NeT·TOPIC

NeT-TOPIC

New Tools and approaches for managing urban Transformation Processes in Intermediate Cities (URBACT Programme)

FINAL PUBLICATION

Learnings, conclusions and guidelines for carrying out urban planning processes in peripheral cities of metropolitan areas.

Salford

Nanterre

Kladno

Sacele

Sesto San Giovanni

Barakaldo

L'Hospitalet de Llobregat

Haidari

Connecting cities
Building successes

URB ACT

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INTRODUCTION TO NET-TOPIC & URBACT II

1.1 NeT-TOPIC thematic network

NeT-TOPIC is one of the thematic networks within the URBACT programme. The network comprises a group of 8 European cities in transformation, with shared problems including industrial decline, territorial fragmentation and social polarisation. Located near to major cities, NeT-TOPIC partners are carrying out a transformation process to turn themselves into more attractive urban areas. Focusing on their own urban identity, offering a better quality of life, and improving citizen integration and social cohesion so that they can fulfil new roles within their metropolitan areas, are some of the common objectives.

The network, led by L'Hospitalet de Llobregat (metropolitan area of Barcelona, Spain), also includes Nanterre (metropolitan area of Paris, France), Salford (metropolitan area of Manchester, United Kingdom), Sesto San Giovanni (metropolitan area of Milan), Haidari (metropolitan area of Athens, Greece), Barakaldo (metropolitan area of Bilbao, Spain), Sacele (metropolitan area of Brasov, Romania) and Kladno (metropolitan area of Prague, Czech Republic).

76% of the European population lives in medium and small sized cities of less than half a million inhabitants (according to the United Nations report "State of World Population 2007"). This situation needs to be analysed in greater detail, as the studies main targets tend to be large cities.

The NeT-TOPIC project is aimed at **medium sized (intermediate) cities** that are **located close to a** **major city and/or inside a metropolitan area**. As a result of their location within the metropolitan area next to a central city, and the urban and territorial systems in which these cities are embedded, they are faced with several common problems. One of these is the fact that land belonging to the intermediate cities has been used for the **industrial sector** (sectors which are now in **recession/decline**), for **infrastructures** (which **split up the city**) and for **residential areas** (which **need integrated rehabilitation**). We must bear in mind that these urban areas are often configured as suburbs with no internal cohesion, urbanised in a way based exclusively on central city logic. Faced with this situation, the cities need to adapt their land uses to their socio-economic and territorial area trends, and they must therefore develop models for city change process. The network cities are managing to change themselves in a way that increases the strategic value of their territory, in order to make it more attractive and offer a better quality of life and better citizen coexistence. This means that they are changing from peripheral cities to central cities, from residential to daytime cities (university, administrative or business centres), from industrial cities to technological/knowledge/service cities — from monofunctional to multifunctional.

Apart from some of the common problems that these cities face, such as **industrial decline and territorial fragmentation caused by infrastructures**, there are further factors that have influenced their urban transformation and that need to be highlighted. On one hand, these have been of a **social nature**: demographic changes and social dynamics, specifically high immigration; a fall in the predominantly young population; and social polarisation. These are closely linked to factors of an economic nature: changes in the labour market, delocalisation of jobs towards the big city, economic diversification and trends towards to the tertiary sector. On the other hand, there are also problems deriving from **urban morphology and infrastructures**: territorial disordering, lack of housing adapted to the new demand, industrial areas in disuse and lack of building land.

The URBACT Programme has provided these cities with a platform to reflect on a new city model to increase the strategic value of their territory. Within this framework, and with the support of the URBACT expert, Fernando Barreiro, NeT-TOPIC cities have carried out a knowledge and best practices exchange process, and have learnt some lessons that might

help them in the future transformation of their cities. The following are the themes that have been analysed and developed within the project life (April 2008-July 2011):

Core theme:
- Building new models of urban development in peripheral cities within metropolitan areas.

Sub-themes:
- The first issue is to **develop and consolidate an urban identity** for these cities by the application of a new city model. Peripheral cities are still thought of as the suburbs of the central metropolitan city.

- The second issue relates to **enhancing new forms of urban and metropolitan governance**. The restructuration of the metropolitan areas, the emergence of new poles within the metropolis, new mobilities and changes in the use of the territory, require new processes of negotiation and coordination between territorial and local actors, both public and private. Several themes and subjects require the agreements and initiatives of these different actors to find new solutions to new problems. Urban transport, housing, location of new firms, sustainability and social cohesion are some examples.

- The third issue is **urban fragmentation due to roads and communication infrastructures** that are obstacles to urban integration and cohesion within these peripheral cities.

- The fourth issue is the **recovery and conditioning of the cities' abandoned and obsolete industrial areas**, old industrial spaces or disused infrastructures, such as military installations. The restructuring of these zones for new uses is a key challenge face by the peripheral cities.

- The final issue is **the planning and management of urban change to transform a monofunctional city into a multifunctional one**, drawing new central areas, new commercial axes, and combining several urban functions within the city — culture, leisure, economic activity and residential areas.

Since the project was begun in April 2008, its partners have been working together to exchange knowledge and best practices. The project aimed to enhance the role of the peripheral cities in territorial governance and urban planning processes to achieve their desired new city model. Several activities have been organised for this

purpose, including seminars, workshops and working meetings, and a number of documents have been produced, such as the publications "DRIVING FORCES FOR URBAN COHESION: Recovering abandoned and obsolete industrial areas and avoiding fragmentation and urban division in peripheral cities of metropolitan areas"; "BUILDING NEW URBAN IDENTITIES: from monofunctional to multifunctional cities"; "Enhancing new forms of URBAN AND METROPOLITAN GOVERNANCE"; the "Bank of Urban Transformation Processes", as well as the so-called "Local Action Plans" and the present document (for further information, please refer to Appendices 1, 3 & 4).

1.2 The URBACT programme

URBACT is a European exchange and learning programme that promotes sustainable development. It enables cities to work together to develop solutions to major urban challenges, reaffirming the key role they play in confronting increasingly complex societal changes. URBACT helps cities to develop pragmatic solutions that are new and sustainable, and that integrate economic, social and environmental aspects. It enables cities to share good practices and lessons learned with all those professionals involved in urban policy throughout Europe. URBACT comprises 300 cities, 29 countries and 5,000 active participants. URBACT is jointly financed by ERDF and the Member States.

URBACT specifically aims to:

- Facilitate the exchange of experience and learning among city policy-makers, decision-makers and practitioners;

- Widely disseminate the good practices and lessons drawn from exchanges and ensure the transfer of know-how;

- Assist policy-makers and practitioners, as well as managers of Operational Programmes, to define Action Plans for sustainable urban development.

European cities have a key role to play in confronting major urban challenges. International, European and national solutions are essential, but they are not enough — cities have to search for adapted, effective local responses. Within this framework, URBACT enables European cities to develop solutions that can be adapted by other cities. This bottom-up approach constitutes the programme's key characteristic and its added value. ■

2.
OBJECTIVES OF THIS REPORT

Thematic Seminar 1 - Sesto San Giovanni, May 2009.

Participation in the network, and the exchange and sharing of urban transformation practices related to NeT-TOPIC themes by project partners entails a learning process. It requires a method of "**learning by networking**". This report aims to summarise the main conclusions arising from this process, which may be useful not only for the network partners, but also for any other European city that shares similar problems and challenges.

NeT-TOPIC strategic themes and issues have mainly been tackled through the analysis and comparison of the network partners' projects and experiences in each of the themes, as well as through the contribution of expert practitioners and academicians invited to Thematic Seminars related to:

1. Urban planning projects to recover abandoned areas

2. Urban planning projects to avoid fragmentation due to infrastructures

3. Practices to promote the urban identity of the city

4. Projects that increase the diversification of the city (a more multifunctional city)

5. New ways and new models of governance to improve the position of the metropolitan peripheries within the metropolitan area.

Based on the network exchanges, learning, capitalisation of knowledge and practices derived from the network activities (seminars, workshops, communication, etc.) this report gathers the main recommendations and "messages" to be transmitted to other cities outside of NeT-TOPIC that have similar territorial contexts (metropolitan peripheries).

Conclusions and recommendations refer to different aspects of the projects: the whole strategy enhanced by the local government, the agreements and coalitions with other public organizations or with the private sector, the methodologies and technical procedures of planning for urban transformation in the public sector, innovations, citizen participation, financing processes (public and private), sustainability, etc.

In any case, these conclusions are the result of the exchange process carried out by a group of local authorities who share the same basic general goal of transforming their cities to make them better places to live in. ■

Thematic Seminar 2 - Salford, October 2009.

Thematic Seminar 3 - Nanterre, October 2010.

Workshop 2 - L'Hospitalet, November 2010.

3.
THE THEMES OF NET-TOPIC MAIN CHALLENGES

Sesto faces the regeneration of 2.5 million square metres of brownfield areas.

Nanterre. The question of the future of the A14-A96 interchange: 10 years later the work remains uncompleted.

Salford. Strong barrier to movement caused by the M602 motorway and Manchester-Liverpool railway line.

The cities involved in NeT-TOPIC have two big, basic issues in common.

1. Firstly, they are cities that mainly belong to large metropolitan areas. This fact has marked their urban trajectories as peripheries of the central cities of those metropolitan areas, as in the case of Barcelona, Manchester, Bilbao, Milano, Athens, Paris, and Brasov, or as cities located very close to a big city, such as Prague (please refer to section 1.1. for further details).

2. Secondly, all the cities that belong to the network are focusing and working on the construction or consolidation of a new city model through the implementation of strategies and actions that allow for a real transformation of this peripheral "status", striving to find new functions and new centralities in the metropolitan context to which they belong.

The NeT-TOPIC cities, which suffer from industrial decline, territorial fragmentation and social polarization, are considering a city model change that will increase the strategic value of their territory in order to transform them into more attractive cities that offer a better quality of life and better citizen coexistence.

Form their initial status as "suburbs", morphologically characterised by big blocks of flats and functionally characterised as being manufacturing or dormitory cities, these cities are changing into spaces that strive to balance residential and economic functions, where shopping centres, facilities and green areas are being established and new infrastructures developed. The combination of all these elements aims to provide the metropolitan peripheral territories with a centrality and an individual urban balance, transforming them from satellite dormitory cities to real cities. Indeed, they are building/consolidating their new "identity".

All of these cities are looking to diversify their activities in order to **become more multifunctional**. There is not always practical evidence to support this strategy. Urban projects do not always contribute to a clear strategic goal.

The new urban identities are also built by fighting against the stigmatization that has historically shaped these metropolitan peripheries — dormitory towns with poorly skilled inhabitants, unattractive surroundings and severe problems of social exclusion.

The questions and dilemmas that partners had to analyse were related to considerations and strategies regarding building new identities and new city models. For instance:

1. Does your city have a model for the future that guides the current transformations?

2. How is this new city identity being built? What is your city aiming to develop: economic activity, a commercial centre, or leisure and culture?

3. How are the new social, economic, cultural and urban functions being established in your city?

4. Is the city integrating new economic activities and new jobs as well as attracting new inhabitants and resources or creating a new commercial or cultural centrality in the framework of the metropolitan area?

5. Which main obstacles do you face in order to develop the new city model?

6. Are the city's citizens, civic entities and private stakeholders collaborating with the local authority in the new urban strategy?

7. What are the possible new relations that peripheral cities looking for a new identity can establish with the central metropolitan city?

3.1 Urban fragmentation and obsolete and abandoned industrial areas

The territorial fragmentation caused by roads or infrastructure networks that split territories within peripheral cities in metropolitan areas is a key issue for these peripheral cities. We have to bear in mind that these urban areas have been configured as suburbs without internal cohesion, urbanized in a way that is based exclusively on central city logic.

In addition to this, most NeT-TOPIC partners have an important industrial background which modelled their cities' trajectories. In all of them, industrial decline had important consequences and led to the need for a new urban, social and economic approach. Sesto, for example faces nowadays the regeneration of 2.5 million square metres (a quarter of the whole city) of brownfield areas.

These physical interventions are impeded by very strong obstacles, for example the high cost involved in recovering large obsolete areas, or the integration of large infrastructures (railways, motorways, etc.)

that fragment the city. Huge endeavours in planning and investments as well as in finding new ways for establishing agreements with the private sector are being made in all NeT-TOPIC cities.

As far as the fragmentation of infrastructures is concerned, in cities such as L'Hospitalet, Sesto San Giovanni and Nanterre, the problems cannot be solved by the endeavour of local authorities alone. The need for institutional agreements with other public authorities at different government levels and for cooperation with the private sector was highlighted by almost all the cities as a crucial factor.

As far as abandoned and obsolete industrial areas are concerned, it was also remarked that many of these areas are privately owned, making it highly difficult to negotiate their restructuration or the new uses and functions envisaged for them. Likewise, there is a risk that large interventions in urban transformation —mainly those which designate new uses for obsolete and abandoned areas and buildings— stay exclusively in the hands of the market, and that the goals of territorial cohesion and urban quality could therefore be relegated.

3.2 Identity and multifunctionality

Identity is becoming an issue that concerns mayors, city managers and urban planners. It is regarded as an important factor with which a city or region can create a "corporate feeling" within their citizens and businesses by inspiring civic pride, strengthening the identification with the city and place, and creating emotional ties. It also serves to distinguish the city from other towns and regions in the global market by creating an image, and thus attracting investment, tourism or skilled workers.

Urban identity is a complex and multi-referential phenomenon — it embraces linkages between the

material and the immaterial; it has different scales: local, city, regional, national; it can be seen from various perspectives: personal, collective, external; it develops over time, is affected by change, and is influenced by many factors.

When building or consolidating a new image, NeT-TOPIC cities have to face an intangible obstacle: that of overcoming the inertia of the transmission of stereotyped images of peripheral cities that stigmatise efforts to promote them.

The presence of infrastructures or abandoned and obsolete industrial areas that break up these peripheral cities is other key element for urban identity. These urban fractures create isolated areas and create the impression of an unstructured territory without cohesion. Nanterre is a dramatic example of this type of fragmentation. This condition makes it very difficult to build a sense of identity in the city. This is also the case of Haidari, whose local authority is engaged in building several pedestrian bridges that should avoid urban fragmentation and allow better communication and integration among the different parts of the city.

Almost all the NeT-TOPIC cities are aware that the new urban identities are strongly linked with new urban assets that ensure a high quality urban fabric for their inhabitants. Sacele and Kladno are enhancing green areas, sports, services and leisure opportunities for local people.

Other cities, such as Haidari, are trying to take advantage of their historical heritage, and Sesto San Giovanni is exploiting its industrial and manufacturing history, recovering its industrial past as a cultural capital that provides added value.

The process of diversification of activities in which NeT-TOPIC cities are engaged (multifunctionality) also contributes to construction and consolidation of the new city model.

Kladno, also known as the "Czech Manchester" has an important industrial past. After the industrial decline, the city has been working hard to become a city worth living in.

Haidari and Athens, as most NeT-TOPIC cities, are adjoining territories with no separation.

3.3 Metropolitan Governance

In general terms, Metropolitan Governance deals with governing and managing urban issues across geographical and administrative boundaries. In the context of globalization of the local economy, the rising share of service-based activities (both for business and residents), the development of new information and communication technologies, an increase of mobility, the fragmentation of urban space, and social and spatial segregation, new models of governance for European Metropolitan areas have to be developed.

In a huge number of cases, built up areas have grown over the years and widely appear to ignore municipal boundaries, which have not evolved, or have not evolved fast enough to reflect this new reality.

The economic system can extend over an even larger area. In European cities, labour markets have been expanding over wider and wider areas for years, and their catchment areas sprawl far beyond the city limits over large suburban zones. This phenomenon is well known and data shows how it has grown over the years.

Different levels of the public sector (local, regional, national) have to share decisions beyond their own competences, because more and more urban planning and management problems depend on several institutions. The public sector, and in particular local authorities belonging to metropolitan areas or city regions, have to develop forms of governance appropriate for functional and morphological city regions at supra municipality level.

