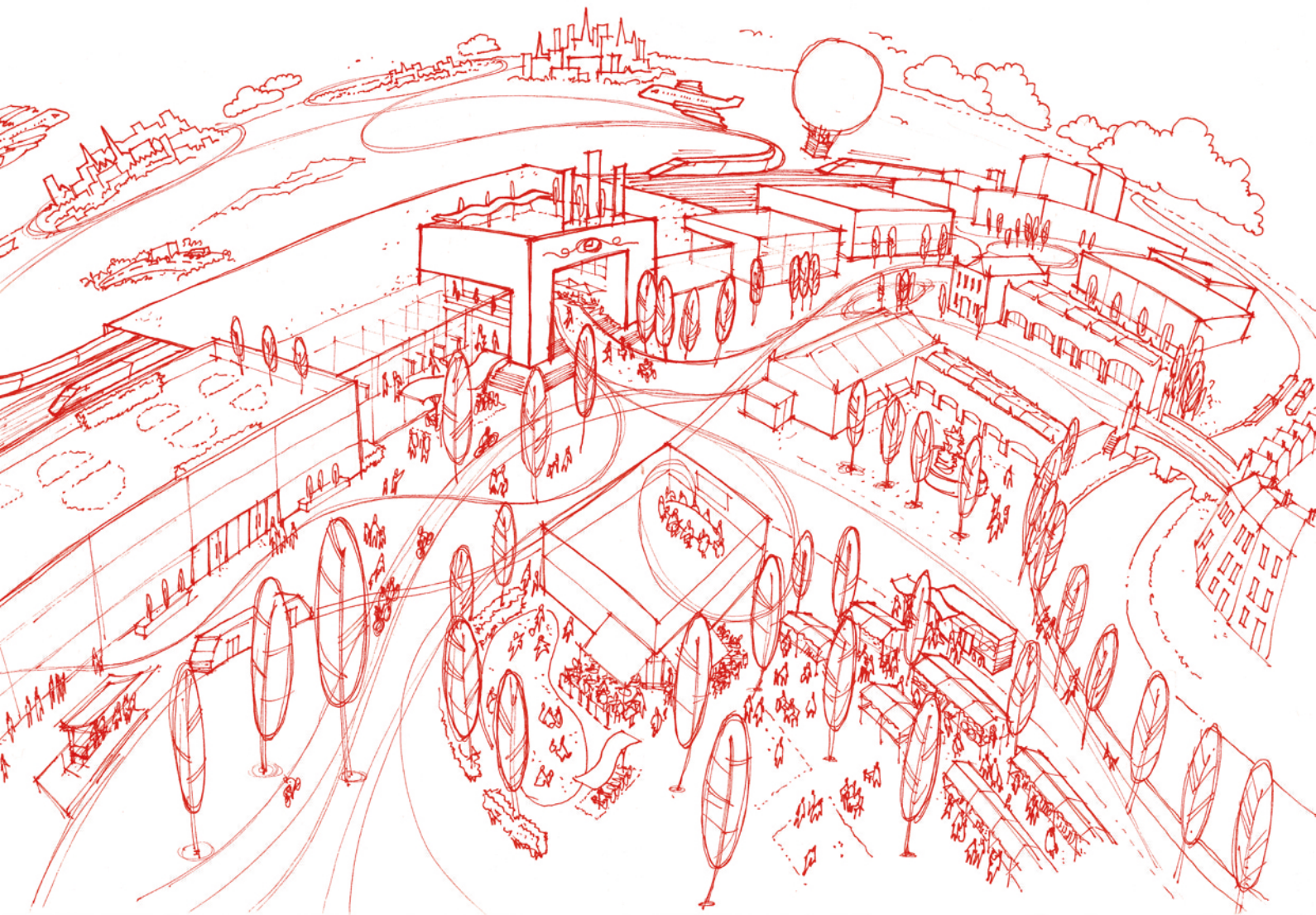


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ATLAS OF PRACTICES & EXPERIENCES

2012 – 2015

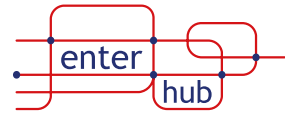


Connecting cities
Building successes



ENTER.HUB

European Network exploiting Territorial Effects
ATLAS OF PRACTICES & EXPERIENCES
of Railway Hubs and their Urban Benefits
2012 – 2015



Connecting cities
Building successes





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This publication is the result of three years of project work. The materials collected are heterogeneous and the expression of different experiences gained by the ENTER.HUB network partners.

