks and arrangements were put into place that allowed the 10 districts to work together, such as the Great Manchester Police Authority, the Waste Disposal Authority, Marketing Manchester, MIDAS and the Greater Manchester Transport Authority. These kinds of arrangements, that are increasing, have to work on the basis of collaboration, trust, and governance models that can allow big decisions to be made effectively.

Interestingly, there has been no disagreement amongst the 10 districts about using the moniker "Manchester" to describe the city region to the outside world, and we have become more relaxed about parts of Salford being described as "Manchester" in some quarters – I think this is a sign of confidence, and in no way diminishes the real pride which Salford people have in their own city.

In planning terms in Britain the foundation of the statutory planning system at the local level is the **Local Development Framework**. One of the key parts of this framework is the **Core Strategy** that establishes strategic planning framework for the city or district, and which requires the consideration of what is happening across administrative boundaries. So all districts must be aware of what their neighbours do and must demonstrate that it passes a "test of soundness". This has in itself increased the need for cross-boundary work and understanding.

We think, in Manchester, we are very much ahead of the game in working collaboratively, in that we are working together in many fields such as: Strategic Flood Risk Assessment; Transport Modelling; Green Infrastructure; Energy Planning; Housing Market Assessments; Employment Land Assessments; and Climate Change/ low carbon futures.

As far as infrastructure planning in England is concerned, are local authorities bystanders? Are they collaborators or coordinators? With the privatisation of the utilities, it could be said that local authorities had become bystanders. When it came to infrastructure planning, local authorities were not involved in negotia-

tions with the water industry or the utilities in a really effective way. There is now, however, increasing interest by the utilities in seeing the advantages of involving the local authorities, and we are moving – albeit slowly - towards a more collaborative model, but based on discussions at city region rather than district level.

AGMA and central government signed a **Multi–Area agreement in 2008** which proposed how Greater Manchester local authorities would work better together and how they could work with government more efficiently in some key areas. This formed the foundation for the subsequent discussions about the statutory city region, underpinned by a **Manchester Independent Economic Review.** Again, this was a major commission focused on the city region, led by a group of prominent economists and business leaders, supported by a Policy Advisory Group and Secretariat, with responsibility for commissioning high quality evidence-based research to inform decision-makers in Manchester. It put independent advice to us, to challenge and inform what we are doing. This provided a key building block for the development of a Greater Manchester Strategy.

The **Greater Manchester Strategy** focuses on particular issues, that are best tackled not by individual districts, but by the Manchester City Region working collectively: Early Years; Skills and Talent; Deprived areas – life chances; Transport connectivity; Housing Markets; Low Carbon Economy; International connectivity; and Innovations acceleration (digital infrastructure).

We are currently also having a discussion on the production of a **Greater Manchester Spatial Framework,** an informal plan to assist us across Greater Manchester, which should be both bottom-up (taking into account all the work going on at the district level at the present time) and top-down (to ensuring the framework

has strategic coherence). It will be focused on some particular issues such as housing land and employment land. It will also be useful to help us to prioritise where investments should go, linked to work on Local Investment Planning.

There will be a General Election in the Spring of 2010, and depending on the outcome a future Government may have very different ideas about Regional Planning and its importance (the Conservatives have said they will abolish this tier of governance). What will not change will be the very real need for the 10 districts of Greater Manchester, and other neighbouring authorities, to collaborate, to coordinate, and to generally work together on the basis that so many issues of real importance can only be addressed by cross boundary working, and by recognising that real places cross administrative areas.

So – we are planning for Salford, through the city region work we are helping to plan for Greater Manchester, and by working collaboratively we will ensure that Greater Mancheter's voice is heard in the context of spatial planning.

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01

_ CONCEPTUAL FRAMEWORK ON THE SEMINAR THEME

EXAMINING THE CONCEPT OF IDENTITY IN PERIPHERAL CITIES AND THE CONTRIBUTION OF UNIVERSITIES

Martin HALL

Vice-Chancellor, University of Salford

The presentation looks at the contribution universities make to identity in peripheral cities. In accordance with the seminar's theme, I will focus on four main points. I will show how the concepts of governance, heritage, integration and multi-functionality relate to universities, guiding their contribution to the urban agenda. In this, it is useful to envisage universities as "knowledge machines", as complex organizations that generate and transmit knowledge.

WHAT DO UNIVERSITIES DO FOR THEIR CITIES?

OECD and other studies show that successful regional economies have significant university and college sectors. Most studies of what really drives national growth find that regions are crucial, together contributing essential impetus to the country as a whole.

Most studies also find that there are universities at the heart of successful regions. Greater Manchester matches this pattern, with five higher education institutions and some 200,000 students in further and higher education. Universities, or "knowledge machines", can drive regional growth and successful urban regeneration.

· **Universities offer education and training: developing and re-skilling a high performance workforce**. Today, people do not spend their lifetime working for the same company, or in the same field. People are constantly reinventing themselves in rapidly moving economies. In the knowledge economy, constant re-skilling and continual workforce development are essential.

· **Universities offer research and innovation: developing new knowledge.** Most universities contribute to research and innovation in one way or another. But many universities are not yet very good at translating what they know into knowledge that is useful for business, industry and the public sector. We need more effective instruments that can assist in the transfer of knowledge into forms in which it can drive urban growth.

· **Universities combine the local with the global: bringing the world to the city and the city to the world.** Universities are very local: we are often part of a city — Salford in our case But we are also deliberately global. Here in Greater Manchester we welcome students of more than 100 different nationalities, who act as ambassadors to their own countries. In turn, international student enrolment is translated into connections, some of which are trade links. As the word itself suggests, universities are "universal".

· **Universities serve as significant employers: education is an industry in its own right.** Higher Education is an economic sector: students represent an important source of income for the city. Greater Manchester has one of the highest concentrations of students in Europe. This has significant implications for service provision, retailing and the visitor economy.

Universities, or "knowledge machines", are at the heart of successful regional growth and therefore, at the heart of successful urban regeneration

HERITAGE AND URBAN IDENTITY

Most successful cities, considered from a multi-functional and integrated point of view, make good use of heritage in one way or another. Greater Manchester is no exception.

The triumph of the core of Manchester is the preservation and re-use of a wonderful 19th century urban heritage, reinvented along with new contemporary architecture.

Salford has extraordinary heritage assets from the Industrial Revolution, many aspects of which have not yet been fully exploited. This was the city where Engels was sent to learn his father's trade; it claims the first public gas lighting; the first public park and the first public library. Too often, though, these assets have been fragmented and destroyed. A recent exhibition – "The Lost Streets of Salford" – has documented how more than 1,500 streets have been destroyed over the last 50 years. Heritage events such as these release the latent energy of memory, as people trace where their houses used to be, and contribute family pictures to the public record. This is not through nostalgia for poor housing conditions, but rather because heritage and identity matter in urban "place making".