It is very interesting to see how some cities are building new centrality areas that are playing a strategic role in the metropolitan context. Plaça Europa and Gran Via in L'Hospitalet or Salford Quays and MediaCityUK in Salford are emblematic flagship projects that have had a great impact on the urban transformations of their cities and their metropolitan areas, and which
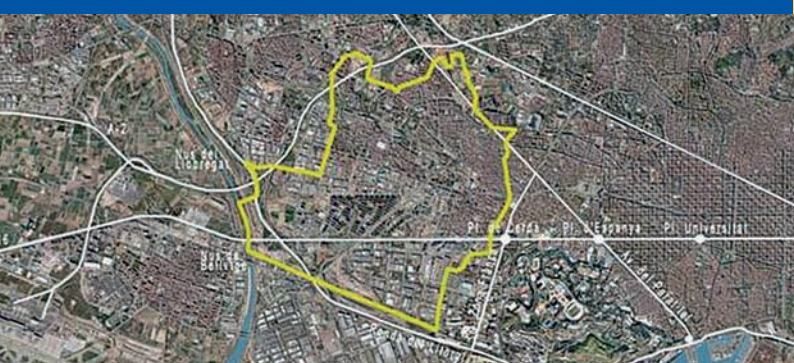
at the same time have contributed to building their new identities. In the cities belonging to NeT-TOPIC, metropolitan governance becomes a key issue as far as identity and urban transformation are concerned.

Some cities of the metropolitan peripheries are aware that they need to find ways towards complementarities, synergy and mutual benefit with the central city and with the rest of the cities contained within the metropolitan region. Peripheral cities belonging to a metropolitan region cannot elaborate their own city projects independently.

Several NeT-TOPIC cities have made huge endeavours to reinforce their personalities and identities. However, metropolitan functions, the so-called new urban centralities, "erase" the established administrative borders.

Indeed, several advantages arise from agglomeration and scale, as for instance the location of economic and industrial activities or attractiveness to tourists. These themes therefore require cooperation and coalition among local authorities belonging to city regions.

Both decentralization and diffusion are factors that stop peripheral areas from becoming totally dependent on the central nucleus. There is instead a "transfer of centrality" that results in a more polycentric model.

The lack of metropolitan public institutions in the majority of NeT-TOPIC cities eliminates or reduces opportunities for metropolitan governance that could take advantage of agglomeration and could tackle conflicts among local authorities

This is perhaps one of the main barriers to a new type of integrated urban development in metropolitan regions. One exception is the case of the Greater Manchester Authorities (AGMA), which acts as the voice of the ten local authorities of Greater Manchester and works in partnership with a wide range of private, public and voluntary organizations within the city region and beyond. Some other initiatives are heading in the same direction, for example the "Paris Metropole" network in the case of Nanterre, and the new metropolitan entity that is to be created in the case of the metropolitan area of Barcelona.

There is a clear consensus among the partners that the metropolitan issue is a key factor in the urban identity of peripheral cities. The economic and social cohesion of the metropolitan areas is configured on the basis of the cities' diffusion process. ■

L'Hospitalet metropolitan context.

4.
MAIN FINDINGS AND LEARNINGS

These findings, learnings and conclusions are the result of the exchanges made during the NeT-TOPIC thematic network exchange work, and they gather contributions made by the partners throughout the process.

NeT-TOPIC themes cannot always be tackled as individual assets. On the contrary, they are clearly linked together. For example, those strategies aimed at enhancing the diversification of urban functions and constructing a multifunctional city are closely linked to the development/consolidation of a new identity, which in turn is related to the recovery of abandoned and obsolete areas. Hence, in this publication we are not going to separate findings, learning's and conclusions into different themes, rather we are going to join them together in the common perspective and strategy of building a new city model.
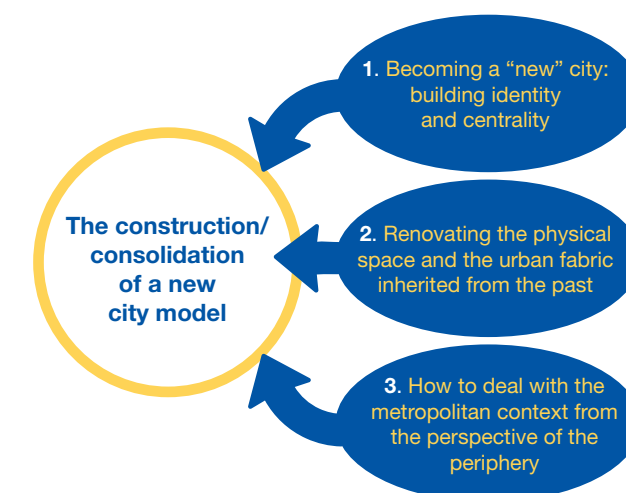
Some methodological remarks:

We need to learn from the achievements, successes, failures, bottlenecks and obstacles. At the same time, we should learn from specific projects and processes as well as from strategic thinking. The aim is to learn "what to do" and, overall, "how" and "why".

We have to bear in mind that even though cities look similar in many ways and dimensions, the solutions to their transformation can in many cases be different.

Finally, it is very important to combine the conceptual level with the operational level, or the theoretical approach with the practical approach. This is not an academic document — it is the main output of an exchange project among European cities, which summarizes and combines the contributions of expert and the practitioners.

The findings are structured into three axes:

4.1 Becoming a "new" city: consolidating identity and centrality

The concept of identity embraces different aspects such as "spatial identity", linked to territory; "social or cultural identity", linked to a sense of belonging to a community; and "brand identity", linked to the image of the city in the global competitive market. Identity is therefore a very complex concept, involving a variety of factors (it deals with social, economic, urban, cultural and environment dimensions among others), 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, as citizens become stakeholders sharing one single, strategic project. Likewise, projecting positive external identities distinguishes a city and attracts new citizens, investments, tourism and skilled workers.

The consolidation of identity is a project for the future of the city: it is not just about recovering its past or its heritage, rather, to a certain extent, it determines the city's future. As Councillor Derek Antrobus mentioned in Salford's Thematic Seminar, past transformations gave our cities their identities; future transformations may depend on how we shape our identity. Likewise, the success of the city's identity will also depend on its sustainability. It involves defining a new urban model to create more inclusive and sustainable communities.

Identity is therefore a key issue for all NeT-TOPIC cities. Most 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 by means of effective planning and regeneration, a clear identity can be developed: helping to attract investment, improving social conditions, and ultimately, transforming the cities into modern, multifunctional areas. The active construction of a new identity can also change the relations that make it peripheral. Cities design different specific

1. Becoming a "new" city: building identity and centrality

The construction/ consolidation of a new city model

2. Renovating the physical space and the urban fabric inherited from the past

3. How to deal with the metropolitan context from the perspective of the periphery

Thematic Seminar 3 - Nanterre, October 2010

Gran Via Fira and *Ciutat de la Justicia* in L'Hospitalet are some emblematic projects aimed at achieving such a city model.

strategies depending on territorial contexts, but all of them, in one way or another, are developing their own identity, trying to reinforce their strengths, their attractiveness, their assets, and to take advantage of all the opportunities that make it possible. Their "metropolitan membership" represents both and advantage and a disadvantage in the way they construct their own identities.

A clear urban vision is essential in order to carry out interventions on the basis of a strategy of endogenous urban development led by the peripheral local authorities, thus achieving a new strategic place within the whole metropolitan agglomeration. This is a key idea, shared by all the NeT-TOPIC partner cities. Indeed, the efforts of many NeT-TOPIC cities to recover urban spaces have improved urban quality and led to the construction of new centrality areas with a metropolitan focus, which, in practice, means a new strategic positioning within the metropolitan area. A clear urban vision (identity project) is vital to ensure efficient and coherent urban transformation of the city as a whole. However, adopting a vision of a new city identity may sometimes lead to the emergence of territorial conflicts and the need for new negotiation processes between several of the metropolitan area's stakeholders. It is essential that there be negotiation between different public actors (local, metropolitan and regional), as well as between public territorial authorities and the private sector, given that several urban interventions affect different territories that meet different functions affecting different territorial scales.

In the process of consolidating a new urban identity, these cities often have to fight against the stigmatization that has historically shaped these metropolitan peripheries: dormitory towns with poorly skilled inhabitants, unattractive surroundings and severe problems of social exclusion. These cities must therefore make a bigger effort to consolidate their new identities, since quite often they have to fight against this negative inertia. Supporting the new urban identity with strong evidence and achievements helps to overcome this stigmatisation. Once the transformation process of the city model is materialising and being disseminated, and once the evidence of radical changes has become greater than the inertia of the city's negative image (peripheral, suburb, dormitory, marginal, unsafe, etc.), a progressive change is triggered in the way it is perceived by its own inhabitants and from the outside. This is usually a slow process, because it requires the modification of subjective elements that are very difficult to change. The support of a communication and publicity campaign (urban marketing) is also important.

L'Hospitalet offers an example of how to consolidate a new city model — as a modern and dynamic city that is attractive to live in, with high quality public spaces and plenty of services — on the basis of strong evidence and achievements.

By means of an important transformation process framed within the context of the so-called Pla L'H 2010, the city has started to overcome its traditional image as a dormitory city, subordinate to the neighbouring capital city of Barcelona. In the last 10 years, the city has been involved in a process of unprecedented, large-scale urban transformation which aims to establish a new urban development model and to turn the city into a territorially united and balanced territory that generates wealth and culture, with a consolidated personality of its own.

This new city model was based on one key strategy: exploiting the city's centrality (its excellent location) and using this centrality to develop central activities that modify the urban spaces as well as the social and cultural environments, i.e., providing it with the same urban qualities and economic possibilities as the neighbouring city of Barcelona, avoiding any hierarchical subordination, and promoting the creation of a collaboration and cooperation network instead. Whilst maintaining both its residential and industrial base, the city is working to incorporate advanced tertiary activities, and diverse services and facilities that have their ideal niche in a central urban environment. The city aims to move from being a peripheral industrial city to a city with a more diverse and complex economic tissue, and to generate knowledge and services that will transform it from a monofunctional into a multifunctional city.

The transformation of La Granvia (main avenue), the creation of El Districte Econòmic (Economic District), La Ciutat de la Justícia (the law courts complex) and Biopol'H (Biomedical cluster) are some emblematic projects aimed at achieving such a city model.

However, in addition to the urban operations, essential for consolidating the city's new image, a social and cultural campaign was also carried out with the same aim. The whole transformation process was reinforced by consecutive image campaigns that highlighted the change the city was experiencing. The media (newspapers, TV and radio) played a key role in this context. Thanks to the important urban operations that the city has undergone and the promotion of the new city model, L'Hospitalet is consolidating its identity both at internal and external level.

It is very interesting to verify how some cities are building new centrality areas that are playing a strategic role in the metropolitan context: Plaça Europa and Granvia in L'Hospitalet or Salford Quays and MediaCityUK in Salford are emblematic flagship projects that generate great impacts on the urban transformations of their cities, and which at the same time contribute to building their new identities on the basis of new centrality areas in the metropolitan context.

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.

GOOD PRACTICES IN URBAN REGENERATION
SALFORD QUAYS - MEDIACITYUK

This old declining industrial base with high unemployment, poor housing and a degraded physical environment has been transformed into a post-industrial city: high-tech industries, new apartments, retail, leisure, sporting facilities, museums and art galleries, together with improved public transport links, have contributed towards achieving this renaissance. The network of canals has been cleansed and opened up for public access, trees have been planted and new walkways, squares and gardens have created a greener, cleaner environment.

The closure of the Docks — and the loss of its 3,000 jobs — in the early 1980s symbolised the end of the industrial Salford. 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 the new investment to accommodate the sector. 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 framework set out by the council.

The Salford Quays Development Plan set out the design to create a new quarter of the City which has a unique character in which all parts of the development are related to water. The Development Plan identified a range of objectives that would lead to the comprehensive redevelopment of the site. Objectives included: to treat of the former docks for contamination; provide infrastructure and services; improve access to the site from the road network; develop public transport provision (including the extension of the Metrolink light rail system); develop residential opportunities; develop commercial opportunities; improve environment and landscaping; enhance leisure facilities including bars, restaurants and shops; and develop a tourism and visitor strategy for the area.

The Salford Quays Development Plan (May 1985) was published to guide future development, provide confidence to the long-term public and private sector investors, and to establish a framework for environmental improvement, economic development and employment.

By 2002, the public sector had invested £145 million into the Quays and had generated £505 million of private sector investment. Today there are about 10,000 people working there. Most are in the service sector, including the Lowry which has transformed Salford's identity into that of a tourist resort. As the Times newspaper (29th April 2000) described: "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".

Most recently, the Quays have been the location for development of MediaCityUK, where the BBC is locating 5 of its departments. The University of Salford and a wide range of independent companies are also locating facilities in this area.

MediaCityUK will be the biggest media city in the world. The Quays are now regarded as part of the conurbation's Regional Centre, a wider area than the city centre, reflecting the city region's growth over the past few decades.

Lessons learned
1. A strong Development Plan is vital for providing certainty for private sector investors.
2. Obtaining early successes in the regeneration of the area is critical for ensuring that the desired momentum is maintained
3. A coordinated approach by the various stakeholders is vital for ensuring that the required funding streams are identified.

Sacele wants to promote its rich cultural heritage and cultural diversity.

Combining uses of land and activities and creating new centralities is a key recommendation. It is very important to maintain economic functions and urban quality, avoiding merely residential or dormitory cities. 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., making it possible for people to live in the area.

Regarding the industrial functions, there is a general consensus on enhancing clean industrial activities that are compatible with other uses, or reserving areas for specific industries in order to contribute to the whole economy of the city region. Cities could remove all of their industry and construct thousands of offices, but would they be sustainable?

As mentioned before, cities belonging to NeT-TOPIC share the goal of becoming more multifunctional. However, making the transition from a monofunctional to a multifunctional city is not enough to create/consolidate a new identity. It is important to find a strategic approach. 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 a risk of becoming a suburb of the main city; it is therefore important to set out a clear strategy that takes into account specific functions that make our city distinctive. Developing strategic functions within the territory is a key issue. Likewise, urban quality and urban cohesion are closely linked with the concept of identity — they are key factors which contribute to building a new sense of belonging and a new identity for local people.

The need for differentiation 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, with MediaCityUK, which will be the biggest media city in the world, will become a leader in the near future. It is a question of identifying a niche and filling it in order to become distinctive.

Each city has to find its competitive advantage, its added value or "uniqueness", and promote it in order to make the city known for something that makes it attractive to people and that distinguishes it from the rest, especially in this era of globalisation. The reaction of identity — giving value to diversity and difference, and recovering local history and local culture — is an unavoidable reaction in the face of global homogenisation. In the case of Sacele, for instance, the city wants to promote its historical and cultural features and its heritage, something that distinguishes it from the central and other cities within 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", as well as a "local view", in the regeneration process.

In **Sesto San Giovanni** we can observe an example of how local history has been recovered in the construction of a new identity. This city, also known as the Italian Manchester, is engaged in a strategy of recovering its industrial heritage. This factory town, strongly affected by industrial decline, contains a large number of abandoned or obsolete industrial areas. Nowadays, the city is transforming itself from a 20th century industrial centre into a new city, serving a multiplicity of functions — service-sector executive activities, commerce, service delivery, residential accommodation, and so on — to the very highest standards of quality, without leaving aside its industrial past but promoting it instead. The Piano di Governo del Territorio, the new urban plan approved in 2009, lays out the city's future and coordinates the

Sesto has adapted and given new uses to old industrial buildings.

Haidari wants to promote its rich cultural heritage.