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The project video can be found at:

<http://urbact.eu/en/projects/metropolitan-governance/enterhub/news/?newsid=1386>

Further information on the URBACT II Programme:

<http://urbact.eu>

Published February 2015

Printed by Nerocolore, Via Monsignor Giuseppe Bonacini, 3 – 42015 Correggio (Reggio nell'Emilia), Italy

THIS ATLAS BRINGS TOGETHER MOST EXPERIENCES ENTER.HUB PARTNERS HAVE DESCRIBED DURING THE FIVE TRANSNATIONAL MEETINGS THE PROJECT HAS UNDERTAKEN. MOST OF THEM RELATE TO THEIR OWN UNDERTAKINGS BUT SOME REFER TO VARIOUS MAJOR INSPIRATIONAL PROJECTS IN OTHER CITIES IN EUROPE. THEREFORE, THEY HAVE BEEN SORTED FOLLOWING THE SAME ORDER AS THE FINAL REPORT.

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1.1.

A NODE INTERFACE
AND
A CONNECTOR

The Mediopadana Station
today



© Giordano Lazzoni

REGGIO EMILIA

MEDIOPADANO HUB AND ITS LINKS TO HIGHWAY & LOCAL PUBLIC TRANSPORT

REGGIO EMILIA, ITALY.

BEGINNING OF THE PROJECT: 2010

IMPLEMENTATION: NOT IMPLEMENTED YET

COST: TO BE ESTIMATED

© Luca Vecchi for Municipality of Reggio Emilia



modal node whose core is the Mediopadana station. It is a node because it should be easy to connect the HS line with local railways (interchange) and the motorway (intermodal).

OBJECTIVES

At a local level:

- to exploit the arrival of the HS service in order to boost the city renewal;
- to enable the city and the catchment area “feel” the station;
- to exploit the arrival of HS line to improve as a whole the infrastructural and territorial mobility system as a whole, so that it includes the main channels (HS, motorway) and secondary channels (local infrastructure: roads and especially regional railways and bicycle paths);
- to maintain coherence and a balance between the new HS station, the city centre and the cities within the wider catchment area.

At a regional level:

- to give the Mediopadana HS Station the identity of a new architectural icon;
- to enhance its role as a gateway to reach main EU cities.

At a wider level:

- to put Reggio Emilia and the Mediopadana Area on the map;
- to establish new economic/cultural exchanges with other EU cities.

The catchment area around
the Mediopadana HS Station

BACKGROUND, REASON FOR THE ACTIVITY

In June 2013, the new High Speed (HS) Station of Reggio Emilia, called Mediopadana, located 4 km away from the city centre and designed by S. Calatrava, opened. The next step is to strengthen the links between the station and its territory. In this context, two contextual definitions are required:

- The Mediopadana Area as a territorial area is not defined by institutional boundaries. The catchment area of the Mediopadana Station includes Parma, Reggio, Modena, Cremona, Mantova, and consists of about 2 million inhabitants.
- The Mediopadano HUB is an interchange and an inter-



The new Mediopadana HS Station, the location of the service area and their relation to the city especially to the local railway line

KEY STEPS & ACTIVITIES

The aim of Reggio Emilia's project is to optimize the existing infrastructures, both rail and road, in order to create a real node/Hub, which acts at different territorial scales.

The first level of intervention concerns the direct link between HSL and regional railway line ("interchange node"). The aim is to set up a complex railway system covering the whole Mediopadana area.

This action has been concretized first of all through the decision to locate the station at the point where HSL crosses the regional line. Now the administration is working in order to enhance this regional line, with positive effects not only in terms of mobility but also in terms of urban requalification.

The second level of intervention is the achievement of a direct connection between High Speed Line and freeway ("intermodal node"), running in parallel and only 30 m away, through a service area offering not only standard services but also spaces to pause, relax, and put on cultural activities. In addition, this area could guarantee better transport connection at an urban and regional level.

In these terms, the service area is seen as the second most important part of the whole Mediopadano Hub.