Because of half a century of poor urban planning, Salford is now a city with no clear centre . Reversing the effects of urban destruction of the city's civic centre and the loss of a distinctive urban fabric are two core challenges. Again universities play a role, both through promoting heritage and by serving as places for public intellectual life. A civic university should organize seminars, exhibitions, and conferences, as well as offering opportunities to learn, both informally and to obtain qualifications. One of our challenges is to rediscover this mission and expand our place at the heart of the city, contributing to realizing the benefits of heritage while reaching into the future..

PUBLIC PARTICIPATION: INFRASTRUCTURE, INTEGRATION AND REGENERATION

Public participation is vital in tackling urban issues. Today public participation is often taken for granted. We need to rethink local and regional political processes to achieve opportunities for people to relate their aspirations to opportunities. And here universities have role in promoting and developing appropriate and focused public policy.

Overcoming fragmentation contributes to the consolidation of urban identities. Effective integration depends on appropriate infrastructures: utilities, transport, urban planning systems and digital infrastructure. And integration also requires a triple-helix model – the effective participation of the public sector, the private sector and universities. If this can be achieved, universities can be at their most effective as centres of innovation.

Effective cities are in constant regeneration. They have an attractive and challenging, organic quality. Constant change and development prevents stagnation.

PROMOTING MULTI-FUNCTIONALITY

Multi-functionality follows from the effective combination of an appropriate infrastructure base, strong identity through heritage and culture, and appropriate public policy development. If these conditions are met, a city will look after itself.

With successful multi-functionality, universities can function as effective knowledge machines, driving an ecosystem that will be self-sustaining.

Having a university at the heart of the city is a key opportunity for Salford, and having a cluster of universities puts Greater Manchester in a lead competitive position. With roots deep in the Industrial Revolution, the university is a key resource for a successful future.

01

_ CONCEPTUAL FRAMEWORK ON THE SEMINAR THEME

DELIVERING THE VISION: THE ROLE OF URBAN REGENERATION COMPANIES IN CITY TRANSFORMATION

Chris FARROW
Chief Executive of Central Salford
Urban Regeneration Company

The presentation will look at the concept of creating **"new iden-tities"** and its relation to "creative industries" (and their role in Salford). The presentation will also try to analyse where we were and where we think are going to.

We were a port. This port was vital, because what we had in Greater Manchester region up to that point was a very successful regional industrial revolution, but when we had a port, we had global connectivity. When we had global connectivity, then we produced the largest industrial estate in the entire world. The fact that the opening BBC address will be called, "The Broadway", it is not an invention. It is an historical fact of life, as Salford probably knew better its neighbours in North America than some neighbours in Manchester. For many years Salford has been a global place.

That "port" was the departure point to becoming a "portal". The City Council has carried out a fantastic re-engineering process in many fronts, having the vision to bring forward and scene-set-ting quite major cultural changes by means of buildings like the Lowry. The future MediaCityUK will be surrounded by a fantastic environment resulting from 20 years of democratic leadership fo-cused effort in bringing cultural industry changes.

Although some conflict dilemmas that may arise sometimes such as the relationships between Manchester/Salford; Salford's cen-trality/peripherality; or physical barriers such as the Irwell river, etc., what I would propose is the key thing for making creative

identities is to focus on generating sustainable local communities which have vibrant economies; which are good places for people to live in; which have access to good education systems; and critically are competitive globally. If you can succeed as a sustainable place, your city is competitive and well connected globally, that is the way forward to the future.

We have these things called **"creative industries"** and I would like to explore their role in creating identities. There is such a big range of creative industries such as architecture, software, craft, design, music, publishing, advertising, TV & radio, etc. Sometimes people tend to think that creative industries are a kind of chaos in which entrepreneurs thrive. In this sense, the biggest single creative industry that has come out from the North-West region in the last 15 years is the Beatles. There is indeed a lot of serendipity in how creative industries develop. However, it is a very interesting field because it is a growing sector. Leisure expenditure has remarkably increased over the last 10 years, and maybe in the next couple of years there will be more people involved in leisure but with lower expenditure capacities. One of the cheapest forms of leisure we can access is through the media.

Creative industries are also a sector that generates jobs. Creative industries employment grew at twice the national average. Investment in creative industry interventions can create employment and generate income for the visitor economy.

In Salford we are actually engaged in 2 distinct areas of creative industries which are actually changing the image of the area. MediaCityUK focused on digital industries and Chapel Street with cultural industries.

Digital media industries are, at a minimum, regional in scale. They are supported by regional bodies and have regional connectivity, also require very high levels of research inputs, which in our case the University of Salford has been facilitating. The research element requested by the digital media and creative industries are at postgraduate level.

MEDIA CITY

When MediaCityUK was first proposed, the BBC was invited to reflect what role they would like to play in the global revolution that is happening in the digital media industry. Because the media like old technology industries such as iron and steel or oil, it is not a dispersed industry. There is an increasing concentration in brands and spaces. Some examples are the Massachusetts Institute of Technology or the media & mobile phone software industry in Scandinavia. MediaCityUK will be the biggest media city in the world.

Today the most enduring and valuable aspect are not the TV sets or the Telephones, but the content and intellectual property. These are more technically advanced and longer life products. Some countries, such as the Koreans that used to be one of the major producers of TV sets, are now considering how to get into the media.

Salford is not "peripheral". If we have a look to Manchester's Map, we will see that we are in the middle of it. We are in the Centre of "Greater Manchester". People in London, for example, would instinctively locate it in Manchester, just ignoring the River Irwell boundary.

MediaCityUK is on a brownfield site. However, it is not one of those get rich quick business park solutions. Modern companies and modern corporations want an environment complete with shops, housing, health care centres, public spaces, etc. that makes possible that people can live on the site. Last week MediaCityUK won its first national prize for Excellence in Sustainability Communities because it is not just a collection of studios, it is a fully equipped with housing, hotel, education & health centres, retail, cafés and restaurants, among others.
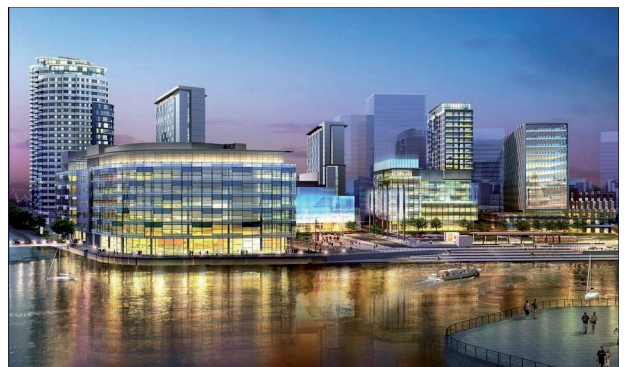
This will be the other element, like the digital media fit, that is making possible the big transformational change in the North-West of England

A number of major BBC departments are moving to Salford. However, the critical part is not just that thousands of jobs are moving from London but the 35% of the commissioning budget of the BBC that will also be moved here: now the 35% of the budget decisions about BBC will be made here, in Salford.