Kladno worked hard to become a city worth to live in. It obtained the Liveable Communities Gold Award in 2007.

regeneration projects for brownfield areas (covering 2.5 million square meters, a quarter of the whole town). The new plan envisages a multifunctional city with great attention being paid to its identity. It ratifies how the city will project its industrial past onto its future identity. The regeneration projects will create a new local identity starting with the preservation and valorisation of this memory, creating a multifunctional city with parks, high quality services, housing, and new employment opportunities in the fields of energy, high tech industries and media societies. The municipality aims to maintain some buildings and plants in former industrial areas, giving them new uses to preserve the memory of its industrial past. The aim is not only to give empty urban spaces new functions — this is just a starting point — but to recover industrial features to form a consistent and foundational part of the new city model. The requalification of these features for public functions will be an element of social cohesion and will contribute towards solving the problem of fragmentation. The new Campari directional centre, with its museum, is an example of this.

The renovation of the city's industrial heritage contributes towards creating uniqueness and added value, while at the same time proudly promoting its origins and that of its citizens, because the industrial settlements gave rise not only to the city of Sesto San Giovanni, but also to the construction of a social identity.

Likewise in **Haidari**, in the periphery of Athens, the new model "Haidari for All" aims to create a renovated 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. Within this framework, the city wishes to "create and elaborate" on the existing social, economic and political structures rather than "break down and rebuild".

The link between culture, identity and urban regeneration is also very interesting and represents a new challenge. The Guggenheim in Bilbao, as pointed out by Silvia Mugnano in Sesto's Thematic Seminar, is an example of a new, cultural strategic asset in a former industrial area.

In any case, there are clear limits and restrictions to how each local authority can achieve urban multifunctionality in the framework of a metropolitan city. It is therefore important that local identities and metropolitan complementarities be built simultaneously.

The strategy of diversification requires close coordination between local and metropolitan levels. It

deals with the need for flexible specialization within metropolitan governance, as not everybody can do everything. It entails taking advantage of local resources while at the same time belonging to a metropolitan area.

Kladno is a good example of a huge endeavour of transformation towards a multifunctional city that has introduced leisure, cultural and sport activities to overcome its monofunctional history built around metallurgic industries.

Locating excellence functions in peripheral areas of the metropolis is a very important strategy that creates new centralities within the metropolitan area and enhances a polycentric metropolitan region away from the traditional "central city – metropolitan suburbs" tandem usually determined by the central city evolution.

The multiplication of new centres within the framework of the metropolitan area, and the new coordination between these centres, which makes them accessible to all their inhabitants and invests them with urban quality, has now become a condition for citizenship and civic assets.

Some good examples are the development of creative industries in Salford, the promotion of Knowledge and Research industries in L'Hospitalet, and the tourism strategy in the case of Sacele.

The construction of new urban identities and more diversified cities requires a new architectural quality to reinforce this identity — mixing housing, facilities, offices, public spaces and shops, together with other different economic activities (industry when possible) is an example.

The communication and involvement of citizens in defining the transformation process in order ensure satisfaction and identification with the city project is an important issue. Nanterre offers an example of the involvement of city stakeholders in defining the city model. Nanterre suffers from a great urban fragmentation and a lack of cohesion between the districts and of liveable public spaces, with separated urban functions (housings, offices and activities), as well as social and economic disparities in access to housing and employment. These weaknesses are an obstacle to building a new and singular urban identity. The city is currently engaged in mobilising its citizens to define a city model that aims to balance local and metropolitan ambitions. It deals with creating
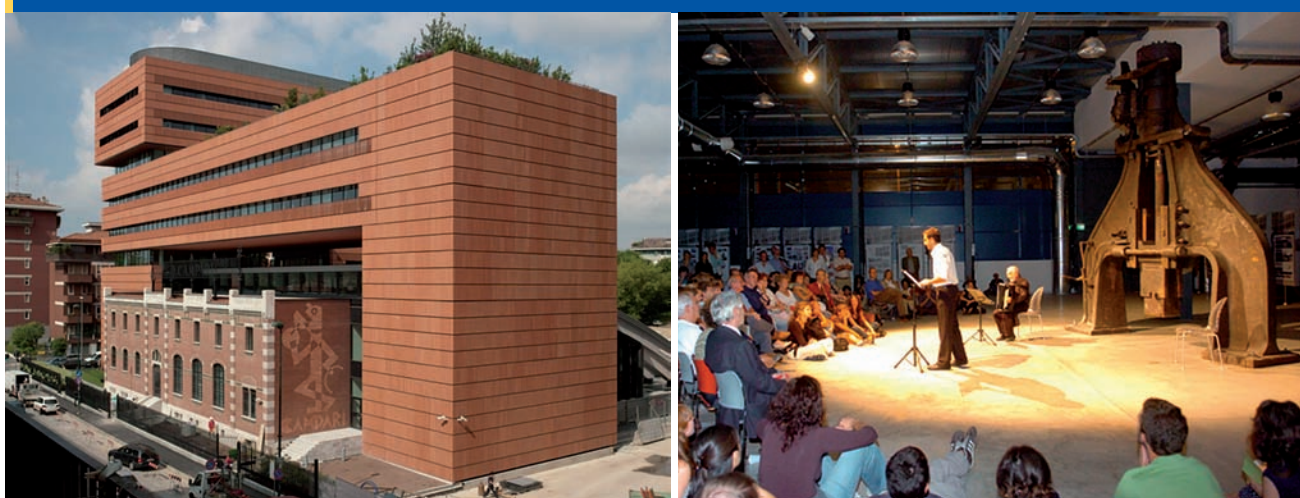
coherence between the project of urban development decided by the State (Seine-Arch Project — La Défense) and Nanterre's own choices.

One of the main challenges for Nanterre is how to make the current city project accessible and comprehensible for most people, so that every citizen can be involved in its design and implementation.

Nanterre wants to consolidate the "project of the city" by initially reinforcing the way in which all its local actors (inhabitants, students, researchers, workers) can share, and at the same time by improving institutional and democratic coordination with the other actors involved in the project on a metropolitan scale.

The city is promoting a broad dialogue in order to inform and to involve all relevant actors in the construction of a true alternative project towards the state model of the financial city (Seine-Arch Project — La Défense) based on the values of a "mixed city" — solidarity, sustainability and innovation. The city is currently engaged in the elaboration of a "white paper" to set out its values and ambitions.

The concept of building/consolidating a city's urban identity also means reinforcing its capacity for self-organization, and transforming an inactive, dependent community, segmented by physical, economic and social barriers, without a clear territorial identification, into another one entirely, capable of mobilizing itself

around collective projects for its own development. As pointed out by Martin Hall, Vice-Chancellor of Salford University, effective cities are in constant regeneration. They have an attractive and challenging, organic quality. Constant change and development prevents stagnation.

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 spatial imagination to see the city as a place where greater flows — of

money, people, and materials — can settle. Identity deals with spaces but also with flows.

Successful cities do not stagnate, rather they reinvent themselves every day. Sustainability, competitiveness and good global connections are key factors toward the future.

4.2 Renovating the physical space and the urban fabric inherited from the past

The territorial fragmentation caused by infrastructure networks and abandoned and obsolete industrial areas is a key issue for peripheral territories located next

KEY IDEAS
BECOMING A "NEW" CITY: BUILDING IDENTITY AND CENTRALITY

Urban vision to carry out the interventions on the basis of a strategy of endogenous urban development led by the peripheral local authorities.

Locate excellence functions in peripheral areas of the metropolis.

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.

The strategy of diversification requires close coordination between local and metropolitan levels.

Fighting against the stigmatization that has historically shaped these metropolitan peripheries.

Enhancing a polycentric metropolitan region away from the traditional tandem "central city – metropolitan suburbs".

New architectural quality is needed to reinforce this identity—mixed housing, facilities, offices, public spaces, shops and different economic activities.

All transformations relate to how connections are made to spaces beyond the city.

New centrality areas playing a strategic role in the metropolitan context: Plaça Europa and Gran Via in L'Hospitalet or Salford Quays and Media City in Salford are emblematic flagship projects that have had a great impact on the urban transformations of their cities and metropolitan areas.

Identity is a multifaceted concept i.e.: spatial identity, linked to territory; social or cultural identity, linked to the sense of belonging to a community; and brand identity, linked to the image of the city in the global competitive market.

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

Identity deals with spaces but also with flows.

We need spatial imagination to see the city as a place where greater flows — of money, people, and materials — can settle. Identity deals with spaces but also with flows.

Making the transition from a monofunctional to a multifunctional city is not enough to create a new identity, it is important to find a strategic approach that takes into account specific functions that make our city distinctive.

Cities belonging to Net-Topic share the goal of becoming more multifunctional.

There are clear limits and restrictions to how each local authority can achieve urban multifunctionality in the framework of a metropolitan city.

It is important to build local identities and metropolitan complementarities at the same time.

Urban quality and urban cohesion are key factors for building a new sense of belonging and a new identity for local people.

Mixed-use: It is very important to maintain economic functions & urban quality, avoiding merely residential cities, in order to ensure social cohesion.

The consolidation of the identity is a project for the future of the city: it is not just about recovering its past or its heritage, rather to a certain extent it determines the city's future.

Developing strategic functions within the metropolitan territory is a key issue.

Sesto is a city with a strong industrial background and working identity.

Barakaldo has carried out several operations of replacement of polluting industries by housing and clean business parks.

to a central city in metropolitan areas which results in an unstructured urban tissue. We have to bear in mind that these urban areas have been configured as suburbs without internal cohesion, urbanized in a way based exclusively on central city logic. Therefore, NeT-TOPIC cities are usually fragmented by large motorways and railways at the service of the central city, as well as big industrial areas which were located outside the main city. Most NeT-TOPIC cities have an important industrial background.

In order to overcome all these inherited urban deficiencies, huge endeavours in planning and investments as well as in finding new ways for establishing agreements with the private sector are present in all NeT-TOPIC cities. However, these physical interventions must overcome very strong obstacles, for example the high cost involved in the recovery of large obsolete industrial areas (which sometimes require zone de-pollution or heavy industry dismantling), or the integration of large infrastructures (railways and motorways) that fracture the cities.

The assignment of these areas to new uses, from the point of view of a multifunctional city, and following the logic of the new strategic model, represents an opportunity and a difficulty at the same time, since those areas and resources are quite often associated with problems of ownership and involve a complex urban qualification.

We should not forget that obsolete and abandoned areas are often private. Furthermore, public administrations have a lack of economic and technical resources. How can a public administration drive the transformation of these areas and achieve a new city model? Will the new model be chosen by private investors?

It should be noted that infrastructure integration or the recovery of large abandoned areas with a very low value may result in new areas with high value. Therefore, new expectations of business for the private sector are generated as a result of the recovery process. In this case, a strong Development Plan is vital to provide certainty to private sector investors.

The inclusion of the infrastructure or abandoned area transformation in a wider transformation sector, so that part of the necessary resources can be achieved through value recapture, is pointed out as a way to bring back to the public budget a share of the value generated by the new accessibility to land, real estate, and new developments carried out in the area.

In general terms, NeT-TOPIC cities agree on the importance of renovating the forms of urban management if we want to have a real effect on the recuperation of obsolete areas, with the aim of creating new urban functions. On this point, partner cities also agree that it is also crucial to find new models of public-private partnership.

The Public Private Partnership (PPP) is a key approach for those interventions that recover abandoned or obsolete urban areas. The transformation of Barakaldo was possible due to a good urban planning and management capacity, as well as the consensus achieved between the different stakeholders involved. The agreement was possible as each one of the stakeholders contributed with something (management, financing, land, etc.) in order to reach a general consensus.

Today, Barakaldo has managed to achieve almost 90% of the Urban Planning approved in 1999. This has been possible thanks to: the incorporation of the suggestions of the citizens before the urban planning's final approbation; and the capacity for negotiation and agreement between the technical and political municipal teams with other institutions and stakeholders. The creation and incipient activity of the Advisory Council of Municipal Planning has proved that the channels of citizen participation in urban planning must be improved in the short term.

As the experience of some NeT-TOPIC cities shows, the link between recovering obsolete urban areas and the foreseen new urban uses for these spaces is not always clear. The recovery of abandoned or obsolete areas therefore needs a very clear city strategy for urban cohesion and an urban transformation model, i.e. to ensure the link between practical interventions — concrete projects and plans — and the city model to be achieved: are the implemented actions of urban regeneration effectively contributing to the new urban city model?

The experience of NeT-TOPIC cities in recovering aban-doned areas points out the relevance of preserving some of the area's history. For NeT-TOPIC cities, which have such an important industrial background, it is positive to save part of their industrial buildings as heritage when possible. Considered from a multifunctional and integrated point of view, most successful cities make good use of heritage in one way or another. As pointed out by M. Hall, Vice-Chancellor of Salford University, the triumph of Manchester's city centre has been the preservation and re-use of a wonderful 19th century urban heritage, reinvented along with new contemporary architecture — it is about taking advantage of those elements that can provide "added

value" to the city and contribute to "place-making". Strong identities and unique qualities are very often linked to heritage and contemporary cultural activities. **Sesto San Giovanni** is engaged with this perspective. As seen before, in its will to undergo a significant transformation and to have a vibrant city centre, the city wants to keep its identity linked with its important industrial past, which, at the same time, provides it added value and a distinctive character. The abandoned areas can become the basis for new functions (cultural, commercial, economic, etc.) and diversification of the city.

In the urban restructuration processes of peripheral cities with obsolete urban areas, it is common to reallocate new uses linked to other urban functions to those areas. Within this framework, most NeT-TOPIC cities have planned emblematic operations in these kinds of areas, involving public facilities, cultural centres, sport facilities, shopping malls, art spaces, etc. These operations involve the integration of the urban space as a whole through the retrieval of areas and spaces that used to be linked to the industrial or marginal history of those cities. They have now become key elements of the cities' new identities and contribute towards consolidating the new image of well-balanced cities with high urban quality.

The links between recovering obsolete areas and creating a new city model of urban cohesion can be illustrated by the cases of Salford Quays (regeneration + the creation of Media City UK, commercial deve-lopment and transformation of the river corridor into green areas), or Barakaldo (by replacing polluting industrial uses with housing or clean business parks).

But in NeT-TOPIC we have another kind of example — the former soviet model of industrialization is still a huge burden for the cities of Central and Eastern Europe, as can be seen in the case of Kladno, which is engaged in

a long-term strategy of urban diversification.

Avoiding fragmentation and achieving the physical cohesion of the peripheral cities are thus key goals of the NeT-TOPIC cities. The presence of infrastructures that break up these peripheral cities plays an important part in their urban identity. These urban fractures create isolated areas and create the impression of an unstructured territory without cohesion. Nanterre is a dramatic example of this fracture (the roads and railways not integrated into the city represent 10% of its territory). In this way it is very difficult to build a sense of identity in the city. This is also the case of Haidari, whose local authority is engaged in building several pedestrian bridges that should help to integrate the isolated areas resulting from the fragmentation caused by the national road that breaks the territory in several parts and complicates circulation and accessibility.

These experiences demonstrate that a new concept of infrastructures is needed, as metropolitan links but also as local and social links. Motorways and railways must be more integrated since its design. The environmental impacts of existing infrastructures must be reduced (noise and air pollution, visual impacts, physical cuts and barriers) to allow the implementation of urban projects that facilitate territorial integration.

One of the biggest challenges of these peripheral cities is how to integrate and embed infrastructures in the territories whilst avoiding urban fractures. L'Hospitalet, Barakaldo and Nanterre provide good examples of this.

As we have seen before, overcoming fragmentation contributes to the consolidation of urban identities. Effective integration depends on appropriate infras-tructures — utilities, transport, urban planning systems and digital infrastructure.

The Seine-Arche project, outcome of a struggle for the underground construction of the A14 motorway (on the left: the A14 in the 1980s) and the creation of a public space contributing to unite the City (on the right: the Terrasses de Nanterre in 2008)

From this perspective, 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 construction of the new ring-road will divert the heavy traffic from the main access road to Brasov (the central city) that splits the city, and will make it possible to create new pedestrian zones in the city centre. This will allow for a defined city centre which can act as a meeting place for citizens, where they can hold events, festivals, etc., and will support the integration and the consolidation of its identity.