RESULTS & IMPACTS

The project not being achieved yet, the expected results are following:

- to connect the new station with the city and the catchment area;
- to control urban sprawl through urban development plans and specific planning tools for the Northern area and the station surroundings;
- to give the city a renewed identity;
- to strengthen relations and exchanges between the Hub and the city centre, the Hub and the catchment area, Reggio Emilia and other EU main cities;
- to boost the local economy, cultural activities, and tourism;
- to enable citizens and users to feel good about the HS station.

LESSONS LEARNT & RECOMMENDATIONS

- The importance of starting a dialogue with stakeholders from the beginning, whilst at the same time taking into account the different territorial levels of the project;
- The need to involve directly citizens and users (not only to communicate the results to them, but also enabling them to participate in the decision making);
- The importance of step-by-step feasibility studies and multidisciplinary approaches.

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- info@km129.it

Lódź Fabryczna station and its surroundings



ŁÓDŹ

FABRYCZNA HUB PROJECT

ŁÓDŹ, POLAND

BEGINNING OF THE PROJECT: 2011

IMPLEMENTATION: WORKS WILL BE FINISHED IN THE SECOND HALF OF 2015

COST: CA 116,27 MLN EUR

BACKGROUND, REASON FOR THE ACTIVITY

Lódź Fabryczna Main Railway Station is located in the very centre of Łódź. Although a terminus station since its construction in 19th century it now has the opportunity to become one of Poland's most important rail nodes functioning as intermodal stop for the projected High Speed Rail corridor and in a more local view – the heart of Łódź Agglomeration Rail system, providing comfortable connections with the satellite towns of Łódź region and a quick link to the capital city of Warsaw.

OBJECTIVES

The node's favorable location will ensure that it is more than merely a railway stop as it will concentrate various means of transport in one place – the heart of Łódź. Due to the fact that the station's closest surroundings have been architecturally neglected for a very long time, the investment also becomes an integral factor for one of the vastest urban projects in Europe – The New City Centre of Łódź. Its aim, together with the main station's reconstruction project, is to provide a modern Hub – a place integrating various

city functions and enhancing local infrastructure that will certainly lead to complex improvement of urban, architectural, economical and aesthetical standards not only within the node itself but also outside of it.

KEY STEPS & ACTIVITIES

The station will be composed of three levels, two of which will be hidden underground. Tracks and platforms will be situated on level -2 (16 meters underground). The station is designed in such way that it stitches the existing road network to the new one enabling almost door-to-door interchanges from train to buses, tramways, taxis and long distance coaches. The facility will be also equipped with underground parking places connected to the projected road network by underground ramps. Moreover, the construction works take place simultaneously alongside other investments already launched in the neighbouring EC1 zone which focus on the adaptation of old industrial buildings, e.g. the old power plant for cultural, educational and artistic functions which together will create a brand new public space.



(far left)
Public transport – trams
(left)
Public transport – buses
(bottom far left)
Individual transport – main
entrances for traffic to the
zone



1. The new integration point, encouraging commuters to use public transport is located at the north side of the station where bus and tram lines meet.
2. The projected tramway lines go close to the railway station and meet at the integration stop.
3. All projected tramway lines have priority over individual traffic.
4. The bus lines will play the role of the complementary transport system.
5. The necessary road elements have been also designed in order to guarantee the appropriate level of bus communication to the railway Hub.
6. The new streets and the reconstruction of existing streets in the station's closest surrounding is also planned

It is also expected that the project's positive results will indirectly expand outside its territorial scope defined formally in particular documentation papers. Enlarging the zone of influence will certainly bring positive impact to the remaining unrenovated parts of the city centre. In terms of rail connections the station hidden underground provides a possibility for lengthening the railway western bound leaving open perspective of the High Speed Train corridor linking Warsaw and Łódź with Berlin through Poznan and Prague via Wrocław. It also guarantees a possibility for a complex realisation of Łódź Agglomeration Rail, which for its proper functioning needs a diametric tunnel under the city centre providing a fast link from Łódź Fabryczna to all outskirts directions.

RESULTS & IMPACT

The expected benefits resulting from the node construction can be grouped together into three key aspects:

- to increase in quality and effectiveness of transport flows across all means of public transport (rail, municipal) – greater mobility;
- to improve the quality of life and to attract new businesses – progressive economical growth;
- to improve the urban, architectural, aesthetical, social and infrastructural aspects – thereby enhancing the quality of life.

