



Connecting cities
Building successes



2nd THEMATIC SEMINAR of NeT TOPIC

Salford (United Kingdom)

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BUILDING NEW URBAN IDENTITIES: from
monofunctional to multifunctional cities

Introduction

Before the start-up of the seminar, this “position paper” has circulated among all the participants in the seminar. This paper has been elaborated by the partners of NeT TOPIC. It is a short and clear document that will have the function of a real “framework” to ensure a clear focus for the seminar. The position paper was coordinated by Fernando Barreiro, lead-expert of Net TOPIC.

In order to ensure a good and fruitful exchange in Salford’s Thematic Seminar, Project Partners were invited to work on the Position Paper, reflecting on the work carried out by their cities in the construction of a new identity.

The identity of these cities usually has to do to the fact that, historically, these cities have been “metropolitan suburbs”, i.e., urban spaces organised on the basis of the needs of the metropolitan central city (Barcelona, Bilbao, Manchester, Paris, Milan, Athens... etc.). This might not exactly be the case of Kladno or Sacele, since they might have not been suburbs in the same sense as the aforementioned cities.

By means of urban operations to transform their cities (described in Sesto San Giovanni’s Thematic Seminar) they aim to change their structure and configuration as monofunctional cities. Thereby, they set out the creation of new spaces and new urban dynamics, with the aim to achieve a new city model. This new model requests the presence of new functions and modalities as well as new economic, productive, cultural, environmental and social structures. They are not just working-class, dormitory cities with simple functions any longer, but they setting out instead new roles in the metropolitan framework.

The questions-dilemmas that partners had to respond refer to your reflections-strategies to build 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 does your city bet on: economic activity, commercial centre, leisure-culture?
3. How are established the new social, economic, cultural and urban functions in your city?
4. Is the city integrating new economic activities and new jobs as well as attracting new inhabitants, resources or creating a new commercial or cultural centrality in the framework of the metropolitan area?

5. Which are the main obstacles that you are facing in the development of the new city model?
6. Citizens, civic entities and private stakeholders in the city, are they 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 metropolitan central city?

Salford Thematic Seminar aims to create a space for reflection in order to tackle these questions as well as to present examples and best practices in relation to these issues.

Partners shall also suggest other related problems, dilemmas and questions that would like to be tackled in the Seminar.

These are some first ideas to start working in the Position Paper. This edition should be more reflective than the previous one. It should not only describe projects and urban operations but to set out the strategies of the new city model.

About identity and urban regeneration.

By Fernando Barreiro
Lead Expert of NeT TOPIC

Identity is becoming an issue concerning 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 civic pride, strengthening the identification with the town and place, emotionally binding them. It serves as well to distinguish the city from other towns and regions in the global competition by creating a distinct image, attracting skilled people and investments.

Urban identity is a complex and multi-referential phenomenon - it embraces linkages between material and immaterial; it has different scales: local, city, regional, national; it can be seen from various perspectives: personal, collective, external; it develops in time, it is affected by change, and influenced by many factors.

For the urban rehabilitation and development point of view, it means to respect and even build up on the positive local identity as it provides a sense of home, security and community for the civil society. Individuals, communities, businesses and authorities cherish and safeguard some identities of a place and its people for different reasons: originality, sense of belonging, pride and branding.

Other cities and their neighborhoods struggle to cast away various legacies and their identities of the past that are no longer relevant, desirable, nor merely practicable. They are struggling to develop new identities with their urban development actions. For them, a new identity is a vision and the image of that new identity serves as a marketing tool.

Partner cities of NeT-TOPIC are peripheral cities belonging to a metropolitan area. This location has determined their evolution as urban spaces. They have suffered industrial decline, territorial fragmentation and social polarisation as a consequence of being part of a metropolitan area. Peripheral cities are re-considering a city model change that increases the strategic value of its territory in order to transform them into more attractive cities which offer greater quality of life and better citizen coexistence. They expect to create new, more positive and prominent, identities, both for branding and as an instrument of social transformation. Thereby, a change in their traditional identity is taking place or, at least, “building a new urban identity”, has become a main goal of local government’s policies and aims.

Form an initial situation of “suburbs” morphologically characterised by big blocks of flats, and, quite often functionally characterised as being dormitory cities, these cities are changing into a space that tries to balance the residential and economical functions, where shopping centres, equipments and green areas are being established, and where new infrastructures are developed. The combination of all these elements aims to provide the metropolitan peripheral territory with a centrality

and an individual urban balance, transforming them from suburbs to real cities. Indeed, they are building their new "identity".