A key point when dealing with the transformation of large infrastructures or obsolete areas is the confluence of different scales — regional or national systems to be transformed according to the local logic. As a consequence, different points of view can collide when tackling the problem.

Likewise, the transformation of infrastructures must be framed within a process of general city change that justifies the magnitude and cost of the intervention. There must be a global city project that contextualizes these macro interventions. Errors in the chosen solution are very dangerous since rectifications are highly complex.

GOOD PRACTICES IN URBAN REGENERATION
PLAÇA EUROPA AND THE TRANSFORMATION OF LA GRANVIA

The main objective of this operation was to transform La Granvia into an urban avenue. La Granvia, one of Barcelona's main avenues, was created in the 19th century and in the 1970s it was turned into a tough and segregating infrastructure with fast moving traffic.

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 main challenge was to combine diversity, innovation and sustainability. The first stage of this initiative has already taken place and connects other large-scale operations, such as La Plaça Europa, La Ciutat de la Justicia (the law courts complex) and the future Biopol'H. The new Granvia maintains its function of providing access to Barcelona and it dignifies L'Hospitalet's urban space thanks to a 2 level system of circulation. La Granvia has maintained its function as main road while the citizens have recovered an avenue.

La Plaza Europa is a stretch of the transformed Granvia. It is an urban planning and real estate operation at metropolitan scale located at the centre of the business district of Granvia L'Hospitalet. This operation includes the provision of high-capacity public transport (train and metro), and arose from the desire to reconvert a set of facilities and land with marginal uses, many of them linked to the former infrastructural character of the Granvia as a main road or to subindustrial installations.

This square was intended to be a new strategic nerve centre of urban regeneration. The aim of the operation was to shape a new urban space that linked the city with the new Granvia. The aim of the operation was to: achieve a complexity of uses (housing, offices, hotels, services, facilities, etc.); integrate different infrastructures; ensure the smooth flow of transport (provided by public transport and excellent accessibility); carry out high quality urbanisation of the road system and green areas (70% of the area); and achieve architectural excellence. La Plaça Europa houses landmark buildings designed by renowned architects such as Toyo Ito or Jean Nouvel, but it will also provide some other important facilities such as public housing, a nursery, a library and an "entities house".

La Plaza Europa provides housing and a powerful tertiary centre able to host senior corporate management teams, and financial and information technology companies.

A total of 29 tower blocks are planned to be built as well as other additional buildings arranged around the square created by diverting La Granvia through a subterranean tunnel.

Lessons learned
1. The need to reach an understanding between regional and municipal government (i.e. L'Hospitalet and Barcelona).
2. To find a system for financing infrastructures and public spaces through the collaboration of private companies.

KEY IDEAS
RENOVATING THE PHYSICAL SPACE AND THE URBAN FABRIC INHERITED FROM THE PAST

We have to bear in mind that these urban areas have been configured as suburbs without internal cohesion, urbanized in a way based exclusively on central city logic.

The presence of infrastructures that break up these peripheral cities plays an important part in their urban identity. These urban fractures create isolated areas and bring about the impression of an unstructured territory without cohesion.

The assignment of these areas to new uses, from the point of view of a multifunctional city, and following the logic of the new strategic model, represents an opportunity and a difficulty at the same time, since those areas and resources are quite often associated with problems of ownership and involve a complex urban qualification.

It should be noted that the urban transformation or recuperation of large abandoned areas with a very low value, may result in new areas with high value. Therefore new expectations of business for the private sector are generated as a result of the recovery process.

Huge endeavors in planning and investments as well as in finding new ways for establishing agreements with the private sector are present in all NeT-TOPIC cities.

NeT-TOPIC cities agree on the importance of renovating the forms of urban management if we want to have a real effect on the recuperation of obsolete areas with the aim of creating new urban functions.

It is also crucial to find new models of public-private partnership. Public Private Partnership (PPP) is a key approach for those interventions that recover abandoned or obsolete urban areas to achieve consensus between the different stakeholders involved. The consensus is possible as each one of the stakeholder contributes something (financing, land, etc.) in order to reach a general consensus.

The link between recovering obsolete urban areas and the foreseen new urban uses for these spaces is not always clear. The recovery of abandoned or obsolete areas therefore needs a very clear city strategy for urban cohesion and the urban model.

The experience of recovering abandoned areas points out the relevance of preserving some of the area's memory. Cities should save a part of their industrial buildings as heritage: "place-making".

One of the biggest challenges of these peripheral cities is how to integrate and embed infrastructures in the territories whilst avoiding urban fractures.

The former soviet model of industrialization is still a huge burden for the cities of Central and Eastern Europe, as we can see in Kladno and in Sacele, which is engaged with a long-term strategy of urban diversification.

A new concept of infrastructures as metropolitan links but also as local and social links is needed. Motorways and railways must be more integrated according to this definition.

The transformation of infrastructures must be framed within a process of general city change that justifies the magnitude and cost of the intervention. There must be a global city project that contextualizes these macro interventions. Errors in the chosen solution are very dangerous since rectifications are highly complex.

4.3. How to deal with the metropolitan context from the perspective of the periphery

Different levels of the public sector (local, regional, national) have to share decisions beyond their own competences, because more and more urban planning and management problems depend on several institutions. The public sector, and in particular local authorities belonging to metropolitan areas or city regions, have to develop forms of governance appropriate to functional and morphological city regions at supra-municipality level.

Public competences should be shared between levels of government (what goes where?). We have to find appropriate spatial scales for specific functions regarding urban planning and public policies. In the case of NeT-TOPIC, the institutional networks of urban governance are specifically relevant in accommodating the links between the central and the peripheral cities, as well as among the peripheral cities belonging to the city region.

The links between NeT-TOPIC cities and their respective central cities is one of the more specific and complex issues, shaped by historical trajectories, the institutional framework at national level, and, likewise, by the public sector decentralization process and the model of urban management in each national state.

There is a common conclusion shared by the NeT-TOPIC cities that metropolitan trajectories have changed with the transformation of our societies, with deindustrialization and the rise of the service sector. These transformations have provoked very important changes at territorial level. It seems necessary to seek new formulas to build new metropolitan relations.

In cities such as L'Hospitalet, Sesto San Giovanni and Nanterre, the problems linked with good local governance cannot be solved just by the endeavour of local authorities. The need for institutional agreements with other public authorities at different government levels, and for cooperation with the private sector, was highlighted by almost all the cities as a crucial factor.

The consideration of the functional metropolitan territory, the metropolitan area with a major level of integration, and the uses and values of metropolitan spaces, are related to the interactive relationship between the centre and its periphery. Both decentralization 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.

The sprawl and extension of metropolitan cities is no longer, as it once was, an extension of the central city. Peripheries are already there — they are a part of the city. And, as we have seen before, the strategies of NeT-TOPIC cities show that urban regeneration more and more frequently needs multilevel governance.

A metropolitan city is a "pluri-municipal" city that shows the need for a metropolitan authority with democratic representatives and competences in different domains — urban planning, culture, social inclusion, facilities, housing, economic development, etc. The metropolitan authority should be a recognized actor with the capacity to carry out decentralized management in the metropolitan city. This entails the integration of the different local authorities in a common urban project.

The lack of metropolitan public institutions in most NeT-TOPIC cities prevents or reduces the opportunities for metropolitan governance that could take advantage of the agglomeration and tackle conflicts among local authorities. The lack of metropolitan governance is perhaps one of the main impediments to a new type of integrated urban development of metropolitan regions.

Anyhow, we can mention some examples of "metropolitan governance" in some of the cities involved in NeT-TOPIC.

Salford is one of 10 single-tier local authorities that form part of the Greater Manchester sub-region, a conurbation of some 2.5 million people. A number of arrangements have been put in place to overcome political, administrative and financial divisions in Greater Manchester. The Association of Greater Manchester Authorities (AGMA), acts as the voice of the ten local authorities of Greater Manchester and works in partnership with a wide range of private, public and voluntary organizations within the city region and beyond. In particular, AGMA was established following the abolition of the Greater Manchester County Council in 1986, in recognition of the fact that there are certain functions that need to be coordinated from a strategic point of view. AGMA has provided a joint work platform for the 10 districts, allowing them to think strategically and engage with both regional and national government. In recent years, the UK has seen a growing interest in planning at the city region level, in recognition of the need to think strategically at this geographical level. Thus, during 2009, the Government identified two pilot statutory city regions — Manchester and Leeds. In December 2009, an official agreement was reached between the Government and AGMA that Greater Manchester would become a pilot for a new form of city region governance. Whilst an effective form of governance at the city region level has been developed through AGMA, this agreement will provide Greater Manchester with more substantive powers and responsibilities in relation to public service reform, skills, transport, data sharing, creating a low carbon economy, and reinforcing Greater Manchester as a place for science and dynamic international firms. Greater Manchester is trialling new ways of working at the city region level.

Some other experiences also go in this direction, for example the Paris Metropole network in the case of Nanterre. Nanterre is fully involved in the "mixed studies body-Paris Metropole", created by the City of Paris. However, due to territorial specificity related to the presence of the business hub of La Défense and the State's vision for this area, the city of Nanterre, together with other six cities, is currently involved in the creation of an inter-municipal study body known as 'Le Syndicat Intercommunal d'Etudes et de Projets des 2 Seine', to deal with a territorial urban development and planning project on a scale of the six cities concerned with the addition of La Défense. The body has the following objectives: to consider transport, economic development, social development, housing and town planning on an inter-municipal level; to define a development project and a strategy for the territory of the 6 municipalities, consolidating an identity for the territory and stating common ambitions and values; to create a framework-project for the negotiation of possible contracts with institutional partners — State, Region, Department, etc. — within the framework of their own provisions. Nanterre is a good example of the participation of local stakeholders to identify a shared vision for the city and other cities surrounding La Défense.

In Barakaldo, a good example of metropolitan governance is Bilbao Ria 2000, which is in charge of the urbanization and management of Urban-Galindo (with funds from the EU), based on an agreement between the Ministry of Public Works, Transport and Environment, the Basque Government, the Regional Council and Barakaldo City Council.

In the case of Sacele, in the Brasov Metropolitan Area, there is a Metropolitan Agency that unites the area's different cities. The role of this Agency is to help its members in economic and social development issues, in order to coordinate the well-balanced and interfluent development of the Area.

In Italy, the reform of local authorities (law n. 267/2000) and the reform of the Constitution (law n. 3/2001), introduced a new form of local government to substitute the Provinces of the biggest Italian metropolitan areas, the so-called Metropolitan City. The Metropolitan Cities should coordinate local authorities or even take over some metropolitan functions from local authorities, for example town planning, infrastructure and public services, traffic planning, etc. Even though it has been approved, these laws have not still been applied, a fact which has led to a lack of governance in all the main Italian metropolitan areas. These areas face big problems tackling themes that Provinces cannot handle properly (e.g. traffic, public transport, environmental protection, etc.). In this framework, the central municipality — the city of Milan in the case of Sesto San Giovanni — plays a dominant role in all urban and strategic policies.

In 2007, Sesto San Giovanni and another 6 cities in the north of Milan constituted the North Milan Municipalities Conference, an association of municipalities aiming to coordinate local policies concerning public transport, industrial production and innovation, education and schools, town planning, environmental protection, social security and local policy, tourism, social housing and culture.

In general terms, conflicts are dominant and there is a lack of new and effective forms of metropolitan governance among NeT-TOPIC cities that could ensure democratic bodies at metropolitan level.

From the point of view of metropolitan governance, we should combine local identity (that of each sub-metropolitan centre or community) and metropolitan identity due to the increase in fluxes and mobility of the social and economic components of the metropolitan fabric. Current day cities are no longer limited by municipal boundaries or by the so-

GOOD PRACTICES IN URBAN REGENERATION
URBAN-GALINDO – BILBAO RIA 2000

Location: north-east vertex next to the mouth of the Galindo river.

This operation aimed to replace the old iron and steel industry AHV (Altos Hornos de Vizcaya) with a space with mixed uses — housing, economic activities, public facilities, green areas, etc., in order to transform this space-barrier, which used to be the AHV factory, into a space communicating the city with the river. The operation also foresaw the incorporation of a part of its industrial heritage into the new uses.

OBJECTIVES: To created a space with mixed uses in the area of the emblematic iron and steel factory, AHV. To communicate the city with the river. To preserve some industrial heritage. To destroy the infra-housing.

The project was part of the so-called operation "URBAN-Galindo" since some of its objectives were framed in the "URBAN programme" financed by the EU. It represented a great opportunity for interinstitutional collaboration on vacant, obsolete industrial area.

This operation was a key project within Metropolitan Bilbao's revitalisation process and a key project for the city, since it represented an important extension of the urban area and opened it up onto the Nervión River. The operation also allowed the integration of the river into the new urban activity axis projected along the river's left bank, "la Avenida de la Ría" (the River Avenue), which was intended to become the backbone of the renovated metropolitan city.

The result was a multifunctional area with mixed uses. The area was even use to locate the headquarters of the pneumatic waste collection service, which was adjoined to housing uses.

The management of the operation was led by Sociedad Bilbao Ría 2000, according to an interinstitutional agreement which involved 4 levels of government: the state (the Ministry of Public Works, Transport and Environment), the region (the Basque Government), the province(Diputación Foral de Bizkaia) and the municipality, in the management of European funds.

The coordinated Planning and Management (interinstitutional agreement) allowed the necessary land to be acquired and the area to be developed, with the different institutions involved in constructing the facilities. The resulting residential land was allocated by auction.

While Barakaldo City Council and Society Bilbao Ria 2000 were the project's promoters, only Bilbao Ria 2000 worked as manager of the operation.The management of the area was carried out by means of compulsory purchase.

The transformation of an obsolete industrial area into a space with multiple uses is an example of the global transformation of Barakaldo into a multifunctional city. Like in other replacement operations, infra-housing was demolished and the affected citizens were reallocated in new public housing. The river was incorporated into the urban landscape and some emblematic industrial heritage was preserved.

Lessons learned
Despite the political changes in the institutions involved in the agreement (due to the electoral processes that have taken place during these years) the stability of the agreement and the managing institution — Bilbao 2000 — encourage those involved to continue with the model and to extrapolate the experiences to other cases, even when public-private partnerships are involved.

Territory where the Urban Galindo development was implemented. Vacant land where the old iron and steel factory, Altos Hornos de Vizcaya, was located.

Urban Galindo development in 2005.

called metropolitan city. Today, city regions have changeable geometry, vague borders and blurred centralities.

Taking into account the metropolitan context of the NeT-TOPIC cities, it is necessary to have a "metropolitan view", as well as a "local view", in the regeneration process. We have to find complementarities within the metropolitan context and we have to take into account the links between mobilities, transport, centralities and urban functions.

Regarding the dilemma between autonomy and integration in metropolitan areas, cities can chose to be more or less integrated, but only up to a point, since they are part of a metropolitan area. This could be an important common issue for the NeT-TOPIC partner cities.

There is a clear consensus among the network partners that the metropolitan issue is a key factor with regards the urban identity of peripheral cities. Several NeT-TOPIC cities have made huge endeavours to reinforce their personalities and identities. However, the metropolitan functions, the so-called new urban centralities, "erase" the established administrative borders. The mobility of people within a metropolitan area overrides the administrative borders of municipalities. Therefore, the multiplication of centres framed within the city region, and the new articulation among these centres, making them accessible to all the inhabitants and providing them with urban quality, has currently become a condition for citizenship and civic assets.

Peripheral cities should create and imagine new forms of metropolitan governance in order to develop solidarity between the peripheries of the metropolitan area.

A good example is Barakaldo, considered to be the capital of the region of "the Left side of the Nervion River". Through the Local Development Agency — "Inguralde" — the city promotes several initiatives beyond its own administrative boundaries, and takes part in a number of projects shared with other neighbouring municipalities. It is very important to reinforce those links and to create some kinds of platforms for collaboration with the region's other municipalities and with Bilbao itself.