LESSONS LEARNT & RECOMMENDATIONS

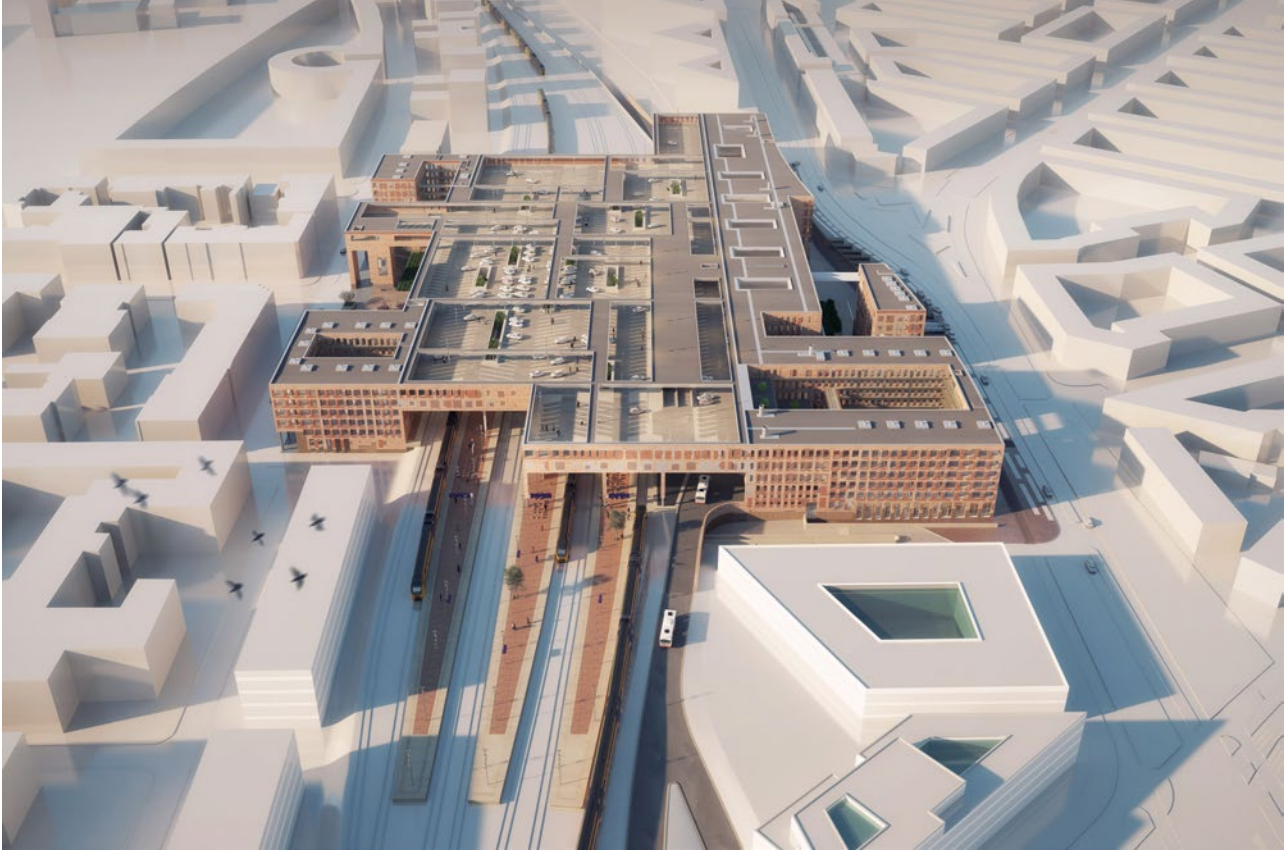
It is believed that the experiences gained in the project will be influential for other urban and transport projects of that type in the future of a similar or lesser scale. The city itself will certainly benefit from the added value that the external investor (national rail company) provides – a modern multi-modal Hub in the heart of Łódź.