Among the important departments moving to Salford it is worth mentioning the Sports section. Sports will change the whole level of digital connectivity. The MediaCityUK will require ten times more digital capacity in a weekend than on a whole day of Olympics. The Digital Power will have arrived in Salford. It will be as revolutionary as the day when Manchester Ship Canal opened and connected Salford to the world. It will make it possible for **Salford to become a, "Global Portal".**

We want Salford people to benefit from these transformations. We are not waiting a generation, or 25 years to make a difference. Even if we are now in recession this needs to be made different to the people of Salford now. Over half of our MediaCityUK workforce are Greater Manchester residents; over 2/3 of the contract value has gone to Greater Manchester located companies and 30% to Salford companies; over 200 apprenticeships that would not otherwise exist in the City of Salford, exist now because of this project.

Salford City Council is also investing in skills. New education programmes have been designed such as the creation of a Media City Academy focusing on media skills. The City itself presents a major challenge because 90% of employees in the media industry are graduates, and only 10% of the residents at Salford are graduates. This needs to be a complete revolution in the skills & aspirations of the people of Salford and elsewhere in Greater Manchester.

The engine room of the MediaCityUK though, will be the largest studio complex in Western Europe. Owned by the developer, Peel Media Limited, it will not be run on normal public broadcasting, custom & practices. This will be the other element, like the digital media fit, that is making possible the big transformational change in the North-West of England. Now we have the newest and more technologically advanced TV studios in the Western Europe operating at a much lower cost that you find elsewhere. MediaCityUK will become the centre point for digital media production in Western Europe. This is what is starting to equip us with this digital connectivity and to become a global force.

This creative industry must also be extended as a regional visiting destination. MediaCityUK must be easily accessible. However, there are still some fractures and break points: while fibre optic cabling is sorting itself out very well, it is still difficult to walk from one place to another. In Salford-Trafford there are very interesting opportunities to spin-out from Media City such as the Lowry, the Imperial War Museum and Manchester United Stadium. Unlike London or Paris, Manchester has never taken much advantage of the River. This is a great opportunity. We should get over these peripheral boundaries and create a bigger identity. The River, which represents more a boundary that a connecting element for the moment, should be re-planned to create an environmentally successful way to let us move around the city.

CHAPEL STREET

It is the historical heart of Salford. It is the main road to the bridge link to Manchester. Chapel Street used to hold all Salford's administration until it was decided to move it to suburban Swinton in order to offer an improved service to the residents. However, when the administration centre, hospitals, police head quarters, etc. are moved away and there is no plan to put something back in that place, the result is a territory of dereliction. And that is what happened to Chapel Street. Only two institutions remained there: the University and the Churches.

It is interesting though the new voices that are emerging in this locality, which is becoming another development axis. Cultural industries were the first arrivals to this abandoned area, and today there are about 154 of them. Chapel Street, for instance, was the birthplace of The Ting Tings, the music sensation last year.

There are other businesses such as Hot Bed Press, where people are doing very interesting things with much of the same machinery as first invented for printing and operating in basic premises.

We have to bear in mind that important business such as Harley Davidson, Ikea or Google started as little businesses in very basic premises. If you have enough of these start-ups, 1 in 100 might deliver a result of local significance; 1 in 1.000 might deliver you a result of regional significance; and 1 in 500.000 might deliver a global result. So supporting to these creative industries has helped us to re-profile ourselves.

CONCLUSION

Creative industries can change a place. And to make that possible we do need to get digital connectivity. We need to extent the quality of our digital infrastructure to serve the whole city. We are working with Manchester on this. This is as critical as Manchester Ship Canal was to the industrial revolution. As we have heard before, cities are being reinvented everyday. A city which has an overwhelming reputation sometimes gets stagnate. Cities that think that all they have to do is to be big are not sustainable cities.

The lesson of history is if all you do is creative industries the rug can be pulled from you. Rome fell because the Romans went to the Circus, and stopped competing. You have to be looking for the thing that comes after this one. Media is working with us for the moment and will help us to tackle for the next 10 years before we have to look for the successor of media industries.

02

_ BUILDING NEW URBAN IDENTITY EXPERIENCES IN NET-TOPIC CITIES

L'HOSPITALET DE LLOBREGAT (Spain)

Mrs. Ana Mª PRADOS
4th Deputy Mayor of
Urban Planning and Public Works

The municipal area of L'Hospitalet de Llobregat covers a surface area of 12.5 square kilometres and is located to the southwest of the conurbation of Barcelona. With its 264,404 inhabitants (as per 2007 figures), L'Hospitalet is a densely populated municipality and the second largest city in Catalonia in terms of population. The city is linked to the larger city of Barcelona, whose metropolitan area constitutes one of the largest urban agglomerations in Europe.

The transition from a rural nucleus to a peripheral suburb took place very quickly as a consequence of the large immigration fluxes during the 20th century. From 1950 to 1970, with Catalonia's industrial boom, the city experienced an accelerated process of urbanisation, building and industrialisation (metallurgy, chemical, etc.). At this point, L'Hospitalet acquired its singular urban appearance, along with some of the main urban challenges the city has to face nowadays. These include a de-structured fabric with construction and urban planning deficits, and areas of land with functions and uses that are obsolete and/or unsuited to centrality and to the new phase of economic and urban sustainability. Therefore, some of the traditional problems L'Hospitalet has faced have been: fragmentation and lack of unitary physical structure; complexity of the internal connections between its neighbourhoods, as well as the external connections with neighbouring municipalities (especially as a consequence of the network of linear infrastructures designated according to Barcelona's needs); and the presence of large industrial estates within the city, quite often obsolete, which have also hindered the creation of a clear structure. However, apart from these physical challenges, the city must also overcome another intangible challenge: the stereotyped image of a peripheral city (suburban, dormitory, marginal, unsafe, etc.), subordinated to Barcelona, which has stigmatised the promotion of the city.

Although some significant initiatives were carried out during the 1980s and '90s to improve basic conditions, especially aimed at providing neighbourhoods with facilities centred on personal services, over **the last ten years the municipality of L'Hospitalet has been involved in a process of unprecedented, large-scale urban transformation which aims to establish a new urban model of development**, the so called **Plan L'H2010**.

The Plan L'H 2010 is more a manner of working and conceptualising the city than a static documental materialisation. The L'H 2010 it is not a typically strategic plan; it is an instrument to provide overall coherence to those actions developed in the transformation process. Its main objective is to turn L'Hospitalet into a territorially united and balanced urban city, that generates wealth and culture, with a consolidated personality of its own, and that implements its vocation as Catalonia's second city in all forums, as well as in the framework of belonging to one of the main urban conurbations at a European level. Therefore, it could be said that the urban transformation of the city planned in the Plan L'H 2010 comes together with the consolidation of an identity of its own.

The last ten years the municipality of L'Hospitalet has been involved in a process of unprecedented, large-scale urban transformation which aims to establish a new urban model of development, the so called Plan L'H2010

One of the keys of the Plan L'H 2010 was the assumption of the **centrality of the city** (which is located within the Barcelona area ring roads, equidistant from the airport and port and integrated into the metropolitan public transport network). This new assumption of centrality meant that the area had to take on the functions, uses and qualities of the central city and overcome the structural fragmentation and obsolescence of many of its parts. The development of central activities would qualify the urban spaces, as well as the social and cultural environments.