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

Another dimension that we have to consider are the links between the city and the current social life taking into account the new functions of the peripheral sites of the metropolitan area. Indeed, a crucial factor of urban planning at the present is making the city a place of exchange. It deals with creating proximity relationship among people, creating a good citizenship ambience and ensuring high quality in the urban environment. The urban planning should contribute to settle down new bonds among individuals and groups.

Simultaneously, the different operations of physical renewal of the city have always brought with them not only a functional dimension, but also a cultural one. This is systematically considered in the design of incorporate elements favoring collective memory and creativity, territorial balance, social cohesion and finally urban identity.

The centralities and the cohesion of multidimensional cities is surely the most innovative challenge. The urban centers are the preferential site for socialization, for cultural identity, for social inclusion, for multicultural links and, finally, for the awareness of belonging to the same community. In the metropolitan city there is a multiplicity of urban centers and a diversity of cultural patterns of collective behavior and social links. The multiplication of centers in the frame of the city region, the new articulation among these centers, making them accessible for all the inhabitants, providing them with urban quality, becomes today a condition for citizenship and civic assets.

In this perspective we should combine local identity (of each sub-metropolitan centre or community) and metropolitan identity, due to the increasing fluxes and mobility of the social and economic components of the metropolitan fabric.

The current city is not any more that limited by the municipal boundaries neither the so called metropolitan city. Today it is a city region, with changeable geometry, with vague borders, with blurred centralities, with a lack of symbolic references that could provide sense to people living in the city.

There are several examples, and also among NeT TOPIC cities, of urban regeneration implemented through integrated plans and urban projects that have reinforced the urban identity and the feeling of residents belonging to peripheral sites within metropolitan areas. It can be achieved through regeneration processes focused on the reconstruction of different dimensions of the citizen life, the diversification of functions and economic activities, the mixture of residents, the engagement with the

urban history of places, the improvement of public services and houses and the accessibility and visibility of the site.

BUILDING NEW URBAN IDENTITIES

Contributions of partner cities of NeT TOPIC

1. The city's model that guides the current transformations

L'Hospitalet

The city has a transformation model based on the guidelines that the City Council established (in 1996) through the Plan L'Hospitalet 2010.

The main objective of the Plan L'H 2010 is to turn L'Hospitalet into a territorially united and urban balanced city, that generates wealth and culture, with a consolidated own personality, and that implements its vocation of Catalonia's second city in all forums as well as in the framework of belonging of one of the main urban conurbations at European level (Barcelona metropolitan area).

Haidari

The city is aware of the people's needs and has already a new model for the future leading to current transformations

Sesto San Giovanni

In the last July, the City Council of Sesto San Giovanni approved a new strategic plan, called *Piano di Governo del Territorio*, which designs the future of the city and will coordinate the regeneration projects on brownfield areas (covering 2,5 millions of square meters, a quarter of the whole town).

Barakaldo

Barakaldo is an industrial city located in the periphery of Bilbao in Bilbao Metropolitan Area. Thanks to a realistic urban planning and a great efficiency of its management, since the approbation of the urban plan in year 2000, the city had developed almost 80% of its vacant lands. Most of them have been developed by replacing the old polluting industrial lands which has made possible a new city: Barakaldo a city to live & work.

Sacele

Brasov city is the city that guides Sacele in their current transformation. the more so as the local development has to be in accordance with the regional development.

Salford

Future development is guided by the development plan made up of the Regional Spatial Strategy (RSS), the saved polices from the Unitary Development Plan and the emerging Development Plan Documents (DPD) within the Local Development Framework.

The RSS provides the overall spatial vision for the entire region, identifying the broad locations for growth, often by the identification of sub-regions, and major

infrastructure requirements, together with the housing numbers to be provided for in Local Development Documents.