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The new HS station in Breda

BREDA

HSR STATION AND THE VIA-BREDA DISTRICT

BREDA, NEDERLAND

BEGINNING OF THE PROJECT: 2012

IMPLEMENTATION: 2016

COST: NOT AVAILABLE

BACKGROUND, REASON FOR THE ACTIVITY

Due to its strategic location, the new railway station in Breda opens up new opportunities both from Breda and the West-Brabant region as it is the only Brabant stop on the Amsterdam – Schiphol – Rotterdam – Brussels – Paris High Speed line, and the “gateway” to Brabant region.

Economic interests in western Europe can be perceived at several levels, from the local (the new Via Breda district), the urban (the enhancement of the whole city), the regional (alliances n/e and s/w, west-Brabant region), the national (Belgium as the heart of Europe) and finally the international/European, as Breda’s new railway station and the development of the rail zone strongly contribute to the city’s international position.

OBJECTIVES

The aim is to develop a pleasant place, the Via Breda district, to do business, to live and to spend time: the so-called “place to be”, for travellers, customers and entrepreneurs. It should connect Breda and its region with the

rest of the world. The station aims to develop a new way of bringing together travelling, living, working and shopping, integrating all customers’ expectations in one single place, “built for the city”.

The whole intervention aims to exploit and renew the existing values by applying a sustainable redevelopment of the industrial heritage, namely the former brewery, as a challenge and catalyst and value creator.

KEY STEPS & ACTIVITIES

The project is developed by bringing together in the same place, with an international and green attractiveness, train, bus, bicycle, car, and pedestrians and Interconnecting it to the city first of all.

The High Speed railway station also includes a new bus platform with timetables integrated with train timetables, room for 4.000 bikes and a large parking area (720 places). A wide underground corridor connects the two sides of the station, where large open squares and roads offer good access.

The whole intervention proposes the building of offices, apartment blocks, shopping and leisure places.

The urban functions, both temporary and definitive, include: university, court house, tax house, world trade centre, housing, events, daily urban recreation, creation hotspots, city beach, city campsite, marina, rowing club, space for market /testing, competitions / platforms.

RESULTS & IMPACT

The city is becoming very attractive to companies which are Benelux-oriented and also to different kinds of users,

given the anticipated urban functions. The number of daily passengers will increase from approximately 27.000 to 57.000 in 2020.

LESSONS LEARNT & RECOMMENDATIONS

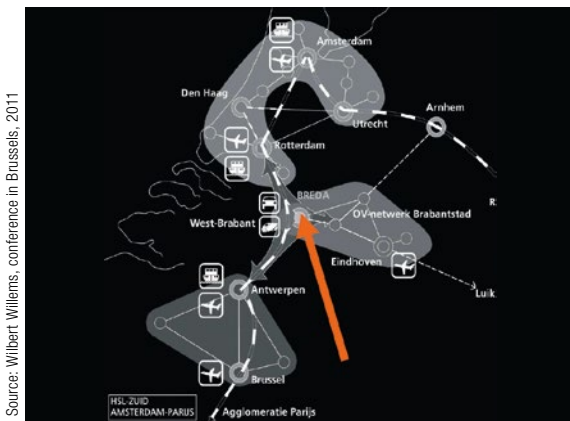
The example of Breda identifies a good approach in how to create a regional Hub which is well integrated in terms of mobility and urban and regional needs and identity. The new European connections add to this the international spirit as well an overall dynamisation of the whole context (the station, the Via Breda district, the city).

(below left)

Breda in central Europe

(below right)

The Breda High Speed Railway Station and public transport terminal



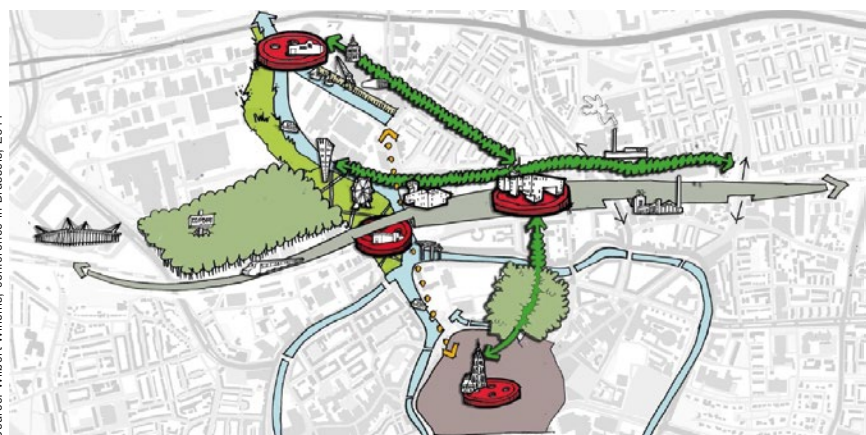
Source: Wilbert Willems, conference in Brussels, 2011