Sometimes, there is a potential contradiction between local and metropolitan strategies, and a certain tension

between competition and collaboration, between the city and the region (or the metropolitan area). It is important to break the dynamic of opposition between the central city and peripheral cities and to try to find new arrangements and new coalitions, always taking into account fluxes and places. Peripheral cities are a relevant part of the whole metropolitan city.

Where there is a lack of democratic metropolitan authority, there is no metropolitan vision. We have to be aware that territorial diversification, the construction of complementarities and synergies, can only be considered on the supra local scale.

Metropolitan bodies have to ensure that the public budget is fairly distributed throughout the metropolitan territory. But to deal with financial capacity, the metropolitan government has to be a democratic one.

NeT-TOPIC experiences show that metropolitan authorities have to reduce social unevenness and territorial imbalance through a public management that accepts participation and conflict between the different parties concerned.

Some cities of the metropolitan peripheries are aware that they need ways of finding complementarities, synergy and mutual benefit with the central city and with the rest of the cities that form part of the metropolitan region. Indeed, there is a shared conclusion — stronger solidarity is needed among the municipalities of the metropolitan areas.

Another fact that is also highlighted is that all transformation operations in the peripheral cities have a greater or lesser impact on the metropolitan scale. However, new transformations such as Plaça Europa in L'Hospitalet, which is not exactly bordering with Barcelona, have had metropolitan impacts such as the creation of new jobs, mobility and public transport, etc. But apart from Plaça Europa, L'Hospitalet has many important transformation operations which do border with its neighbouring municipalities, such as La Ciutat de al Justícia (the law courts complex), and which, apart from their metropolitan impact, also require the coordination of services, infrastructures, mobility, etc.

It has to be remarked that the peripheral cities of metropolitan areas should be engaged in a clear strategy of becoming relevant actors in the metropolitan area, with their own voice and the will to contribute to the definition of a metropolitan

city project. This is the case of Nanterre, which wants to contribute towards building a sustainable metropolitan city with more solidarity.

It is clear that the future will consist of more cooperation at local level, but that this has to be politically led. Many of the top-down approaches led by national governments have not succeeded. Equally, there are problems in achieving cooperation between authorities when there are no incentives to stimulate this cooperation and avoid so-called "free rider" problems, whereby a non contributing authority benefits from the wider partnership. ■

METROPOLITAN GOVERNANCE
METROPOLITAN IMPACT OF L'HOSPITALET TRANSFORMATION OPERATIONS:

All the city's transformation operations have a greater or lesser metropolitan impact. In addition to this, many of recent or current L'Hospitalet transformation operations border with the neighbouring municipalities which require coordination:

1. **LA FIRA**
   Barcelona Exhibitions centre (bordering with Barcelona)
2. **CIUTAT DE LA JUSTÍCIA**
   Law courts complex (bordering with Barcelona)
3. **LA RIERA BLANCA**
   Street bordering with Barcelona
4. **FAÇANA PORTA NORD**
   Street bordering with Barcelona
5. **CAN RIGAL**
   Bordering with Esplugues de Llobregat
6. **SANFELIU – AV. ELECTRICITAT**
   Bordering with Esplugues de Llobregat
7. **CITY METROPOLITANA**
   Bordering with Barcelona
8. **RIU LLOBREGAT**
   Bordering with el Prat
9. **AREA REMUNTA**
   Bordering with Cornellà

SOME GENERAL IDEAS
NeT-TOPIC: MAIN FINDINGS, LEARNINGS AND CONCLUSIONS

Renovating the physical space and the urban fabric inherited from the past

Becoming a "new" city: Building identity and centrality

How to deal with the metropolitan context from the perspective of the periphery

- Public-private partnerships.
- Linking urban interventions with the new identity.
- Avoiding fragmentation for urban cohesion.
- Embedding infrastructures in the territory.
- Confluence of different scales to tackle the transformation.
- Urban interventions framed within a process of general city change.
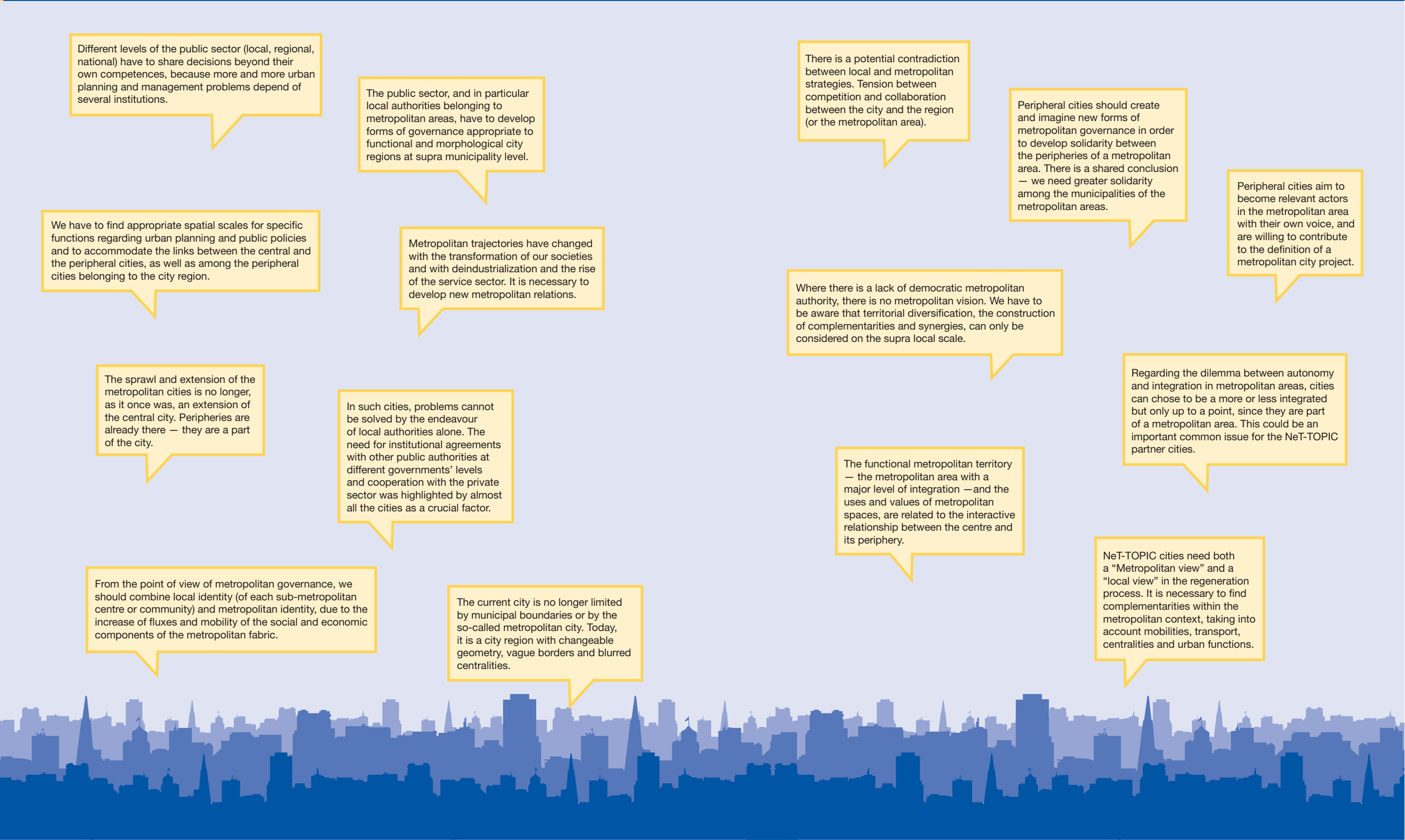- Renovating forms or urban management. Links with new urban functions.

- Achieving a new strategic place within the whole metropolitan agglomeration.
- Fighting against stigmatization.
- New centralities generated as a result of the periphery endogenous dynamics.
- New centrality areas playing a strategic role in the whole metropolitan area.
- Defining a new urban model to create more inclusive and sustainable communities.
- Combining uses of land and activities.
- Locating excellence functions in peripheral areas of the metropolis.
- Talking advantage of local resources while simultaneously belonging to a metropolitan area.

- Urban regenarion needs multilevel governance.
- The need for a metropolitan authority with democratic representatives.
- A "metropolitan view", as well as a "local view", in the regeneration process.
- Metropolitan functions "erase" the established administrative borders.
- Developing solidarity between the peripheries of a metropolitan area.
- Finding ways of complementarities, synergy and mutual benefit.

KEY IDEAS
BECOMING A "NEW" CITY: BUILDING IDENTITY AND CENTRALITY

Different levels of the public sector (local, regional, national) have to share decisions beyond their own competences, because more and more urban planning and management problems depend of several institutions.

The public sector, and in particular local authorities belonging to metropolitan areas, have to develop forms of governance appropriate to functional and morphological city regions at supra municipality level.

There is a potential contradiction between local and metropolitan strategies. Tension between competition and collaboration between the city and the region (or the metropolitan area).

Peripheral cities should create and imagine new forms of metropolitan governance in order to develop solidarity between the peripheries of a metropolitan area. There is a shared conclusion — we need greater solidarity among the municipalities of the metropolitan areas.

Peripheral cities aim to become relevant actors in the metropolitan area with their own voice, and are willing to contribute to the definition of a metropolitan city project.

We have to find appropriate spatial scales for specific functions regarding urban planning and public policies and to accommodate the links between the central and the peripheral cities, as well as among the peripheral cities belonging to the city region.

Metropolitan trajectories have changed with the transformation of our societies and with deindustrialization and the rise of the service sector. It is necessary to develop new metropolitan relations.

Where there is a lack of democratic metropolitan authority, there is no metropolitan vision. We have to be aware that territorial diversification, the construction of complementarities and synergies, can only be considered on the supra local scale.

The sprawl and extension of the metropolitan cities is no longer, as it once was, an extension of the central city. Peripheries are already there — they are a part of the city.

In such cities, problems cannot be solved by the endeavour of local authorities alone. The need for institutional agreements with other public authorities at different governments' levels and cooperation with the private sector was highlighted by almost all the cities as a crucial factor.

Regarding the dilemma between autonomy and integration in metropolitan areas, cities can chose to be a more or less integrated but only up to a point, since they are part of a metropolitan area. This could be an important common issue for the NeT-TOPIC partner cities.

The functional metropolitan territory — the metropolitan area with a major level of integration —and the uses and values of metropolitan spaces, are related to the interactive relationship between the centre and its periphery.

From the point of view of metropolitan governance, 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 or by the so-called metropolitan city. Today, it is a city region with changeable geometry, vague borders and blurred centralities.

NeT-TOPIC cities need both a "Metropolitan view" and a "local view" in the regeneration process. It is necessary to find complementarities within the metropolitan context, taking into account mobilities, transport, centralities and urban functions.

5.
SOME CONCLUSIONS AND FINAL GUIDELINES

It is difficult to make a set of recommendations from particular cases since cities are very dependent on their singular local economic and political context as well as their historical evolution. However, we will try to present some conclusions in the shape of recommendations.

Local authorities do not always have the capacity to systematize and capitalize their own practices by extracting lessons or communicating learnings. A program such as URBACT facilitates these processes. In NeT-TOPIC, we have tried to give visibility to our learnings and to demonstrate several conclusions gained from those learnings. Taking into account the common factor of being a "peripheral city" belonging to a metropolitan area permits some provisional guidelines that can be useful for this kind of city.

Solutions, proposals and local strategies to build a new urban model in peripheral cities are clearly not just a technical issue, rather they are generally a political and institutional one, having more to do with governance and institutional change, and less with management.

In terms of the main goal of NeT-TOPIC cities, becoming a "new" city entails the creation of a new urban model based on building identity and centrality. This is not easy to achieve in the framework of the metropolitan agglomerations where these cities are embedded. The metropolitan city usually has its own logical shapes and metropolitan trajectory.

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

Cities participating in NeT-TOPIC are carrying out this transformation process at different paces and different stages, taking advantage of the fact that they belong to a metropolitan agglomeration while at the same time avoiding the obstacles that this involves for their own endogenous and singular development

The adoption of a new city model by the peripheral local authorities might therefore entail the emergence of territorial conflicts and the need for new negotiation processes between several stakeholders in the metropolitan area. The extent to which peripheral authorities mobilize their own differentiated urban projects will lead to the emergence of new stakeholders in the whole metropolitan region and the need to negotiate new interests and new strategies, not always with the same goals and motivations.

Indeed, new centralities developed in peripheral cities 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 local governments in peripheral cities within metropolitan areas, built around development and urban transformation projects, aim to achieve a particular and singular city model.

Moreover, we can verify how some cities are building new centrality areas that are playing a strategic role in the whole metropolitan area through emblematic flagship projects that generate great impacts in the urban transformations of their cities, and which at the same time contribute to building their new identities on the basis of new centrality areas or central sites.

We have to include different concepts of identity such as spatial identity, linked to territory; social or cultural identity, linked to a sense of belonging to a community; and "brand identity", the image of the city in the global competitive market. Likewise, urban quality and urban cohesion are key factors for building a new sense of belonging and a new identity for local people. 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 (as citizens become stakeholders sharing one single, strategic project), as well as an instrument of differentiation in a globalised world.

Cities belonging to NeT-TOPIC share the goal of achieving a more multifunctional city with a more comprehensive development model. But they are aware that there are clear limits and restrictions to achieving the urban multifunctionality of each local authority in the framework of a metropolitan city. This is because, in an ever more interdependent and interactive urban society, endogenous development involves an endeavour towards articulation and complementarities with other territories and resources. Autonomy is limited, and it is thus important to build local identities and metropolitan complementarities simultaneously.

Therefore, NeT-TOPIC cities conclude that the strategy of diversification requires good articulation between local and metropolitan levels, as well as flexible specialization within the metropolitan city — not everybody can do everything. It entails taking advantage of local resources while at the same time belonging to a metropolitan area.

In this regard, and as several NeT-TOPIC cities show, one very important strategy is to locate excellence functions in peripheral areas of the metropolis, creating new centralities within the metropolitan area and enhancing a polycentric metropolitan region away from the traditional "central city/ metropolitan suburbs" tandem usually determined by the central city's evolution.

Peripheral cities share a common weakness — the physical fracturing of their territories. The territorial fragmentation caused by roads, infrastructure networks or obsolete areas that split territories within peripheral cities in metropolitan areas is a key issue for these peripheral cities. We have to bear in mind that these urban areas have been configured as suburbs with no internal cohesion, urbanized in a way based exclusively on central city logic.

The physical integration of these cities — their urban cohesion — is a key component of building a new city model. The presence of infrastructures, abandoned or obsolete industrial areas that break up these peripheral cities, is an important element of urban identity. These urban fractures create isolated areas and create the impression of an unstructured territory without cohesion. Several cities belonging to NeT-TOPIC are dramatic examples of this type of fragmentation. This condition makes it very difficult to build a sense of identity in the city.

Despite all the obstacles (economic cost, property issues, etc.), these obsolete territories are an opportunity. The recovery and integration of abandoned areas can become a strategic element for the development of cities. The recovery of abandoned or obsolete areas therefore needs a very clear city strategy for urban cohesion and an urban development model, so that the new uses given to the recovered areas are coherent with the urban development strategy of the city as a whole.

The experiences demonstrate that a new concept of infrastructures is needed. For example, peripheral cities have to take into account not only new metropolitan links and flows (mobility, etc.), but also local and social links. Motorways and railways must be more integrated since its design. For existing infrastructures, environmental impacts must be reduced (noises, air pollution, visual impact, physical cuts and barriers) to allow the implementation of urban projects that facilitate territorial integration.

Likewise, the transformation of infrastructures must be framed within a process of general city change that justifies the magnitude and cost of the physical interventions. There must be a global city project that contextualizes these macro interventions. Errors in the chosen solution are very dangerous since rectifications are highly complex.