The Plan L'H 2010 aimed to transform L'Hospitalet from an industrial, peripheral city to one that produced knowledge and services, with a diverse and complex economic fabric that allowed it to change from a mono-functional to a multi-functional city. The plan took into account the intense process of tertiarisation that had been occurring in the municipality's economic base, following the same patterns as in the centre of Barcelona's metropolitan area, which was replacing the previous industrial-manufacturing model.

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Two of the main projects implemented so far within the framework of the Plan L'H 2010, are the renovation of **Gran Via** and **Plaça Europa** (Europe Square). Both operations are good examples of the manifestation of the new model of city and identity that the municipality wishes to promote.

Gran Via is one of Barcelona's main avenues, created in the 19th century, but in the 1970s it turned into a tough and segregating infrastructure with fast-moving traffic. It became a highway within the city, far removed from its main function of urban articulation. The transformation of this highway into an integrated urban avenue within the urban fabric of the city was one of the

main projects undertaken during the city's recent transformation. The first stage of this initiative has already taken place and connects other large-scale operations, such as Plaça Europa, Ciutat de la Justícia (City of Justice) and the future Biopol L'H. The new Gran Via maintains its function of providing access to Barcelona and it dignifies L'Hospitalet's urban space.

Plaça Europa (Europe Square) is also located on Gran Via. This square was intended to be a new strategic and nerve centre of urban regeneration. The aim of the operation was to shape a new urban space that linked the city with the new Gran Via. In this operation it was intended to: achieve a complexity of uses, integrate different infrastructures, ensure the smooth flow of transport, high quality urbanisation of the road system and green areas, and architectural excellence. Plaça Europa will house landmark buildings designed by renowned architects, such as Toyo Ito and Jean Nouvel, but it will also ensure some other important facilities such as protected social housing, a nursery, a library and an "entities house".

Therefore the city has gained competitiveness and market share within the network of the metropolitan economic activity

Plan L'H 2010 is not focused on a concrete development field but rather on achieving a blend of functions and uses that provides complexity and increases the city's range of possibilities. Without losing either the residential or industrial base, the city aims to incorporate advanced tertiary activities as well as a variety of services and equipment. The city thus aims for **multi–functionality.** Operations such as the Fira Gran Via Exhibition Centre or Ciutat de la Justícia (City of Justice) offer some examples:

· The **Fira Gran Via L'Hospitalet** is the second of Barcelona's international exhibition centre's premises (the first one is located in Barcelona city). Currently the Fira generates €1.931 billion in economic activity and represents about 40,700 jobs, of which around 17,000 are direct employment.

· The **Ciutat de la Justícia,** also located on the new Gran Via. This complex houses 133 judicial bodies that used to be distributed in different locations throughout Barcelona and L'Hospitalet. The City of Justice has an area of more than 120,000 m2. It accounts for 3,000 jobs and more than 12,000 daily visits.

In order to bring together and consolidate the cluster of activities developed around Gran Via, some of them mentioned above, the **Economic District Gran Via de L'H denomination** was created. The district comprises more than thirty sectors with a balanced combination of uses: housing, commercial, industrial, equipment, hotel and office uses. It is estimated that the Economic District will create about 30,000 jobs, most of them in the tertiary sector.

For several years, the main challenge was the development of land for the construction of new housing. However, current trends and perspectives show that a new era is dawning where, in addition to infrastructures that are still underway, a new priority is apparent: one that is centred on impulses to develop areas for the generation of economic activity with a high added value and for the localisation of new, advanced tertiary activities (Biopol L'H, City Metropolitana, the provision of hotels, etc.). All of this sees L'Hospitalet on the path to promoting the change from an industrial city with a peripheral character to a city which produces information and services, with a more diverse and complex economic fabric; a city which has evolved from a mono-functional to a multi-functional city.

The new urban operations are generating a process of attracting more diversified and qualified jobs. Therefore the city has gained competitiveness and market share within the network of metropolitan economic activity. Projects such as Gran Via, Plaza Europa and the international exhibition centre are generating new urban centralities as well as new nodes of citizen participation on a metropolitan scale.

Even though urban operations are very important in the consolidation of a new image, **operations in social and cultural fields** are also essential. The transformation of the city is reinforced by image campaigns that highlight the change that the city is undergoing, especially through the local media. One of the most significant cultural features of L'Hospitalet is its character; a welcoming city which integrates people from different origins. From its basic characteristic as a Mediterranean city, with its own Catalan culture, language and traditions, L'Hospitalet has been continuously enriched by diverse and consecutive phases of immigration, and has worked to integrate all these contributions. In this way, the city has preserved its original identity, but also gained from the contributions brought by coexistence with other cultures. It is therefore an example of one pillar of the identity strategy, through promoting a welcoming city, open to diversity, while at the same time preserving its Catalan and Mediterranean idiosyncrasy.

02

_ BUILDING NEW URBAN IDENTITY EXPERIENCES IN NET-TOPIC CITIES

HAIDARI
(Greece)

Mrs. Anna LONDOS
Administration Management Dept.,
Haidari City Council

Haidari Municipality aims to develop an integrated solution concerning the development of new structures and the creation of new spaces and new urban dynamics, aiming to achieve a **new city model.**

Purpose of the new model – "Haidari for All"
The new model, "Haidari for All", aims to create a new city with a high quality of life within the framework of a plan which is based on the basic characteristics of its citizens and structures. In this framework the city wishes to "create and elaborate" on the existing social, economical and political structures rather than "break down and rebuild".

The problem
However, in order to achieve this objective, some challenges should be overcome first, such as: how can the Municipality of Haidari achieve this model, without involving the central administration (Government, Ministries etc.) where there is a lack of funding, venture capital and legislation coverage?

The innovative suggestion
Given the situation, the Municipality of Haidari proposes an innovative method that is totally decentralised and adapted to local needs and can easily be locally orchestrated by the Municipality of Haidari: social, economic and political teams in Haidari conceive the model while European Union funding is attracted through different Operational Programmes in the Framework 2007 – 2013 (Information Society O.P., Environment - Sustainable Development O.P., Reinforcing Accessibility O.P., and Education and Lifelong Learning O.P.)

The new model, "Haidari for All", is structured into four main fields: **Environment, Education, Accessibility & Equal Opportunities, and Civilization & Culture.**

1. ENVIRONMENT

Haidari's main goal is to safeguard, improve and promote sustainable environmental management, in order to protect public health, improve citizens' quality of life, and enhance the competitiveness of the local economy.

In this sense some actions have been planned within the framework of the Environment - Sustainable Development O.P. Some examples include the extension of the metropolitan park; the renovation and fitting-out of public buildings to save energy; the incorporation of some green buses into the municipal fleet; and the adoption of a new fire-fighting programme with the participation of social teams and individual citizens and volunteers.

In the framework of the Information Society O.P., it is planned to develop a centralised information system for the study of indoor and outdoor air quality.