<http://www.bredacentraal.nl/>



Source: Wilbert Willems, conference in Brussels, 2011



Source: Wilbert Willems, conference in Brussels, 2011

(above left)

Public space and landscape around the Railway Station

(above right)

Representation of "Buttons and Dynamo's / Flagships" for the city of Breda

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- <http://www.bredacentraal.nl/>

Avignon TGV station,
Landscape masterplan,
implemented project (2000)



Architectes: JM Duthilleul, F. Bonnefille, E. Tricaud © SNCF - AREP

AVIGNON

GARE TGV

AVIGNON, FRANCE
BEGINNING OF THE PROJECT: 1999
IMPLEMENTATION: 2001
EXTENSION AREA: 500 HA

BACKGROUND, REASON FOR THE ACTIVITY

In France, the new High Speed Mediterranean line constitutes the achievement of the HSL Lille-Paris-Lyon, along the north-south axis of France, till Marseille.

The three new stations (Avignon, together with Valence and Aix-en-Provence) represent some of the most recent attempts of what their planners call "bringing together mobility and city", by avoiding the monofunctional logic.

In Avignon, the area represented one of the rare opportunities of urban development for the agglomeration.

The area presents specific characteristics, in terms of infrastructure and barriers which cut it off of the continuous urban tissue, as well as for the way in which the activity zone of La Courtine has been progressively built from the Seventies.

The iterative project method, elaborated by the city of Avignon together with AREP and Desvigne-Dalnoky, has allowed them to establish participation with a wider steering committee (comprised of country and city, stakeholders, transport operators, municipal chambers, ...) who are able to produce a sustainable development principle for the Courtine peninsula.

OBJECTIVES

In this context, the plan for the TGV station in Avignon has been developed in order to re-designate the Courtine area (the station district) and give it a specific connotation in terms of territorial and landscape planning, to encourage better connections with the city centre, and to produce a general plan which includes landscape design, new public spaces, new cycling and pedestrian paths.

The objective is also to improve the productive area of La Courtine and to maintain at the same time the traditional territorial pattern of the region.

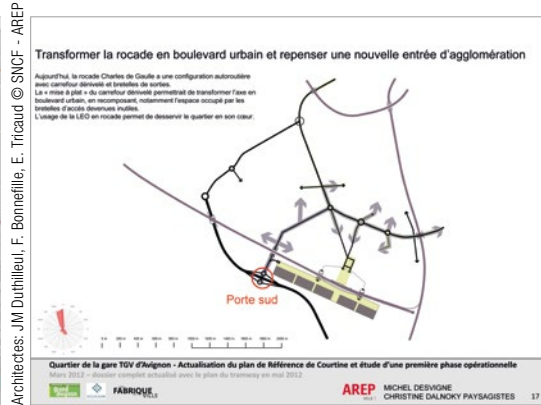
KEY STEPS & ACTIVITIES

The study method was based on a diagnostic analysis and on some propositions concerning the themes of: infrastructure (road connections, bike and pedestrian paths); programmes (activities, housing, commerce, services); urban security; sustainable housing and development.

Organised on the actual "landscape pattern", the future urban tissues will provide a mixed programme, consisting



Architectes: JM Duthilleul, F. Bonnefille, E. Tricaud © SNCF - AREP



Architectes: JM Duthilleul, F. Bonnefille, E. Tricaud © SNCF - AREP

(far left) Avignon TGV station,
La Courtine peninsula layout.
Programme plan (2012)

(left) Avignon TGV station,
La Courtine peninsula layout.
Road network plan (2012)

(bottom) View of the Station area



© 2015 Digital Globe

of different kinds of housing, offices, shops, and tertiary and handicraft activities. The role of cars on streets, on quarters, on plots, will be carefully studied in the next ZAC (Zones of Concerted Planning), in order to facilitate its integration into the sustainable planning of the area.