The LDF is a collection of Local Development Documents produced by the Local Planning Authority, which collectively delivers the spatial planning strategy for its area. The Core Strategy is the key plan within the Local Development Framework and provides the overall spatial strategy for Salford's evolution over the period up to 2027. The Core Strategy includes within it the identification of:

- The overall scale of development that should take place within the city
- Where development should be focused, including the boundaries of strategically important sites
- The key infrastructure required to support that development
- The main policies that will be used to determine planning applications (with other documents providing more detailed planning policies)

2. Building the new city identity

Nanterre

In 2003, the city of Nanterre defined its Urban and sustainable development Plan (PADD), founder element of the Local Town Planning, from which are derived (the zoning plan (ground occupation) and the town planning rules. This PADD integrates the orientations resulting from reflections on transports, housing, sustainable development, environment, having an urban impact and which relate to the evolution of the ground occupation. Here are described the main orientations aiming at affirming the identity of Nanterre *"for a harmonious and attractive city"* and at consolidating its diversity.

Sacele

The new city identity was built on the actual need of the society, meaning tourism, production and social activities. Sacele city wants to win the "bet" for economic activity. This will lead in time to social, commercial & leisure-culture activities

Sesto San Giovanni

The new plan gives a great attention to the city identity. Sesto San Giovanni was a factory town - the Italian Manchester - and the projects on former industrial areas will maintain some buildings and plants to preserve the memory of the industrial past. All these buildings will be unite in a route that will form the Museum of Industry and Labour.

Nevertheless the plan suggests a new city identity (quoting a NeT-Topic theme: from a mono-functional city to a multi-functional city): the future city of Sesto San Giovanni will have higher quality residential buildings and commercial spaces organized along a new central main road, will have more green areas (a central park of 450,000 square meters on a former industrial area) and facilities (new schools, a contemporary art museum, a new library, sport facilities...), will have new offices and productive areas.

Haidari

The new identity of the city will be created upon integration and culture

L'Hospitalet

Traditionally, the identity of L'Hospitalet has been associated to a dormitory city subordinated to the capital functions of the neighbouring city, Barcelona. The development of Pan L'H 2010, intends to build up a new own identity for the city.

This new identity is mainly based in the fact of valuing the centrality of the city, as well as the use of this centrality for the development of central activities that qualify the urban spaces and the social and cultural environments. One of the pillars of the city identity strategy is to offer it as a welcoming city open to diversity, preserving at the same time its Catalan and Mediterranean idiosyncrasy.

Salford

The Development Plan, consisting of the RSS and LDF will provide the planning policy framework from which future development opportunities will be developed. The Core Strategy will provide the overall spatial strategy for Salford and therefore plays a central role in defining the future identity of Salford.

The Core Strategy identifies a series of key strategic objectives, covering a variety of issues that will help to deliver the vision for Salford and address the issues affecting the city. This holistic approach means that there will be a variety of future development activities contributing towards the future identity of the city.

A significant amount of residential development will occur over the plan period to meet the future requirements of the population. It is envisaged that there will be a net increase of 38,600 dwellings over the period 2007-2027, of which 4,000 will be affordable homes.

Employment opportunities have been identified across the city, but future development will be focused in three locations, the Regional Centre, Media City/Salford Quays and the development of the Barton Strategic Regional site. It is hoped that the identification of these sites will play an important role in meeting the wider City Region's commitment to delivering accelerated economic growth in the future in order to realise the regions economic potential.

The City Council will take a coordinated approach in the delivery of regeneration and housing renewal over the plan period. There are a number of existing regeneration schemes, development partnerships and housing improvement programmes that will build more sustainable communities within Salford, focusing particularly on the inner areas of the city.

Barakaldo

The challenge is to finish the transformation of Barakaldo from an industrial city to a multifunctional city. Furthermore, the fragmentation of the city could be overcome by means of an urban tramway that would ensure the connection between neighbourhoods, with the university -linking with the line Sestao-University, projected by the adjacent municipality- and, practically, with all the alternatives of the public metropolitan transport.

3. Establishing the new social, economic, cultural and urban functions in the cities

Sesto San Giovanni

Regarding the new functions, particularly in the regeneration projects on brown field areas, the *Piano di Governo del Territorio* matches some private proposal (owner of the former industrial areas), usually concerning residential function (actually the more appreciated by the Italian market), with the public objectives of new social and cultural facilities to enhance citizens' quality of life, and new commercial, offices and productive spaces to maintain and relaunch the urban economy.

Nanterre

The City of Nanterre presents a real diversity and a relatively old 'diversity': diversity of populations, types of habitat, employment and economic activities. This diversity does not threaten the correct functioning in the territories: the housing areas do not directly undergo the industrial pollution and companies have adequate establishments.