2. EDUCATION

The main objective in this field is to increase the quantity, quality and effectiveness of investments in human capital and knowledge, in order to upgrade the educational and vocational training system, not only at school level but also within the framework of integrated lifelong learning programmes provided by the Municipality.

At school level, the city council's aspiration is for children to be aware of the city's problems and suggested solutions. Therefore,

a team of experts will provide ad hoc knowledge at schools, and appropriate books will be distributed, so that they will have up-to-date knowledge related to the environment, cultural identity and new technologies (information and communication technologies). The project will be funded in the framework of the Education and Lifelong Learning O.P.

At municipal level, Haidari City Council will also foster knowledge on environmental awareness, cultural identity, information and communication technologies, as well as a variety of social issues, such as emigration problems, poverty, etc. among citizens over 18 years old, in the framework of an integrated lifelong learning programme.

3. ACCESSIBILITY AND EQUAL OPPORTUNITIES

In this field the main objective is the development and modernisation of the physical infrastructures and related services in order to improve mobility for all citizens and especially for citizens with special needs, such as children or the elderly. Improving all citizens' access to the Information Society is also envisaged within this field.

4. CIVILIZATION AND CULTURE

As far as physical infrastructures are concerned, it is envisaged that three elevated pedestrian bridges be developed in order to improve accessibility between the two parts of Haidari city, which are divided by the National Road. Preliminary studies are now being carried out in order to decide the exact location, as well as to analyse the basic specifications and requirements. For the moment, all these studies have been carried out in-house, using existing human resources (architects and civil engineers). It is the city council's intention that this project be funded in the framework of URBACT II Net – TOPIC.

As regards Information Society access, it is envisaged that all citizens will have the opportunity to access the Knowledge and Information Society. The Municipality wishes to improve its citizens' quality of life through the use of information and communication technologies, ensuring equality of access for all citizens to Haidari's digital services and providing more digital public administration services for citizens.

In this context, the Municipality of Haidari is currently implementing one of the largest Information Society programmes in Greece. The following projects, funded in the framework of the Information Society O.P., have already been developed: Haidari's portal, which provides integrated e-administration services for all citizens; Haidari's Geographical Information System (GIS), which provides a wide variety of information concerning the city; and free wireless Internet access points in two of Haidari's public squares.

Looking to the future, and in the framework of the Information Society O.P., the Municipality would like to develop an integrated platform — providing full access to all the Municipality's administration services, and real time interaction between citizens and the Municipality — and to ensure access to an extensive, free wireless Internet network for every single citizen.

Haidari has been the setting for a variety of historical and cultural events. The Holy Road, the Temple of Afea Athina, the Byzantine Daphni Monastery, the historic battle at Haidari — when Theodoros Kolokotronis and the French general Charles Favier fought against the Turkish in the Greek War of Independence —, and its role in the Second World War, are some of the places or events that characterise the city's history. The Municipality aims to establish a cultural framework to consolidate all the historical periods in order to develop an integrated cultural heritage profile for the city.

At municipal level, Haidari wishes to develop, in the framework of the Information Society O.P., an information system to digitalise all the cultural and historical material. This material would be distributed through Haidari's new portal.

In order to consolidate all the historical and ancient places in the city, the Municipality would like to develop a historical route that would promote the local cultural heritage at an educational and tourism level.

At citizen level, the Municipality would like to make use of the Local Support Group settled in the framework of the city's participation at the URBACT Programme, to gather and disseminate the relevant material and information. Schools will also be an important agent for distributing historical material.

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02

_ BUILDING NEW URBAN IDENTITY EXPERIENCES IN NET-TOPIC CITIES

KLADNO
(Czech Republic)

Mr. SLEPICKA
City Manager at Kladno City Council

Kladno is about 20 km. from Prague and quite near Prague International Airport. The city has around 70,000 inhabitants, while the district has around 120,000 inhabitants.

If we look back in history, Kladno was promoted to the status of town in 1870, to royal mining town in 1898, and in 2000 it became a statutory city. Kladno has a long industrial tradition, which is why it was known as the "Czech Manchester" in the Czech Republic. After the discovery of coal and important seams in the 18th and 19th centuries, there was a significant development of the ironworks industry during the second half of the 19th century. Within this context, it is worth highlighting the establishment of the Prague Ironworks Company in 1857, which saw the rapid development of coal mining, ironworks and the town itself; and in 1889 the establishment of one of the most significant ironworks in the country, Poldi Ironworks.

All these industries were nationalised when the communist regime arrived. After its fall in 1989, there was a renewal process of privatisation of companies, such as the company Poldi Kladno which passed into Czech hands. However in 1995-1997 Poldi, one of the biggest Czech companies, suffered a major bankruptcy. It was the biggest bankruptcy in the country. Poldi's closure meant the end of almost 230 years of iron and steel work and tradition. In addition to this, and following a process of mine closures that began in the second half of the 1980s, in 2002 the last colliery in the Kladno district was closed.

Pre-revolutionary Kladno was characterised by major demolition of the city centre. It was a neglected, dirty and unattractive city, with large impersonal housing estates. The industry was almost exclusively focused on mining and metallurgy and there were big industrial areas with slag heaps.

After the political and economic changes that began in 1989, Kladno's economy was deeply affected. Events such as the bankruptcy of Poldi, one of the biggest companies in the country, and the closure of mines resulted in job losses for over 400,000 people. It was a difficult time for the city.

In this context, there were some elements that helped the city to overcome its problems, such as:

· Its proximity to Prague and Prague International Airport

· The establishment of small, mostly Czech, companies in the Kladno district

· The development of a tertiary sector

· The establishment and development of Enterprise Zone Kladno–East (Lego, Dr. Oetker, Showa, Celestica, Barco)

· Activities implemented by Kladno town aimed at overcoming the crisis situation.

The following are some of the activities implemented by Kladno City Council in many diverse areas in order to overcome the crisis situation:

· **Restoration of the town centre:** Creation of pedestrian zones, construction of three new squares and parks, restoration of historic and public buildings as well as the castle and garden.

· **Infrastructure, water and air quality and waste management** have been considered a priority for the city. The city has also supported alternative energy sources.

· **School system and education:** The city has strengthened its post-school education system. There are currently three universities (while in pre-revolutionary Kladno there were no schools). The city is also investing in primary schools and kindergartens, which are considered municipal priorities.

· **Culture** is another of the city's goals. The two theatres, libraries, and the many cultural and social events are some examples. The city organises several events such as: Town of Kladno Days, St. Lawrence's celebrations, Kladno Yards, and the town ball.

· **Sport and leisure:** Sport is a key issue for the city. Kladno supports professional sports but also "minority sports". The city aims to promote sports for everybody. Kladno has one of the most up-to-date sport facilities in the whole country.

· **Nature:** Apart from the parks and forest surrounding the city, the municipality has recently created a new park "Carbarna Nature Park". The city also supports cycle lanes and walking trails, environmental programmes, and NGOs working in environmental matters.

· **Social field:** The city is especially focused on the elderly and children. There is a very popular university for the elderly. The city also supports NGOs working in the social field.