The urban transformations of these peripheral cities, and the process of building their own urban identities, are ever more closely linked with so-called metropolitan governance. Hence, the links between NeT-TOPIC cities and their respective central cities (Barcelona, Bilbao, Milan, Manchester, Paris, Athens, etc.) is one of the more specific and complex issues, shaped by historical trajectories, institutional frameworks at national level and, likewise, by the public sector decentralization process and the model of urban management in each national state.

Some cities in the metropolitan peripheries are aware that they need to find ways of achieving complementarities, synergy and mutual benefit with the central city and with the other cities that form part of the metropolitan region. Indeed, there is a shared conclusion — we need greater solidarity among the municipalities of metropolitan areas.

It is important to break the dynamic of opposition between the central city and peripheral cities, and to try to find new arrangements and coalitions that take into account fluxes and places. Peripheral cities are a relevant part of the whole metropolitan city.

Taking into account the metropolitan context of the NeT-TOPIC cities, it is necessary to have a "metropolitan view", as well as a "local view", in the regeneration process. We have to find complementarities within the metropolitan context and take into account the links between mobility, transport, centralities and urban functions.

It has to be remarked that peripheral cities of metropolitan areas should be engaged in a clear strategy of becoming relevant actors in the metropolitan area, with their own voice and the will to contribute towards defining a metropolitan city project.

6.
NET-TOPIC
AT LOCAL LEVEL:
HOW LOCAL ACTION PLANS REACH
NET-TOPIC THEMES AND ISSUES

From the point of view of metropolitan governance, we should combine local identity (that of each sub-metropolitan centre or community) and metropolitan identity, due to the increase in fluxes and mobility of the social and economic components of the metropolitan fabric. Current day cities are no longer limited by municipal boundaries or by the so-called metropolitan city. Today, city regions have changeable geometry, vague borders and blurred centralities.

But the new metropolitan realities — with their multiplicity of actors (objectives and interests), new mobilities and new uses of the space — and the new interconnections between territories, crossed by an increasingly dense flow of information and mobility of people, goods and services, require new agreements among urban actors for managing very complex regions and areas, i.e. they require new forms of metropolitan governance. This necessitates a revision of the distribution of functions and competences among different government levels, and the adaptation of public policies to the new urban situation. These are the new challenges with which Net-TOPIC cities are faced, and with which they are dealing. ■

Local contexts and Local Action Plans (LAPs) regarding NeT-TOPIC issues in each city

In this section, we want to gain a better understanding by summarizing some local dimensions of the context, the local policies, the challenges faced, and the main goals of the Local Action Plans of NeT-TOPIC cities.

L'Hospitalet de Llobregat

Local context and policies

The city of L'Hospitalet de Llobregat is the second largest in Catalonia in terms of population (265,891 inhabitants over a surface area of 12.5 km^2), and is located beside the city of Barcelona. This location has brought it great advantages, but also problems, such as inheriting industrial land and major road and rail infrastructures that have divided the territory into seven very clearly differentiated areas.

The city has had to face up to the lack of a unitary physical structure and the complexity of the internal connections between its neighbourhoods, as well as the external connections with neighbouring municipalities. This deficiency is due to the lineal structures of railways and motorways that have been designed according to the needs of Barcelona. As a consequence, the territory of L'Hospitalet has suffered a fragmentation that has affected its polycentric urban formation process. Hence, finding a solution to the problems of connectivity and mobility is one of the main challenges involved in the city's transformation. The presence of large intraurban industrial estates is another factor that has hindered the creation of a clear structure.

Associated with this, is the transmission of stereo-typed images that stigmatize peripheral cities. Once the transformation of the city model has materialized, and when evidence of the radical changes has gained more influence than the inertia of city's negative image (peripheral, dormitory, marginal, unsafe, etc.), a progressive change can take place in the perception of both the city's inhabitants and the country as a whole.

Faced with this situation, the urban policy implemented by the l'Hospitalet de Llobregat City Council since the mid-90s has focused on transforming the city model towards a central city model. The first step was to draw up the so-called Plan L'Hospitalet 2010, which was presented in 1996.

After more than a decade of implementing the so-called Pla L'H 2010, which has governed the significant transformation that the city has experienced in the last few years, L'Hospitalet has recently decided to take a pause and reflect on its future transformation, taking advantage of exchanges with other European cities in similar situations (network partners) and related local stakeholders (URBACT Local Support Groups).

MAIN GOALS
LOCAL ACTION PLAN OF L'HOSPITALET

1. To identify the general reference criteria that the city should follow to go on with the transformation process.

2. To analyse if the guidelines set out by Pla L'H 2010 are still valid nowadays or if there are new challenges that must be taken into account when designing future transformation processes and identifying priorities.

3. To define and enhance several proposals in the following fields:

• Housing
• Public facilities
• Urban public space
• Road networks and public transport
• Economic activity
• Metropolitan context and identity.

Nanterre

Local context and policies

Nanterre is a city of 90,000 inhabitants close to Paris and La Défense, Europe's biggest business centre. This location is responsible for its marked urban fragmentations caused by transport infrastructures. Some of its main problems are a lack of cohesion between the districts and of liveable public spaces, separated urban functions (housing, offices, economic activities), and social and economic disparities in the access to housing and employment.

By means of the NeT-TOPIC project, Nanterre City Council intended to take another look at their practices and their participation mechanisms, through the exchange of and confrontation with the experiences of their partners. It also intended to better understand

the challenges of the metropolis through exchanges with other European experiences.

The Nanterre area is divided into major urban sections that have progressively split the community into districts with strong identities.

In the last year, the city has carried out a broad dialogue in order to inform and to involve all the local actors in the construction of a true alternative project towards the model of the financial city of La Défense (promoted by the state), based on values of a "mixed" city, with solidarity, sustainability and innovation. Today, the city is engaging in one of the first stages by producing a standard "white paper" document pointing out its values and ambitions. Nanterre has tried to mobilise its citizens and relevant local stakeholders in order to draw up this alternative project as well as to highlight Nanterre's requirements more effectively.

Nanterre is developing a city project, the objective of which is to strike a balance between local and metropolitan ambitions.

In the face of territorial specificity created by the presence of the business hub of La Défense and the State vision for this area, the city of Nanterre, together with six other cities, is currently involved in creating the inter-municipal study body "Le Syndicat Intercommunal d'Etudes et de Projets des 2 Seine", to deal with a territorial urban development and planning project on a scale of the six cities concerned, with the addition of La Défense. The objectives are the following: to consider transport, economic development, social development, housing and town planning on an inter-municipal level; to define a development project and strategy for the territory of the 6 municipalities, consolidating an identity for the territory and stating common ambitions and values; to create a framework-project for negotiating possible contracts with institutional partners — State, Region, Department, etc. — within the framework of their own provisions.

One main challenge brought about by the current city project concerns its complexity and size — how can it be made accessible and comprehensible for most people so that every citizen can be involved in its design and implementation? How can we keep it up-to-date for the citizens and the city?

Another challenge is the articulation between projects involving the city's outskirts and its metropolis; between urban, metropolitan, regional and national

authorities. The history of Nanterre set out at the beginning of the baseline is one of many illustrations of the answers found to questions regarding the distribution of roles between the State and the cities over the centuries. This is a central theme for the network.

The Local Action Plan exhibits the two-fold approach applied by Nanterre:

The development of a desirable city that has been thought of and dreamt up with the people of Nanterre: a city matching the pace of its people; a united and sustainable city where each person feels they belong.

The pragmatic and progressive activation of mechanisms to galvanise the stakeholders and trigger the means that contribute to reaching this vision. This dynamic approach aims to relieve the relatively perpetual tensions — ecological, economic, social and demographic — faced by the cities.

The Nanterre Local Action Plan therefore aims to develop a city based on sustainability and solidarity that offers an alternative for West Paris by means of:

• The mobilization of local, metropolitan and international stakeholders on the issue of Nanterre's future and that of West Paris.
• Dealing in further depth with some objectives defined for the development of Nanterre, especially in the economic field.
• The definition of urban projects and their harmonization on local and metropolitan scales.

Sesto San Giovanni

Local context and policies

The city of Sesto San Giovanni, with 82,000 inhabitants, is part of the Milan Metropolitan Area. The city suffers problems associated with the presence of abandoned land and the obsolescence of housing stock and the built environment. Though it has a good level of general services, there is a lack of amenities

and attractions as well as a lack of services targeted at new population groups.

The city of Sesto San Giovanni has to reuse the remaining vast area of industrial, disused and polluted land now lying near the city centre. Using these areas, the city must define an urban development strategy to redesign and re-launch its future long-term economic role. The strategy must improve the coordination of urban planning processes and integrate the wide and varied objectives of local economic, social, environmental and cultural policies.

By implementing this long-term strategy, the city has to improve territorial governance, ensuring the involvement of other public authorities and of private actors.

The City Council has recently approved the Piano di Governo del Territorio (which was submitted to an evaluation process, called Valutazione Ambientale Strategica, in which local stakeholders and other public authorities took part). The city should pass from the pragmatic approach used to tackle the industrial crisis to a new approach to managing urban transformation that gives more importance to social cohesion, sustainability and better quality of life.

Sesto San Giovanni wanted to share its experience of a multi-actor and multi-sector approach to promoting urban programmes and policies, especially in the field of clearing contaminated areas.

The city of Sesto San Giovanni offers two great and interesting opportunities for testing NeT-TOPIC political and technical tools, both at a local scale and a metropolitan scale.

Firstly, the city council of Sesto San Giovanni is currently evaluating the Renzo Piano's master plan for the Falck steelworks area (an abandoned industrial area of 1.5 million square metres), which should complete its transition from an industrial city to a technological and service city. Furthermore, Sesto San Giovanni's urban planning must take into account the Milan EXPO 2015, which should promote the competitiveness of the whole Milanese metropolitan area.

At a general level, the Local Action Plan attempts to associate the implementation of the urban planning instrument (i.e. the Piano di Governo del Territorio — PGT) with the preservation of the city's industrial memory:

By conducting a **theoretical analysis** of the themes delineated in the NeT-TOPIC network and of questions that have arisen in the course of meetings and thematic discussions with universities and international experts working on similar projects and in similar contexts.

By carrying out a **metadesign analysis** on an urban scale of some of the areas that are earmarked for development in the PGT and are particularly relevant to the concerns of the thematic network:

• The "Three piazzas" in the city centre, in particular the regeneration of Piazza Oldrini. The City Council wants to regenerate the area with the construction of a multifunctional facility to be located right in the middle of the square.

• The "Torre dei modelli" and the "Riparazione locomotive" in the former Breda Factory. Considering the mixed public-private functions of the area, the LSG felt that it would be appropriate to give primacy to the theme of labour as a unifying element for the redevelopment project

• The area around Pisa road in the Media Valle Lambro Park. The valorisation of the city's industrial memory refers not only to the extraordinary architecture of its manufacturing plants, but also to the two city parks — the Parco Nord (North Park) and the Media Valle Lambro Park, both located on abandoned industrial sites, the first of which has already been completed, and the second of which currently being constructed.
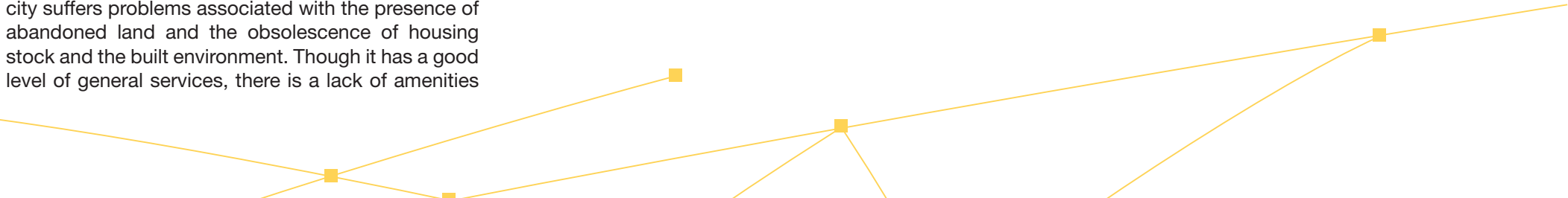
Salford

Local context and policies

Salford, with 218,029 inhabitants, is part of the Greater Manchester Region and is separated from Manchester by the natural boundary of the River Irwell. The city, which used to be at the forefront of the industrial revolution (Salford Docks, the cotton trade), suffered a drastic decline in trade, employment and population levels as a consequence of industrial decline. The problems created by high unemployment lead to a rise in crime and antisocial behaviour. Moreover, the city lacks a distinct centre and cohesion among its five districts. Although major regeneration works were carried out over the past decade, there still are a number of significant challenges: how communities within the city can connect and interact; developing sustainable design and urban planning solutions; and reducing unemployment, crime and antisocial behaviour.

With this network, Salford City Council aimed to better understand the critical success factors involved in planning city transformation and regeneration; to learn from the way in which other local authorities tackle similar challenges in different cultural and geographical settings; to discover best practice and innovation in the sustainability of design through knowledge transfer; and to reinforce and highlight the linkages between education and city regeneration.

Salford has been undergoing transformation for a number of years. There have been some clear successes in the city and the number of transformation projects that will be conducted in the future continues to grow. There are a number of organizations, both public and private, that have invested in the success of the projects being undertaken.

The creation of MediaCity UK, commercial development, the transformation of the river corridor into Irwell City Park, and extensive residential development will all help to further develop the city as a successful business district, an international tourism destination and an exciting and vibrant place to live.

Salford continues to focus on sustainable transformation, dealing not only with the physical aspects of change but also the social, economic and environmental impacts that these changes can have. It is important that the transformation process benefits the residents of Salford.

The biggest concern for the city relates to the comprehensiveness of these projects and their effect on Salford as a whole. With so many large projects being undertaken throughout the city, the danger is that planning cohesion will be lost. This could detract from the city's sense of identity, especially as major regeneration has been focused mainly on the east of the city. The need to focus on the connection and interaction of separate communities is paramount. Salford lacks a distinct centre, as each community has its own shops and other facilities. As a result, there is a lack of cohesion and Salford itself is seen to lack a distinct identity due in part to its proximity to Manchester.

Salford City Council is a member of the Association of Greater Manchester Authorities (AGMA), which is a partnership between the ten Greater Manchester local authorities, set up to work in partnership with a range of private, public and third sector organizations within the city region. Although this partnership works, governance structures need to be strengthened in order to achieve future growth aspirations. The Manchester Multi Area Agreement (MAA) will bring together local, public and private sector partners to coordinate action across a wide range of policy interventions.

MAIN GOALS
LOCAL ACTION PLAN OF SALFORD

The main goal is to identify opportunities to optimize the regeneration benefits of MediaCityUK on the neighbouring wards of Ordsall, Langworthy, Weaste and Seedley.

It has the following strategic objectives:

1. To support the creation and maintenance of a safe, clean and attractive environment.

2. To build the skills of local people and provide connections and support for finding work.

3. To build and sustain positive community perceptions of MediaCityUK & the BBC, and their value to Salford's communities, families and life chances.

Haidari

Local context and policies

The municipality of Halidari is the biggest in Western Athens. With 48,494 inhabitants, it constitutes the western gate of the capital. The development of Haidari cannot be characterized as uniform, functional and harmonious. The city's districts were developed without centralized urban planning.

Due to the fact that the city's growth has not followed any specific, centralized urban plan, residential, industrial, manufacturing, trade and administration aspects have been developed simultaneously with no clear geographical limits. Moreover, Haidari's five districts were not developed on the same scale, thus resulting in high and low value areas. Additionally, the existing city plans allow little free space for parks or recreation facilities. The mixed residential, industrial, manufacturing, trade and administration zones, in conjunction with the small number of parks and the uneven development of the city's districts, are detrimental factors that affect the functioning of the city as well as its further development and environmental pollution.

The main characteristic of Haidari is that it is split into two areas by the National Road connecting Athens with Corinth over a length of 7 kilometres. In addition, Haidari is crossed by Iera Odos Avenue, a busy highway connecting the south suburbs with the National Road. As a result, the urban tissue is fractured in a decisive way, impeding easy access to the fragmented areas.