However, it is important today to encourage a greater mixing of the functions in the projects relating to areas of housing/activities. As example, the district of the Parc Nord, including housing and activities, suffers from an offer of service primarily turned towards the employees and not towards the inhabitants. The Seine-Arch project must contribute to improve this situation while meeting the needs expressed by the inhabitants.

In Nanterre, employees, students and inhabitants cohabit, without having really the desire or the occasion to visit the city and to meet. However, they share the same needs for an offer of services, trade and good public spaces. At local level, the city is well equipped of public equipment. But the urban cuts drove back them in the middle of housing blocks, slowing down their radiation. The projects of urban development must allow to open the existing equipment and to create new ones, open to all the town, in order to diversify their frequentations. As for the trade, there is an imbalance which will be advisable to reduce. The objective is to benefit from new urban projects in order to correct this deficit, while reinforcing the existing commercial apparatus. The new functions are promoted through:

- Anchoring the large equipment in the life of their districts
- Installing good public spaces in key- places of the city
- Developing the entries of the city and organise the transitions with the bordering municipalities
- Balancing the commercial offer on a overall city level
- Opening and renewing the offer and the frequentation of the equipment at he scale of the district.

Haidari

The new social and economic structures of the urban area set priority in citizens and focuses on the improvement of the quality of life.

L'Hospitalet

The establishment of new social, economic, cultural and urban functions in L'Hospitalet is very much related with the use diversifications favoured by the new urban qualifications introduced in the city by means of planning modifications approved in the last years. Up to the 80s, the city had essentially two main uses: high density residential use and logistic-industrial use in intensive industrial states. The urban transformation of the Plan L'H 2010 has introduced commercial uses (with the construction of big commercial centres), hotel uses (with the construction of a dozen of hotels), economic equipment uses (such as the extension of the International Exhibitions Centre), tertiary uses (with the construction of office buildings to hold company's headquarters and business centres), etc. The city is also working to attract research, knowledge and technology uses, especially in the field of health (BIOPOL project). Priority is given to the development of spaces aimed at the generation of economic activity with high added value and at the localisation of new advanced tertiary activities.

As the process of urban transformation is taking place, the private economic agents start to identify the potentiality of L'Hospitalet, not only as part of the conurbation, but as a piece with an endogenous potential of development. It is a question of getting feedback from the process.

The initiative of the Economic District Económico Granvia L'Hospitalet is based in this context. This initiative has been created by the City Council with the aim to provide a "brand image" to attract prestigious activities into the city.

Sacele

At the moment Sacele is trying to attract the lyceum students by creating a campus here. This will be possible by joining two high-schools and making the learning process more attractive. This thing will eventually lead to more working force for Sacele.

Salford

Investment partnerships are helping to establish the city as an area of massive developer potential, particularly in communities such as Seedley and Langworthy, and

Broughton. Significant private investment is expected in these areas over the coming years to create a vibrant new community for the future.

The Central Salford Urban Regeneration Company, in partnership with the Homes and Communities Agency, the North West Development Agency and Salford City, alongside other regeneration partners and developers will continue to drive forward the future regeneration of the city through the identification of key projects and proposals as set out in the Vision and Regeneration Framework.

Salford Quays is the result of the successful regeneration of the derelict Manchester Docks creating a world-class business, cultural and residential area. The area is an important employment site for Salford and has good public transport links through use of Metrolink. The Lowry was opened in 2000, bringing with it theatres, galleries, shops, bars, restaurants and conference facilities.

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

L'Hospitalet

All the possibilities offered by the urban operations are generating a process of attraction in the localisation of more diversified and qualified new jobs. Therefore the city has gained competitiveness and market share within the network of the metropolitan economic activity.

The estimation of the job localisation around the Economic District Granvia L'Hospitalet is about 30.000 posts, most of them in the tertiary sector.

Operations such as *Plaza de Europa* and the extension of the International Exhibitions Centre (*Fira Granvia L'Hospitalet*) are generating new urban centralities as well as new nodes of citizen relationship at metropolitan scale.

Salford

The evolving Local Development Framework outlines a multi faceted approach to future development and growth in the city. The strategy will tackle issues including housing, regeneration, employment, transport and infrastructure, facilities, environment and climate change.