· **Heritage:** The city is very proud of its heritage. Kladno tries to emphasise Kladno's personalities and supports cultural and historical publications.

· **Partnerships:** Kladno has two sister cities: Vitry-sur-Seine, in France and Bellevue in the USA. The city also cooperates on an informal basis with Aachen in Germany.

· Apart from these municipal activities, some of the city's other priorities are the enhancement of the landscape; environmentally sensitive practices; community sustainability; healthy lifestyles and planning for the future.

In its aim to improve the city, Kladno also takes part in a variety of projects co-financed by EU structural funds.

Housing revitalisation in Kocehlavy quarter, one of the largest housing estates in Bohemia built during the Communist regime. The aim is to improve the standard and quality of housing stock, reduce its intensity and improve the quality and use of public spaces (co-financed by the Integrated Operational Programme).

Revitalisation of Enterprise Zone Kladno–East: This is the oldest industrial part of the city. It is a major problem in Kladno due to the lack of investment and the property relations. The objective of the project is the regeneration of areas, including environmental sanitation of the territories for the development of new services, integration in the economic and social territory, and an increase in the number of job and business opportunities (Environmental Operational Programme).

Adjustment of public spaces: aiming to improve the appearance of public spaces and increase the retention ability of the landscape. It is focused on the reconstruction and strengthening of roads, planting ornamental greenery and landscaping (co-financing: ROP NUTS II CB)

The reconstruction of the Podpruhon district, one of the oldest parts of the town located in the city centre. The preservation and reconstruction of Kladno Castle and Garden; the reconstruction of Central Bohemia Theatre and the Lampion Puppet Theatre; the renovation of bus stops, and the promotion of environmentally-friendly public transport are some other examples of the many projects co-financed with European funds that aim to improve the city.

It is worth mentioning that the city has also won several awards in recent years. One of the most important is the Liveable Communities Gold Award in 2007.

Kladno is indeed a city worth living in. However, as with any other city, we also have lots of issues that need improvement. Between 1918 and 1938, the Czech Republic was one of the richest countries, on a par with France, but this golden era came to an end with the Communist and Nazi regimes. The recovery of the city and the country requires hard work.

03

_ EXCHANGING, COMPARING AND LEARNING WITHIN THE NETWORK. A WORKING SESSION AMONG THE NET-TOPIC CITIES

During the working session on the second day of the thematic seminar, the NeT-TOPIC members contributed with the presentation of different urban practices, points of view and findings on how to deal with building urban identity and how to become a multi-functional city.

This session was intended as a continuation of the reflection carried out by the NeT-TOPIC partners during the drafting of the so-called Position Paper. The document, coordinated by the Lead Expert, aimed to offer a framework for the seminar's thematic content in order to ensure a correct focus for the seminar and a coherent discussion. The question-dilemmas that partners had to answer referred to the city reflections-strategies to build new identities and new city models.

Following on from the reflection that began with the drafting of the Position Paper, several questions were posed to start the discussion:

How do your cities implement their identity strategy in the framework of belonging to a big metropolitan area and being located next to a big central city with a strong identity (Salford/Manchester, Sesto/Milan)? In this framework, how can you implement a specific strategy? What are the links with the central city?

Salford is in the shadow of Manchester, which possesses international appeal. However, Salford is fighting to promote its identity as a creative city (Media City and Salford Quays are some examples). Salford aims to build something different with the aim of complementing Manchester's offer with something new.

Sesto San Giovanni aims to undergo a significant transformation and to have a vibrant city centre. However, it wants to keep its identity linked with its important industrial past. The city's new identity must thus be based on its industrial past, which is, at the same time, the factor that differentiates it from Milan.

The municipality has just approved a new strategic plan — *Piano di Governo di Territorio (PGT)* — an urban plan that provides the framework for all urban transformation and urban regeneration projects in the town. It ratifies how the city will project its industrial past onto its future identity. In this sense, there is a proposal to build a new museum of modern art and a large library and auditorium on different former industrial sites.

The fact that Sesto San Giovanni has no metropolitan governance provides the city with greater autonomy and a greater capacity to compete within the metropolitan area.

L'Hospitalet considers that each city has its own struggle to promote its identity. In the process of consolidating a new urban identity, L'Hospitalet had to first overcome the feeling of being

Haidari is so close to Athens that it feels like a district of the central city. Haidari has not been fortunate enough to have a major investment like that of Media City in Salford. It is a municipality with a very long history, monuments and green areas. The city would like to promote this aspect, especially in comparison with Athens which has very few parks and green areas. The city council would like to promote it as an attractive place to live in order to attract new residents, as well as to attract visitors from Athens and other municipalities.

Kladno's identity has changed during the last 15 years. While in the past the majority of the working population worked in the mines or in the steel and iron industry, nowadays, there are very few people working in these sectors, following their collapse. In relation to its in-

the city providing services to the main city, Barcelona, (in terms of housing, infrastructure, industry, etc.). At the same time, however, the city was aware that having a good connection with the central city was a key aspect.

The old fragmentation of the city, caused by big infrastructures amongst other factors, meant that citizens did not have the feeling of belonging to a big city but rather to different neighbourhoods. Therefore, the first campaign aimed at promoting identity had nothing to do with urban transformation. It started 15 years ago and it simply consisted of creating a logo, labels, stickers, panels and posters to promote the vision of belonging to one single city.

Subsequently, the city started to work on the Plan L'H 2010 in order to overcome all the urban fragmentation barriers. Two of the main operations within this plan were Gran Via and Plaça Europa. Some of the main objectives of these two urban projects were to carry out projects that would make the people of L'Hospitalet feel proud of their city, and to improve the city's external image.

dustrial past, Kladno used to be viewed as a "dirty city". Today, Kladno is a clean city with a good quality of life. This change of identity is the result of a series of activities that the city council carried out after the aforementioned collapse. As part of the city strategy, Kladno has promoted the slogan "Nature in the city and a city in nature".

For Kladno, there are some huge advantages resulting from its location next to Prague, but also some disadvantages. The city enjoys all the advantages of being close to Prague: it is about 20 minutes from Prague International Airport and benefits from all of Prague's sporting and cultural events (when any cultural/sporting events are held in Prague, it is as though they took place in Kladno, because it is so close). However, this proximity to Prague also brings some disadvantages: after 1989 many new shopping centres opened in Kladno; however, almost half of the population prefers to go shopping in Prague.

Kladno's land and property prices are lower than Prague's; therefore it can attract some investment. However, despite this

comparative advantage over Prague, it is still one of the most expensive cities in the Czech Republic, precisely because of its proximity to the capital.

Sacele's main goal is to avoid fragmentation in order to maintain its identity in the midst of diversity.

Sacele is working on several fronts to build a new urban identity. The city aims to become an integrated place and overcome the chaotic, unplanned industrial development that took place there following the collapse of communism. The pedestrianisation of the city centre is an important project to help Sacele achieve integration and consolidate its identity. This will make it possible for the city centre to act as a meeting place for citizens and hold events, festivals, etc.