The current City of Haidari is the most historic village of Western Athens, since its basic residential core was created around 1882. It was the first area in Western Athens to gain an approved plan, and has obvious signs of historical continuity, acting as a centre of semantic recognition.

In the framework of the URBACT network and the Local Action Plan, the city has developed a new model called "Haidari for all" which aims to create a new city model with a high quality of life within the framework of a plan which is based on the basic characteristics of people and structures. This framework aims to "create and elaborate" on the existent social, economical and political structures rather than "break down and rebuild".

The city's new identity is being consolidated on the basis of integration and culture. The urban city's new

social and economic structures give priority to citizens and focus on improving the quality of life.

By means of the Local Support Group, citizens and politicians have clearly cooperated with the local authority on this new strategy. In the Greek society there are several associations (social, sporting, etc.) that are actively involved in all social activities and which are a remarkable tool in terms of maintaining the city's historical identity, and the social fabric in relation to the origin of its inhabitants. These associations therefore took part in Haidari's Local Support Group.

MAIN GOALS
LOCAL ACTION PLAN OF SALFORD

The main objective is to initiate a new city model called "Haidari for all", which aims to establish a new city with a high quality of life within the framework of a plan that is based on the basic characteristics of people and structures. This framework aims to "create and elaborate" on the existent social, economical and political structures rather than "brake down and rebuild". The main axes are:

Environment. Main Goal: The safeguarding, amelioration and sustainable management of the environment, so that it can provide the foundation for the protection of public health and the improvement of citizens' quality of life, as well as constituting a primary factor contributing to enhancing the economy's competitiveness.

Education. Main Goal: The goal of the strategy for education 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 in school but also in the framework of an integrated lifelong learning program provided by the municipality.

Accessibility and Equal Opportunities. Main Goal: The main objective is the development and modernization of the physical infrastructure and relevant services in order to: a) improve the mobility of all citizens and especially citizens with special needs, the elderly, children, etc., b) give all citizens greater access to the information society.

Civilization and Culture. Main Goal: Haidari possesses a variety of events and places related to history and culture. In particular, the Holy Road and the Temple of the Goddess Afea Athina.

The aim is to establish a cultural framework to consolidate all the different historical periods, in order to develop an integrated cultural heritage profile for the city.

The Local Action Plan identifies specific projects in relation to each axis.

Barakaldo

Local context and policies

Barakaldo, with a population of 97,538 inhabitants, belongs to the metropolitan area of Bilbao. Barakaldo has historically been characterized as an industrial city due to the arrival and setting up of important iron and steel companies in the middle of the 19th Century. Barakaldo's General Plan of 1999 planned the city's transformation, increasing the amount of land for green areas, residential areas and economic activities, and decreasing the amount of land occupied by obsolete industries.

Barakaldo has historically accepted its condition as a peripheral town of Bilbao. Thus, it has accepted the wounds that the access infrastructures to the capital have inflicted upon its urban tissue. The only difference is that today it accepts the situation from point of view of its own identity, as a city undergoing a deep transformation process, willing to value the communication network which, although it splits up the city, also grants it its central position within Metropolitan Bilbao.

Barakaldo would like to preserve its position as an important city with its own identity in the region of the Left Bank of the Nervión river and to complement the rest of the towns in the metropolitan area of Bilbao.

The PGOU_1999 (General Urban Planning) planned the transformation of a city in which 35% of the land was occupied by obsolete industries, 54% was residential land, 11% was used for economic activities, and there was 5.3 m² of green areas per citizen, into a renewed non-polluted city with 70% residential land, 30% non-polluted land for economic activities and 15 m² of green areas per inhabitant.

With this plan, the waterfronts of the former industrial facilities have been incorporated into the city while

preserving its tradition as an economic booster, and a balanced replacement of the industrial use by the tertiary sector has taken place. Furthermore, since decontamination expenses were charged to the urban management, it has been possible to intervene in the contaminated land and build a 300,000 m³ safety cell to store lindane in the Argalario hill, in the south of the city.

The PGOU has also looked into other issues such as urban fragmentation and the lack of permeability among neighbourhoods. Along these lines, a by-pass was built in the perimeter of the urban centre to acts as intramunicipal communicator among the different neighbourhoods.

Barakaldo must preserve its identity improving the interconnections between its neighbourhoods but also trying to complement the rest of the towns in the metropolitan area of Bilbao. Its centrality allows it to do so, and indeed the fact that facilities such as the BEC (Bilbao Exhibitions Centre) have been located there somehow makes it the city's responsibility to act as such.

The barriers of the motorway and the BEC, and even the very distance between suburbs, raise the need to develop a project for an urban tram. These trams would not only intercommunicate the suburbs but could even one day provide a link with the tram network of Metropolitan Bilbao, especially the one which would communicate the Area of the Left Bank of the Nervión with Leioa University, located on the other side of the river.

Good cultural and shared social intervention planning is also recommendable, with specific proposals for metropolitan coordination in order to overcome the sociological barriers that continue to exist, as well as to apply new technologies to open systems. New technologies will enable us to improve citizen participation systems and may be a key tool for consolidating the city transformation process. However, although new technologies open up new ways of participation, they also have to contribute to revitalizing the associative network and to enhancing on-site citizen participation.

MAIN GOALS
LOCAL ACTION PLAN OF BARAKALDO

The Barakaldo Local Action Plan promotes new forms of local governance:

To improve citizen participation in managing transformation, which has suffered a decline and which has to be recovered and promoted.

To involve citizens more efficiently in consolidating the city's transformation process in the near future.

Because nowadays there is a lack of confidence in politics and it is necessary to reduce the gap between citizens and their representatives.

Because we need to develop new participation platforms, both direct and virtual. A decalogue on citizen participation has been elaborated and approved by the Barakaldo Local Support Group.

To this end, the following points are being considered:

1. To have good contacts with associations, including them in the organization of municipal activities.

2. To start the Municipal Councils of Citizen Participation approved by the Plenary Session, and to inform citizens about them.

3. To give advice and support to the associations.

4. To inform citizens regarding municipal management and the decision making processes of City Council departments.

5. To upload information regarding the Local Agenda 21 on the municipal website.

6. To improve the complaints and suggestions reception and processing systems.

7. To invest in information technologies.

Barakaldo has designed a prototype for a specific interactive tool aimed at improving the participative process related to urban transformation. Apart from being a data base of best practices to share information and resources from different municipalities in all those sectors related to urban
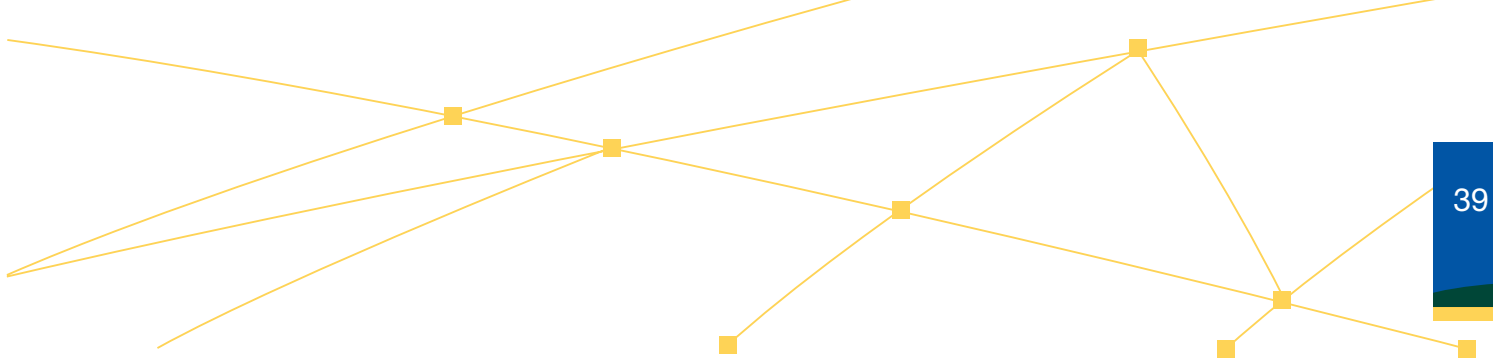
transformation — compatible at European, state, regional and local level — it is also a tool at the service of citizens so they can access information about, and take part in, the city transformation process.

Kladno

Local context and policies

The city of Kladno, with a population of 72,500 inhabitants, is situated to the north-west of the capital city of Prague. It is the largest city in Central Bohemia Region and it is known for its convenient location at the centre of the Czech Republic. The city is also characterized by its good transportation links (it's 15 km from the international airport Prague-Ruzyne) and for being one of the biggest industrial centres in the Czech Republic.

Kladno has a long industrial tradition, and was known as the "Czech Manchester". During the second half of the 19th century, an important development of the ironworks industry took place and companies such as the Prague Ironworks Company and the most important ironworks in the country, Poldi, settled there. However, the bankruptcy of Poldi and the closure of mines in the 1980s resulted in job losses for over 400,000 people and the creation of large abandoned industrial areas within the city.

One of the challenges the city of Kladno has faced is reusing the remaining vast area of industrial, disused and polluted land now lying near the centre of the city. Using these areas, the city must define an urban redevelopment strategy to redesign and re-launch its future long-term economic role. The strategy should improve the coordination of the urban planning processes and integrate the wide and varied objectives of local economic, social, environmental, and cultural policies.

In order to implement this long-term strategy, the city has to improve territorial governance and ensure the involvement of other public authorities and private actors. The city would also like to implement a new urban transformation management approach that focuses more on social cohesion, sustainability, and better quality of life.

One of the most important tasks the Kladno municipality had to face was creating local conditions for restructuring and transforming the city's industry and trade. This was an essential step in terms of changing the approach of the municipal authorities — Kladno City Council, Board of Representatives — and of implementing relevant structural changes in each department of the Kladno Municipal Office, including personnel changes to increase the specialization and quality of its employees.

Kladno has a strong labour and service ties with Prague. A great deal of citizens commute to Prague daily – in the last population census in 2001 this figure was more than 67% of all those who commute out of Kladno.

MAIN GOALS
LOCAL ACTION PLAN OF KLADNO

The objective when elaborating Kladno's Local Action Plan was to revise the Strategy of Sustainable Development of the City of Kladno, published in November 2007, taking into account the present situation and the reflections carried out in the framework of the NeT-TOPIC project. The main aim was to try to evaluate the actions defined then and the actions that had been implemented so far, and to update the actions pending implementation, taking into account the new strategic aims defined while elaborating the LAPs document.

New Actions proposed by the Local Support Group

Aim 1. To become a sustainable multifunctional city

Aim 2. To become a city for living in

Aim 3. To become an integrated city

Aim 4. To empower the municipal administration

Aim 5. To revitalise the city's brownfield areas

Sacele

Local context and policies

The city of Sacele, with 32,288 inhabitants, is part of the Brasov Metropolitan Area. Sacele has a long historical tradition as an essential economic and commercial centre, thanks to its strategic location at the crossroads of the main commercial routes. Sacele is a city that has been developed on a longitudinal

axis around the main road that crosses the city — the DN1A national road, crowded with trucks and cars.

The municipality of Sacele has conceived a Long Term Development Strategy for all factors involved in increasing its economic and social level — local authorities, local industry and citizens. The LTDS has been approved by a Local Council Decision and is a complex document that foresees the means for a sustainable development of Sacele.

From a municipal point of view, the most important issues concern physical and social matters. The main areas of weakness in developing the city are:

- Transport infrastructure: no ring road around Sacele; a need to rehabilitate roads and improve conditions for local public transport.
- Environment infrastructure: lack of selective waste processing centres, lack of green spaces and lack of waste water network for almost 70% of the city.
- Culture/entertainment: lack of a location for specific activities, unexplored opportunities for developing tourism.
- Social issues: the problems inside the Garcin neighbourhood (Romany population) and lack of social housing.
- A development plan for the metropolitan area must also be implemented in which Sacele's role should be that of an independent city, with its own identity, as well as a part of the metropolitan area.

One of Sacele's features is the coexistence of several ethnic groups, a fact which generates a wide variety of complex cultural issues. This contributes towards the identity and the specificity of the city of Sacele. As a city situated in the suburbs of the metropolitan area, the city of Sacele faces the same problems as all the partners from the Net-Topic network.

Sacele is one of six cities located in the "Tara Barsei" depression under the direct influence of Brasov (from an economic, cultural and social point of view), which is another reason for striving to maintain city' s identity, in order that it be an independent community.

In order to avoid the risk of becoming a "dormitory town" for the people who work in the metropolitan area, the municipality of Sacele aims to find solutions that will revive the local economy and cultural life, through the action of key local actors and effective collaboration between local public administration and civil society.

The elaboration of the Local Action Plan (LAP) involves all these factors, allowing the identification and prioritization of community problems, but also finding the best solutions to turn them into viable projects using European funds.

MAIN GOALS
LOCAL ACTION PLAN OF SACELE

The Local Action Plan aims to become a strategic document for Sacele, an addition to the Strategy of Sustainable Development that will help the city to establish the main directions for development. The plan presents considerations made during the course of the project to decide which main actions to take in order to create economic development, develop the local tourist potential and become more attractive for investments.

The priority areas for investment, as stated by respondents, are:

- Tourism (the exploitation of natural and anthropogenic potential).
- Culture (exploitation of local cultural resources — multiethnic factor that determines a variety of cultural and artistic events by organizing a proper space).
- Industry (encouraging entrepreneurs to create new jobs and maintain existing ones by offering incentives such as tax exemptions and helping to maintain of the activities of the commercial company Electroprecizia, a symbol in terms of local economic activities, by reinventing successful economic sectors).
- Recreational infrastructure (to provide leisure opportunities to both residents and tourists/visitors).

- **Thematic Seminar 1**: Driving forces for urban cohesion: recovering abandoned and obsolete industrial areas and avoiding fragmentation and urban division in peripheral cities or metropolitan areas, Sesto San Giovanni, 21-22 May 2009.

- **Thematic Seminar 2**: Building new urban identities: from mono-functional to multi-functional cities, Salford, 21-22 October 2009.

- **Workshop-lab 1**: Haidari 24-25 February 2010.

- **Thematic Seminar 3**: Enhancing new ways of urban and metropolitan governance, Nanterre 1-2 October 2010.

- **Workshop-lab 2**: L'Hospitalet 24-25 November 2010.

- **Final Event**: L'Hospitalet 2-3 March 2011.

THEMATIC SEMINAR 1
SESTO SAN GIOVANNI, ITALY, 21-22nd MAY 2009

Main objective:

To work two of the themes identified in the framework of NeT-TOPIC thematic network.

NeT-TOPIC Themes dealt:

- Tackling urban fragmentation caused by roads and communication infrastructures
- Recovering and conditioning abandoned and obsolete industrial areas

Invited speakers:

- **Fausto CURTI**, Town Planner, Politecnico di Milano, "*Bridging metropolitan strategies and local regeneration projects*"
- **Silvia MUGNANO**, Sociologist, Università degli Studi Milano-Bicocca, "*Milan peripheries on the move: from deprived to strategic areas*"
- **Veronique HENDERIX**, Project Manager at Leuven City Development Agency, "*Vaartkom Area*"
- **Marina DRAGOTTO** – Scientific Coordinator AUDIS - Associazione Aree Urbane Dismesse - "*AUDIS Urban Regeneration White Paper. Guidelines for managing the redevelopment of abandoned and obsolete industrial areas*"

A**nalysed case studies**:

- Sesto San Giovanni
- Siemianowice Slaskie
- Barakaldo

Output:

Thematic Publication 1: Driving forces for urban cohesion: recovering abandoned and obsolete industrial areas and avoiding fragmentation and urban division in peripheral cities or metropolitan areas.

THEMATIC SEMINAR 2
SALFORD, UNITED KINGDOM, 21-22nd OCTOBER 2009

NeT-TOPIC Themes dealt:

- Development and consolidation of an urban identity.
- The planning and management of the transformation from a monofunctional to a multifunctional city.