Despite the success of the area so far, future plans aim to spread the success and vitality of Salford Quays regeneration into other parts of Salford. The creation of MediaCityUK, commercial development, the transformation of the river corridor into Irwell City Park, as well as extensive residential developments will help to further

develop a successful business district, international tourism destination and an exciting and vibrant place to live.

Sesto San Giovanni

Hopefully, the future Sesto will be a multi-functional city and will host 20,000 new inhabitants and 20,000 more workers. Actually there is not a metropolitan framework that coordinates functions and resources in the metropolitan area.

Barakaldo

The project, called Bilbao's Gate - as a message from Barakaldo to the Metropolitan Bilbao-, is one of the main projects of the city at the moment and represents the regeneration of this polluted land in order to transform them into private/social housing and tertiary uses.

Haidari

The city incorporates the suggested activities, introducing new ideas in the frame of improving the standard of living, such as new attractive homes with quick and safe access to the metropolitan centre and the Greater Athens Area. The new metro station "Station HAIDARI", as well as the suggestion for the construction of a Commercial Centre, are two integrated solutions in this direction.

5. The main obstacles that cities are facing in the development of the new city model

Sesto San Giovanni

The main obstacle is the lack of economical resources. The brown field areas are a private property. The cost of cleaning former industrial areas is enormous and private investors are doubtful, especially in the actual market phase. Furthermore, the Municipality can't support directly urban transformations and there is a lack of national and regional financing.

Barakaldo

The urban tramway, the burying of the railway and the Bilbao Bridge in Lutxana-Burtzena, are some examples of the work that Barakaldo, in collaboration with the adjacent municipalities and the supramunicipal governments, will have to face up to in the near future.

Salford

Perhaps the biggest concern for the city surrounds 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 cohesiveness will be lost. This can detract from the cities sense of identity, especially as major regeneration has been focused mainly in the east of the city. The need to focus on the connection and interaction of separate communities is paramount. Salford lacks a distinct centre:

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 with Manchester.

Within the city, public transport may be seen as weak: links between communities could be improved. As every community has its own shopping and health centres there can be a lack of cohesion. It is vital that the city, situated so close to Manchester, develops and retains its own clear identity to ensure that it finds its own niche that complements instead of competes with its larger neighbour

Unemployment has become a major issue in the Salford area over the past few decades. The population of Salford has steadily declined, especially within Central Salford. Crime and antisocial behaviour have been a major concern in the city. High levels of economic inactivity when combined with other social and economic problems have led to Salford having some of the most deprived wards in the country.

Nanterre

The urbanization of Nanterre generated a strong territorial segmentation. The major transport infrastructures linking Paris and its suburbs, train, RER, road ways (A14, A86, RN 314) split up and sometimes isolated broad portions of the municipal territory. The majority of these axes of circulation, in the past, often dealt exclusively with the car. Their traffic, growing, came to accentuate the effects of cut, involving, in addition, a certain devalorization of the bordering districts.

Haidari

The main obstacle to the redevelopment plans of our city is the fragmentation of the National Road "Athens - Corinth".

L'Hospitalet

The main challenge L'Hospitalet had to face is its desestructured tissue resulting from the presence of road and railway infrastructures, building and urban deficiencies as well as pieces of territory with functions and uses that are obsolete and/or inadequate to the centrality and the new phase of the economy and the urban sustainability.

The infrastructure transformation is very expensive and it involves the participation of other regional and state administrations, with the financing and coordination problems that it entails.

One intangible obstacle is overcoming the inertia of the transmission of stereotyped images of peripheral city that stigmatised the efforts in promoting the city.

Sacele

What stops the city development is Garcin neighbourhood, where are almost 10.000 poor people that have no work places, no vocational trading, not a minimum of education. The crime risk in this area is high and this causes that some investors are reluctant to invest in the area.

6. Citizens, civic entities and private stakeholders in the city that are collaborating with the local authority in the new urban strategy

Nanterre

The City, since more than one year, has committed a broad dialog in order to inform and to involve all the actors in the construction of a true alternative project towards the model of the financial city, based on values of a 'mixed' city, solidar, sustainable and innovative. The City engages today a first stage by producing a standard document like a "white paper" pointing out its values and ambitions.

L'Hospitalet

Generally, when the City Council promotes an urban operation, the City Council previously presents it to the neighbours of the affected area so that they are informed and can give their opinion on the project, and when necessary, attend to the processes of public information where the stakeholders of the urban operation must participate before its final approbation.