Due to Sacele's ethnic diversity (there are Romanian, Hungarian, German and Romani people), the city aims to create a "cultural house" that can unite all ethnic groups for a multi-ethnic festival. This event could be a cultural identity generator for the city.

Cultural events or festivals help to bring people together and create connections and a sense of identity.

Sacele would also like to promote itself as a tourist destination. Dacian remains have recently been discovered and could prove to be a tourist attraction, conferring the city with something unique that distinguishes it from the other cities in the metropolitan area. The city is also trying to profit from and promote its natural assets. In recent years, many small hotels have been constructed and the city wishes to continue in this way. All these things should be promoted, because they are of real potential for the city's development.

Are all the NeT–TOPIC cities thinking of becoming multi-functional cities, and what does this really mean, taking into account their territorial framework? Do the cities aim to complement the central city when projecting their own identity?

The Lead Expert distinguishes between those cases where cities are more independent/isolated, such as Kladno, or those cities, such as Haidari, that are so close to the central city that they are almost a suburb of it. Thus, Haidari's strategic vision with regard

to multi-functionality cannot be the same as that of Kladno. Therefore, are all NeT-TOPIC cities looking for multi-functionality?

Sesto's representatives observe that making the transition from mono-functional to multi-functional city is not enough to create a new identity. It is important to find a strategic vision. Sesto considers that Salford's case is a very good example of a strategy to create a new identity. If we simply promote a commercial or residential profile, there is the risk of becoming a suburb of the main city; therefore it is important to set a clear strategy that takes into account specific functions that make our city distinctive. Developing strategic functions within the territory is a key issue. Sesto San Giovanni is a city with no metropolitan government; this provides the city with greater autonomy and a greater capacity to compete within the metropolitan area.

As previously mentioned, the new plan gives great attention to the city's identity: the project on former industrial areas will maintain some buildings and plans to preserve the memory of the industrial past. However, the plan also suggests a new city identity: with higher quality residential buildings and commercial spaces, more green areas and facilities, more offices and productive areas, aiming to become a more multi-functional city.

The need to differentiate from the major city is highlighted. Salford, for example, chose to focus on the media and creative industries. Manchester is not a regional leader in this field, and Salford will become a leader in the near future. It is a question of finding the gap and filling it in order to become distinctive. The fact that Salford has lower rents than Manchester is another distinctive feature: the city offers different opportunities from the main city, attracting small and medium business and enterprises.

Each city has to find its competitive advantage, its added value, and promote it; to make the city known for something that makes it attractive to people and that distinguishes it from the rest. In the case of **Sacele**, for instance, the city wants to promote its historical and cultural content and heritage, something that distinguishes it from the central and other cities in the metropolitan area, and that helps to promote its own identity. Taking into account the metropolitan context of the NeT-TOPIC cities, it is necessary to have a "metropolitan view", apart from a "local view", in the regeneration process.

When building or consolidating a new urban identity there is the risk of concealing or even worsening some city problems, such as social exclusion. All cities want to show their society's "good side". How are the NeT–TOPIC cities taking into account these other problems when promoting a new urban identity?

In **Sacele**, one-third of the population comprises Romani people. Therefore, the city takes them into account when projecting the city's new urban identity. The city council is carrying out an important education campaign in order to integrate them (new kindergarten, attracting highly skilled teachers, etc.). The city is also trying to promote their integration through their participation in events such as festivals.

Kladno also has problems with social exclusion. The city is actively tackling this issue with special municipal social programmes, educational programmes and specific projects to create jobs for its people.

Another of the city's problems is the big industrial areas which are blocked by property relations that hinder the revitalisation of some parts of the city.

The rapid growth of traffic is another significant problem for Kladno nowadays, even though the city has carried out some campaigns to promote public transport. However, as living standards improve, people tend to use their own vehicles more. The construction of bypasses is a possible solution; however, this also requires state investment.

Even though the **L'Hospitalet** case study has just detailed one of the major transformation operations of the city around Gran Via, there are also specific projects aimed at improving the different neighbourhoods. Each neighbourhood is different and has different needs, therefore they need specific plans. The same applies to the other NeT-TOPIC cities, such as Salford.

The discussion showed how cities design different and specific strategies depending on the territorial contexts, but all, in one or another way, constitute their own identity, trying to reinforce their strengths, their attractiveness, their assets, and to take advantage of all the opportunities that make it possible.

Therefore, there are different ways of dealing with the fact that they are part of a metropolis, which represent both an advantage and a disadvantage in the way they construct their own identities.

Cities include different dimensions in the process of building a new model and a new identity. Quality of life, social inclusion, environment, territorial cohesion and integration and the recovery of historical heritage are some aspects that cities must consider. All these features are part of the concept of a city's identity

04

_ MAIN FINDINGS AND CONCLUSIONS DERIVED FROM THE SEMINAR

"Identity" is a key issue for the NeT-TOPIC cities. Usually, most of the NeT-TOPIC cities have historically been described as "metropolitan suburbs", i.e., urban spaces organised on the basis of the needs of the metropolis's central city (Barcelona, Bilbao, Manchester, Paris or Milan). However, these cities are aware that through effective planning and regeneration, a clear identity can be developed: helping to attract investment, improve social conditions, and, ultimately, transform the cities into modern, multifunctional areas.

The seminar offered an excellent opportunity to learn and to generate some ideas on "how to build urban identity" in the context of city regions and globalisation. Academics and practitioners from local authorities met at this seminar to exchange ideas and experiences.

The seminar looked at the different concepts of identity such as spatial identity, linked to territory; social or cultural identity, linked to the sense of belonging to a community; and "brand identity", the image of the city in the global competitive market. Identity is therefore a very complex concept, involving a variety of factors, but it is also a key feature of the city. Positive identities make people more involved in the city. Identity can also be an instrument for local integration (citizens, stakeholders sharing one single identity). Likewise, projecting positive external identities distinguishes a city and attracts new citizens, investment, tourism and skilled workers.

These cities are aware that through effective planning and regeneration, a clear identity can be developed: helping to attract investment, improve social conditions, and, ultimately, transform the cities into modern, multi-functional areas.

Identities are imperative for urban managers seeking to distinguish their cities in the face of global competition. All transformations relate to how connections are made to spaces beyond the city. Too many people think of the city as a "container" and believe that governing a city is about managing what is inside its boundaries. We need a spatial imagination to see the city as a place where greater flows – of money, people, and materials – settle. Identity deals with spaces but also with flows.

The need to cross boundaries between peripheral places is a chief way of addressing the **issue of peripherality**. The concept of peripherality varies according to where you are looking from. Depending on the perspective, Manchester would be peripheral to London; likewise, while for some people Salford is at the heart of the conurbation, for others Salford is peripheral to Manchester; even in the same city, it could be said that the University of Salford is peripheral to Media City. Definitively, we could say that peripherality is related to the issue of connectivity.