Invited speakers:

- **Chris FINDLEY**, Assistant Director, Planning and Transport Futures, Salford City Council, "Planning in a Sub Regional Context: Salford and the Manchester Multi Area Agreement"
- **Martin HALL**, Vice Chancellor, University of Salford, "Examining the concept of identity in peripheral cities".
- **Chris FARROW**, Chief Executive of Central Salford Urban Regeneration Company, "Delivering the Vision: the role of Urban Regeneration Companies in City Transformation".

Analysed case studies:

- Salford
- Kladno
- Sacele
- L'Hospitalet

Output:

Thematic Publication 2: Building new urban identities: from mono-functional to multi-functional cities.

THEMATIC SEMINAR 3
NANTERRE, FRANCE, 1-2nd OCTOBER 2010

NeT-TOPIC Themes dealt:

Enhancement of new forms of urban and metropolitan governance.

Invited speakers:

- **Jordi BORJA**, Geographer and Urban Planner. Co-director Postgraduate Programme Management of the City UOC (Universitat Oberta Catalunya). "Current challenges of urban planning in European metropolis. Is there a specific role for peripheral cities?"

- **Héloïse NEZ**, Professor at University Paris 13 and researcher at Laboratoire architecture ville urbanisme environment. "Which are the future potentialities and the limits of citizen participation in the metropolitan policies?"

- **Dr. Christian LEFEVRE**, Professor at the Institut Français d'Urbanisme, University Paris Est, researcher at LATTS Centre. . "Thinking on the metropolis, does it imply thinking in new forms of "urban governance"? Which are the challenges to be faced?"

Analysed case studies:

- Nanterre
- L'Hospitalet
- Sacele
- Salford

Output:

Thematic Publication 3: Enhancing new ways of urban and metropolitan governance.

WORKSHOP-LAB 1
HAIDARI, GREECE, 24-25th FEBRUARY 2010

Main objectives:

Linking local activities (Local Support Groups and Local Action Plans) with transnational activities (exchange and learning at European level).

Monitoring and comparison of the Local Action Plan elaboration and Local Support Group working methodology.

Output:

Lead Expert rapport: Linking Local Action Plans of the city partners to the strategic themes of NeT-TOPIC.

WORKSHOP-LAB 2
L'HOSPITALET, SPAIN, 24-25th NOVEMBER 2010

Main objectives:

Linking local activities (Local Support Groups and Local Action Plans) with transnational activities (exchange and learning at European level).

Monitoring and comparison of the Local Action Plan elaboration and Local Support Group working methodology.

Output:

Lead Expert rapport: Local Action Plans – The whole picture.

FINAL EVENT
L'HOSPITALET 2nd MARCH 2011-04-05

Main objectives:

To present the main learnings and findings achieved in the framework of the network as well as the Local Action Plans developed by partner cities.

Invited Speakers:

- **Josep Oliva**, Architect and urban planner, "Urban planning and the creation of spaces of centrality".

- **Councillor Derek Antrobus**, Chair of the Greater Manchester Planning and Housing Commission and Lead Member for Planning for Salford City Council and Lecturer at the Open University, "More than local? Reflections on centrality and peripherality"

Presented Local Action Plans:

- **Looking into the future: Guidelines to continue the transformation of L'Hospitalet in the next years**. Ana Mª Prados Fernández, Deputy Mayor on Urban Planning and Public Works and Antoni Nogués Olive, Manager of the Agency Urban Development

- **Industrial heritage in Sesto San Giovanni: a real asset for urban regeneration**. Demetrio Morabito, ViceMayor and Head of the Municipality's Urban Planning Department and Alessandro Casati, Architect Sesto San Giovanni, Italy.

- **Identifying opportunities in Salford to optimise the regeneration benefits of MediaCityUK on the neighbouring wards**. Matthew Maule, Planning Consultant, Urban Vision Partnership Limited.

- **Local Action Plan of Sacele - One step ahead for local development**. Mr. Nistor, Mayor of Sacele, and Dana Risnoveanu, Head of European Integration Department, Sacele Cicty Council, Romania.

- **With Nanterre, an alternative for the Ouest Paris**. Gerard Perreau Bezouille, First deputy mayor Finances & Procurement, world city (international), urban life.

- **"BARAKALDO PARTICIPA" Strengthening representative democracy and revitalising**

the associative tissue. Luís Rodríguez, Information and Urban planing management Technician, Barakaldo, Spain.

- **Kladno, changing the image**. Otakar Cerny Councillor for the Foreign Relations, Tourism and Sport, Kladno, Check Republic.

- **"Haidari for All" - A New City Model**. Apostolos Theofilis, Deputy Mayor of European Programmes, Haidari, Greece.

Output:

Rapport of the Final Event of the NeT-TOPIC Thematic Network.

APPENDIX 2
LIST OF MAIN SPEAKERS
(By order of participation)

CURTI, Fausto
Town Planner, Politecnico di Milano. SPEECH: "*Bridging metropolitan strategies and local regeneration projects*".

MUGNANO, Silvia
Sociologist, Università degli Studi Milano-Bicocca. SPEECH: "*Milan peripheries on the move: from deprived to strategic areas*".

HENDERIX, Veronique
Project Manager at Leuven City Development Agency. SPEECH: "Vaartkom Area".

DRAGOTTO, Marina
Scientific Coordinator AUDIS - Associazione Aree Urbane Dismesse. SPEECH: "*AUDIS Urban Regeneration White Paper. Guidelines for managing the redevelopment of abandoned and obsolete industrial areas*".

ENRIQUEZ, Patricio
Director of Sesto San Giovanni Urban Planning Department. SPEECH: *The experience of Sesto San Giovanni in relation to urban fragmentation due to communication infrastructures and obsolete or abandoned industrial areas*.

RODRIGUEZ, Luís
Thecnical architect and Information and urban planning management Technician at Barakaldo City Council, Spain. SPEECH: *The experience of Barakaldo in relation to urban fragmentation due to communication infrastructures and obsolete or abandoned industrial areas*.

PAJEK, Michael
URBACT II Programme coordinator at Siemianowice Slaskie City Council. SPEECH: *The experience of Siemianowice Slaskie in relation to urban fragmentation due to communication infrastructures and obsolete or abandoned industrial areas*.

FINDLEY, Chris
Assistant Director, Planning and Transport Futures, Salford City Council. SPEECH: "*Planning in a Sub Regional Context: Salford and the Manchester Multi Area Agreement*".

HALL, Martin
Vice Chancellor, University of Salford. SPEECH: "*Examining the concept of identity in peripheral cities*".

FARROW, Chris
Chief Executive of Central Salford Urban Regeneration Company. SPEECH: "*Delivering the Vision: the role of Urban Regeneration Companies in City Transformation*".

ANTROBUS, Derek
Chair of the Greater Manchester Planning and Housing Commission and Lead Member for Planning for Salford City Council and Lecturer at the Open University. SPEECH: *The experience of Salford in relation to the construction of a new city identity and the transformation from a mono-functional to a multifunctional city*.

LONDOS, Anna
Haidari representative. SPEECH: *The experience of Haidari in relation to the construction of a new city identity and the transformation from a mono-functional to a multifunctional city*.

PRADOS, Ana María
Fourth Deputy Mayor – Councillor of Urban Planning and Public Works, L'Hospitalet. SPEECH: *The experience of L'Hospitalet in relation to the construction of a new city identity and the transformation from a mono-functional to a multifunctional city*.

SLEPICKA, Zdenek
Kladno City Manager: *The experience of Kladno in relation to the construction of a new city identity and the transformation from a mono-functional to a multifunctional city*.

BORJA, Jordi
Geographer and Urban Planner. Co-director Post-graduate Programme Management of the City UOC (Universitat Oberta Catalunya). SPEECH: "*Current challenges of urban planning in European metropolis. Is there a specific role for peripheral cities?*".

NEZ, Héloïse
Professor at University Paris 13 and researcher at Laboratoire architecture ville urbanisme environment. SPEECH: "*Which are the future potentialities and the limits of citizen participation in the metropolitan policies?*".

PERREAU BEZOUILLE
Gérard. 1st Deputy Mayor Finances & Procurement, world city (international), urban life Nanterre City Council. SPEECH: "*The experience of Nanterre in relation to new ways of urban and metropolitan governance*".

MR. NISTOR, Radu Florea
Mayor of Sacele and RISNOVEANU, Daniela, Head of European Integration Department. SPEECH: "*The experience of Sacele in relation to new ways of urban and metropolitan governance*".

LEFEVRE, Christian
Professor at the Institut Français d'Urbanisme, University Paris Est, researcher at LATTS Centre. SPEECH: "*Thinking on the metropolis, does it imply thinking in new forms of "urban governance"? Which are the challenges to be faced?*".

PRADOS, Ana María
Fourth Deputy Mayor – Councillor of Urban Planning and Public Works, L'Hospitalet. SPEECH: "*The experience of L'Hospitalet in relation to new ways of urban and metropolitan governance*".

ANTROBUS, Derek
Chair of the Greater Manchester Planning and Housing Commission and Lead Member for Planning for Salford City Council and Lecturer at the Open University. SPEECH: "*The experience of Salford in relation to new ways of urban and metropolitan governance*".

OLIVA, Josep Oliva
Architect and urban planner. SPEECH: "*Urban planning and the creation of spaces of centrality*".

ANTROBUS, Derek
Chair of the Greater Manchester Planning and Housing Commission and Lead Member for Planning for Salford City Council and Lecturer at the Open University. SPEECH: "*More than local? Reflections on centrality and peripherality*".

PRADOS, Ana María
Fourth Deputy Mayor – Councillor of Urban Planning and Public Works, L'Hospitalet & NOGUÉS OLIVÉ, Antoni, Manager of the Agency Urban Development. SPEECH: Looking into the future: *Guidelines to continue the transformation of L'Hospitalet in the next years*.

MAULE, Matthew
Planning Consultant, Urban Vision Partnership Limited. SPEECH: *Identifying opportunities in Salford to optimise the regeneration benefits of MediaCityUK on the neighbouring wards*.

MR. NISTOR, Radu Florea
Mayor of Sacele and RISNOVEANU, Daniela, Head of European Integration Department. SPEECH: *Local Action Plan of Sacele - One step ahead for local development*.

PERREAU BEZOUILLE, Gérard
1st Deputy Mayor Finances & Procurement, world city (international), urban life Nanterre City Council. SPEECH: *With Nanterre, an alternative for the Ouest Paris*.

RODRÍGUEZ, Luís
Thecnical architect and Information and urban planning management Technician at Barakaldo City Council, Spain. SPEECH: "BARAKALDO PARTICIPA" *Strengthening representative democracy and revitalising the associative tissue*.

CERNY, Otakar
Councillor for the Foreign Relations, Tourism and Sport, Kladno, Check Republic. SPEECH: *Kladno, changing the image*.

THEOFILIS, Apostolos
Deputy Mayor of European Programmes, Haidari, Greece. SPEECH: "*Haidari for All*" - *A New City Model*.

APPENDIX 3
LIST OF MAIN PUBLICATIONS

APPENDIX 4
OTHER OUTPUTS

Thematic Publications:

These publications intend to gather the main interventions (invited speakers and city cases) as well as the findings and conclusions achieved during each Thematic Seminar.

- **THEMATIC PUBLICATION 1**: Driving forces for urban cohesion: recovering abandoned and obsolete industrial areas and avoiding fragmentation and urban division in peripheral cities or metropolitan areas.
- **THEMATIC PUBLICATION 2**: Building new urban identities: from mono-functional to multi-functional cities
- **THEMATIC PUBLICATION 3**: Enhancing new ways of urban and metropolitan governance

Electronic Newsletters:

A six-month electronic publication which aims to provide information on the network and its evolution: on the implemented and upcoming activities as well as on the conclusions reached. It includes other sections such as interviews with relevant stakeholders, the network partner city profiles as well as information on relevant issues related to the project themes.

Editions:

- September 2009
- January 2010
- June 2010
- December 2010
- June 2011

Baseline Study:

The Baseline Study, coordinated by the Thematic Network Lead Expert, Mr. Fernando Barriero, intends to introduce and analyse the situation of NeT-TOPIC cities as well as to present the working methodology of the project. The Baseline Study is structured into three main sections:

1. Introduction & State of the Art at European Level
3. Partner cities' profile
2. Synthesis & Working methodology

Local Action Plans:

This output addresses the problems identified by the partners at the beginning of the project and draw on the results of the exchange and learning activities implemented by partners over the life of the project. Each Local Action Plan should provide for each partner a concrete roadmap and a range of solutions to tackle the core issues identified at the start of the URBACT project.

Looking into the future: Guidelines to continue the transformation of L'Hospitalet in the next years.

LAP Objective: Identification of the general reference criteria that the city should follow to go on with the transformation process. To analyse if the guidelines set by *L'H 2010 Plan* (old municipal urban plan) are still valid nowadays or if there are new challenges that must be taken into account when designing the future transformation processes. Priorities identification.

Industrial heritage in Sesto San Giovanni: a real asset for urban regeneration.

LAP Objective: Definition of the implementation of some urban regeneration project in brownfields of the recently approved *Piano di Governo di Territorio*. The approach of the implementation will be in strategic synergy with the City's UNESCO candidature to be recognized as a World Heritage Site in the category of "organically evolved landscapes".

Identifying opportunities in Salford to optimise the regeneration benefits of MediaCityUK on the neighbouring wards.

LAP Objective: Identification of the regeneration benefits and opportunities resulting from MediaCityUK development as well as identification of programmes, projects and activities that will optimise the regeneration benefits for the neighbouring wards (Ordsall, Langworthy, Seedley).

Local Action Plan of Sacele - One step ahead for local development.

LAP Objective: Identification of the main obstacles and relevant solutions and projects to ensure an improvement of local economy.

With Nanterre, an alternative for the Ouest Paris. *Developing a sustainable and solidarity-based city.*

LAP Objective: Identification of the main orientations in order to develop a sustainable and solidarity-based city. By means of the LAP, Nanterre aims to promote: The mobilization of local, metropolitan and international stakeholders on the issue of the future of Nanterre and the West Paris; the deepening of some objectives defined for the development of Nanterre, especially in the economic field; and the definition of urban projects and their harmonization at local and metropolitan scales.

"BARAKALDO PARTICIPA" Strengthening representative democracy and revitalising the associative tissue.

LAP Objectives: Design of prototypes of interactive tools to improve the participative process in urban transformation processes and implementation and update of the Decalogue of citizen participation.

Kladno, changing the image.

LAP Objective: Review and adjustment of the Sustainable Development Strategy (dated 2007) of the City Council.

"Haidari for All" - A New City Model.

LAP THEME: The main objective is to initiate a new city model called "Haidari for all", which aims to establish a new city with high quality of life in the frame of a plan which is based on the basic characteristics of people and structures.

Bank of Urban Transformation Processes

Compilation of best practices of NeT-TOPIC partner cities in relation to NeT-TOPIC sub-themes:

- The Development and consolidation of an urban identity;
- The Enhancement of new forms of urban and metropolitan governance;
- Tackling urban fragmentation caused by roads and communication infrastructures;
- Recovering and restoring abandoned and obsolete industrial areas;
- Planning and managing the transformation from a mono-functional to a multi-functional city

Each "best practice" provides information on the main information of the project such as basic data, context and main challenges, main objectives, focus, development description, management, main stakeholders involved, as well as the main results (impacts and lessons learned).

HYPERLINK MORE INFORMATION AND PRODUCTS

All publications and outputs are available at the project website (under the section "Outputs"): http://urbact.eu/en/projects/metropolitan-governance/net-topic/our-outputs/

URBACT is a European exchange and learning programme promoting sustainable urban development.

It 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 300 cities, 29 countries, and 5,000 active participants. URBACT is jointly financed by ERDF and the Member States.

www.urbact.eu/net_topic

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