Sesto San Giovanni

During the elaboration of the new strategic plan, citizens, civic entities and private stakeholders were involved in a process of evaluation of the plan itself, called *Valutazione Ambientale Strategica* (strategic environmental evaluation).

Haidari

Citizens and politicians clearly cooperate with local authority in this new strategy. In Haidari there are several associations (Social, Athletic e.t.c.) that are actively involved in all social activities. These associations are a remarkable tool in the frame of maintaining the historical identity of the city, and the social fabric in relation to the origin of the inhabitants.

Salford

In relation to the planning process the Council has adopted a Statement of Community Involvement as part of its Local Development Framework. This is a statutory document produced by every Local Authority and aims to increase public involvement in planning processes in accordance with Government and council objectives. It sets out who will be involved, by what method and at what point in the process of document production or in the determination of planning applications. It is hoped that this will give more certainty to those wishing to get involved in the planning process.

Salford incorporates a series of consultation techniques/methods when undertaking consultation exercises; these include:

- Information giving - providing information to assist the community in understanding the issues, decisions or alternatives and providing opportunities to get involved.
- Community consultation - process of dialogue that leads to a decision. It is related to a decision that an agency intends to take but where the views of the community should be taken into account before a decision is reached.
- Community Involvement - people are involved in the design, development and direction of community activities and services in cooperation with public agencies and organizations.
- Devolved responsibility - building upon community involvement but involves a responsibility for the community to deliver the activities, actions and services agreed by the decision-making body

The Local Strategic Partnership (LSP) brings together public, private, community and voluntary agencies working in Salford to agree a common approach for improving the city. The LSP operates a Good Practice in Community Involvement Team tasked with enhancing the processes and outcomes of community engagement within Salford. They have recently developed a citywide Community Engagement Strategy, which underpins the community engagement elements of the Community Plan and the Salford Agreement

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

L'Hospitalet

The challenge is to achieve that L'Hospitalet becomes part of the central city with the same urban qualities and economic possibilities that the neighbouring Barcelona, avoiding any subordination hierarchy, and promoting the creation of a collaboration and cooperation network instead.

The positive development of the central metropolitan area must equally benefit to all the integrating municipalities and, therefore, it should ensure the cooperation on equal terms as well as the use of the same criteria of quality of life for all citizens.

Haidari

The City of Haidari is willing to develop further relations with neighbouring municipalities as well as the metropolitan city (Athens). Historically, Haidari is able to demonstrate a variety of events and places related to antiquity. In particular, the Holy Road, the Temple of Afea Athina, where the Eleusinian mysteries started, the Byzantine monastery of Dafni, the historic battle at Haidari, when the French Favier and Karaiskakis fought against Turkish, and its role in the Second World War, are some of the places or event that characterize the city history. Haidari is one of the

three witness European cities. The City of Haidari during the Second World War hosted a concentration prisoner's camp for execution, site where today they are related memorials.

Salford

Establishing a clear and cohesive identity for the city of Salford through holistic regeneration governance wants complementing rather than competing with 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. Despite this partnership working, the governance structures needed 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. The MAA has the primary focus of tackling worklessness and low skills, strengthening the economy, attracting inward investment, whilst addressing transport infrastructure and housing growth.

Through the MAA new powers are available that will enable the deliver of strategic plans across council boundaries. The MAA identifies eight 'building blocks' that include the following:

- The Greater Manchester Strategic Plan
- Reducing Worklessness
- Strengthening our Skills Offer
- Achieving more for 14-19 year olds
- Accelerating Business Expansion to generate growth
- Enhancing Invest and Innovation
- Ensuring the city regions critical infrastructure will sustain our economic growth
- Meeting the housing needs of a competitive city region.

These proposals are intended to bring significant gains in terms of Manchester City Regions economic performance which is it envisaged will help to improve the economic performance of Salford.

Sesto San Giovanni

The relation of peripheral cities with Milan is often difficult. As previously said, actually there is not a metropolitan framework that coordinate projects and there is a serious risk of competition between Milan and peripheral cities for valuable functions (p.e., regarding Sesto, the museum of modern art or the headquarter of Italian television network). Surely Sesto don't want to become a, may be richer, residential suburb of Milan: valuable functions and facilities, but primarily the memory of the industrial past, are a guarantee for an attractive new urban identity.