Identities are imperative for urban managers seeking to distinguish their cities in the face of global competition

Fragmentation is a common issue in all of the NeT-TOPIC cities. Overcoming this problem in order to create integrated cities is a key factor in the consolidation of urban identities. Effective integration depends on appropriate infrastructure: utilities, transport, urban planning systems — and digital infrastructure. The main objective is the development and modernisation of the physical infrastructure and related services in order to improve mobility for all citizens and especially for citizens with special needs, such as children or the elderly.

In the NeT TOPIC cities, **metropolitan governance** becomes a key issue as far as identity and urban transformation are concerned. We talked about the contradiction between local and metropolitan strategies and Chris Findley from Salford City Council referred to this tension between competition and collaboration between the city and the region (or the metropolitan area).

The **metropolitan issue** is a key factor regarding the urban identity of peripheral cities. The economic and social cohesion of metropolitan areas is configured on the basis of the city's diffusion process. However, the consideration of the functional metropolitan territory, the metropolitan area with a major level of integration, and the uses and values of the metropolitan spaces is related to the interactive relationship between the centre and its periphery. Both decentralisation and diffusion are factors that prevent peripheral areas from becoming totally dependent on the central nucleus: there is a "transfer of centrality" instead, which results in a more multi-polar model. The urban identity of the whole metropolitan area integrates and now includes several partial identities from all the localities belonging to the area, which are engaged in building their own singularity. L'Hospitalet and Salford are good examples of this evolution.

As we can see in several cases of NeT TOPIC cities, **new centralities** are generated as a result of the periphery's endogenous dynamics and as a consequence of a public (or mixed) decision promoted by a local authority external to the central city. Hence, the new dynamics of the local governments in peripheral cities in metropolitan areas, articulated around development and urban transformation projects, aim to achieve a particular and singular city model.

Another dimension that we have to consider is the links between the city and the **current social context**, taking into account the new functions of the peripheral sites in the metropolitan area. Indeed, a crucial factor of town planning at present involves making the city a **place of exchange**. It deals with creating proximity in people's relations, creating an environment of good citizenship and ensuring high quality in the urban environment. Town planning should help new bonds to be formed among individuals and groups.

In the context of the urban transformation of peripheries, we should be aware of the emergence of a **new economic role for city regions**. Increasingly, metropolitan regions have been recognised as key nodes for national economic strategies. In Europe and North America, metropolitan areas would now normally be called 'regional' economies. This is often an overlapping series of market-based spaces; for example, labour market geography bounded by acceptable commuting distances, an acceptable supply chain distance for a smaller company, a user-geography for logistics facilities and infrastructures such as a major train station or an airport.

The **centrality and cohesion of multi-dimensional cities** is surely the most innovative challenge. The urban centres are the preferred sites for socialising, for cultural identity, for social inclusion, for multicultural links and, finally, for the awareness of belonging to the same community. In the metropolitan city, there is a multiplicity of urban centres and a diversity of cultural patterns of collective behaviour and social links. The multiplication of centres in the framework of the city region, the new articulation among these centres, making them accessible for all inhabitants, and providing them with urban quality has today become a condition for citizenship and civic assets. From this perspective, the spatial contradiction between the local and the metropolitan logic becomes a key factor that explains the tendency towards "hybrid" identities, composed by a complex territorial belonging of people.

In this perspective we should **combine local identity** (of each sub-metropolitan centre or community) **and metropolitan identity**, due to the increase of fluxes and mobility of the social and economic components of the metropolitan fabric. The current city is no longer limited by municipal boundaries nor by the so called metropolitan city. Today it is a city region, with changeable geometry, with vague borders, with blurred centralities, and with scant symbolic references that can provide meaning.

L'Hospitalet de Llobregat offers a **good example** of building a new urban identity. In the last ten years, the municipality of L'Hospitalet has been involved in a process of unprecedented, large-scale urban transformation which aims to establish a new urban model of development. The so called Plan L'H2010 aims to turn L'Hospitalet into a territorially united and balanced urban city, which generates wealth and culture, with a consolidated personality of its own. The Plan assumes the central role of the city within the metropolitan area, which involves taking on the functions, uses and qualities of the central city and overcoming the structural fragmentation and obsolescence of some of its parts. The development of central activities would qualify the urban spaces, as well as the social and cultural environments.

The new urban projects are generating a process of attracting more diversified and qualified jobs. Therefore the city has gained competitiveness and market share within the network of the metropolitan economic activity.

Likewise, in Haidari the new model, **"Haidari for All"**, aims to create a new city with a high quality of life in the framework of a plan which is based on the basic characteristics of its citizens and structures. In this framework the city wishes to "create and elaborate" on the existing social, economical and political structures rather than "break down and rebuild".

At the same time, we have to remember that **uniformity** is the logic of globalisation. The reaction of identity — giving value to diversity and difference, the recovery and reinvention of local history and local culture — is an unavoidable reaction in the face of global homogenisation.

In the era of globalisation there is a risk of globalisation of identity, and therefore the loss of one's own identity. When promoting the city's identity, it is important to promote its uniqueness: that feature which makes it different. However, it is also important that we make sure we are addressing the city's "true" identity (hearing all the citizens' voices); to make sure that the city's reality and its citizens' feelings are taken into account when promoting the city's identity.

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Heritage, as pointed out throughout the seminar, is a key element in building urban identities. Thus, the great success in the centre of Manchester is the way they have preserved the wonderful 19th century urban heritage, and reinvented it along with new, contemporary architecture. It is important to have a cosmopolitan identity, mixing the local and the global, but also taking into account the importance of heritage, which can add richness to a place. All good cities that have achieved integration have a strong sense of identity and a lot of that is to do with "place making". These strong identities and unique qualities are very often linked to heritage and contemporary cultural activities.

Building a new identity is a project for the future of the city: it is not just about recovering the past or its heritage, but to an extent it determines the city's future. There is also a danger that urban discourse focuses on the importance of creativity to transform cities and leads urban managers to create the "cool" spaces that the creative class requires. The success of the city's identity will also depend on **sustainability**. It involves defying a new **urban model to create more inclusive and sustainable communities**. As Councillor Antrobus pointed out, future transformations might depend on how we shape our identities. Cities that identify themselves as resilient may very well be at an advantage when it comes to future transformation.

As Chris Farrow from the Central Salford Urban Regeneration Company said, "Although some conflict-dilemmas may sometimes arise, such as the Manchester/Salford relationship, Salford's centrality/peripherality, or physical barriers such as the River Irwell, etc., what I would propose as the key thing for making creative identities and making progress is to focus on generating sustainable local communities which have vibrant economies; which are good places for people to live in; which have access to good education systems; and which, critically, are competitive globally. If you can succeed as a sustainable place, and your city is competitive and well-connected globally, that is the way forward to the future and would diminish other possible kinds of conflict or dilemma".

The success of the city's identity will also depend on sustainability. It involves defying a new urban model to create more inclusive and sustainable communities

The concept of building a city's urban identity means reinforcing its capacity for self-organisation, and transforming an inactive, dependent community, segmented by physical, economic and social barriers, without a clear territorial identification, into another one entirely, capable of mobilising itself around collective projects for its own development.

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