The re-qualification of the peninsula commercial space is considered to be a fundamental element in the area's urban renewal. Around a main structure dedicated to learning, different services such as a school, a nursery, and a library, will be established, close to the residential buildings and the other services.

RESULTS & IMPACT

Diagnosed as a monofunctional sector of the city and of the agglomeration, mainly for the benefit of enterprises, the Courtine peninsula, with the TGV station and its park, can now offer inhabitants a high quality environment and place to live in. Long-term results and impacts will be evaluated when the next initiatives have been achieved.

LESSONS LEARNT & RECOMMENDATIONS

The project of Avignon is an example of how the quality of life is an indicative function of many factors, to be deeply analysed through a multi and interdisciplinary approach.

It is also an example of how railway infrastructure, such as HSL, and the settlement of a HS station, even if located out of the city centre, can, potentially, positively stimulate much new regeneration.

The plan for La Courtine also stimulates very careful development strategies about the landscape and the land use and, as a consequence, about the sustainability of the intervention, also in terms of time.



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1.2.

A GATEWAY
TO MOBILITY



Girona, Render of the new
HS Station

GIRONA

CONNECTING GIRONA'S HUB AT DIFFERENT TERRITORIAL SCALES

GIRONA, SPAIN

BEGINNING OF THE PROJECT: 2008

IMPLEMENTATION: IN PROCESS (PHASE I FINISHED ON 2013)

COST: 37.175.508,82 €

BACKGROUND, REASON FOR THE ACTIVITY

In January 2013, the city of Girona joined the High Speed Line Madrid-Barcelona-French Border. Currently, the connection makes it possible to travel directly to France TGV and AVE trains through agreements established between RENFE (Spanish National Railway Network) and SNCF (French National Railway Company). This position halfway between Barcelona and the French border as well as the location of the new high-speed railway station of Girona in the city centre, creates two issues for the city, specifically with regards to the potential of the station which is not currently exploited enough:

- The central location of the station, and its accessibility;
- The intermodality of the station.

In this context, and considering that the offer in this great transport interchange will continue steadily growing thanks to the increase of both intercity bus services and railroad; the main challenges now are how to strengthen the links between the Hub and its territory, beyond the immediate surroundings, without compromising its accessibility; through effective planning, organization and mobility solutions.

OBJECTIVES

At a local scale: Improve the accessibility to the station and its immediate surroundings, especially for those who come from outside the city, and promote sustainable mobility in the area.

At a regional scale: Ensure that the station will be used as a valid alternative to private vehicles for passenger transport, at metropolitan and regional level, in their daily journeys.

At international scale: Take advantage of a privileged geographical position between two potential centres of attraction in the context of international tourism, such as Barcelona and The Costa Brava, through good, easy and fast connections with these areas.

KEY STEPS & ACTIVITIES

The new high-speed railway of Girona, located in the city centre, is now under construction in an adjacent position to the actual railway station of the conventional rail line Barcelona-French Border, and it is going to be integrated

into a road-rail intermodal terminal consisting of a building surface for the rail station high speed (the tracks are underground) and four underground which from top to bottom correspond to:

- a 1st level, where a lobby access to the railway station is located, and also the future bus station, currently the subject of a construction project which is in the process of being drafted,
- a 2nd level for future underground parking area,
- a 3rd level, also for a future parking, but also where a second mezzanine level is located in order to access to the platforms,
- a last level, corresponding to the HST platforms where 4 train stabling tracks and 2 platforms 450m. long and 9m wide are located.

In order to complement this, within a maximum radius of 200 ms around the station connections will be created for city buses, public bicycles, taxis, together with a sufficient parking area for private vehicles.

Alongside this, in the first year of operation of the HST, it has been agreed with the Infrastructure manager and operator, to increase in train frequencies and also to extend hours of service and some promotional seats when there are important events in the city.



(top) Girona, Section of the new HS Station

(bottom left) Girona, Plan of the new HS Station

RESULTS & IMPACTS

Although the project is currently being developed, and waiting for some input from the LAP, the expected results are the following:

- Strengthening and improving connections to the Hub immediate territory and catchment area
- Improve the current intermodal potential facilities, through agreed strategies with different management infrastructures to facilitate mobility of the users (at a practical level: one one-way ticket, integrated fares...)

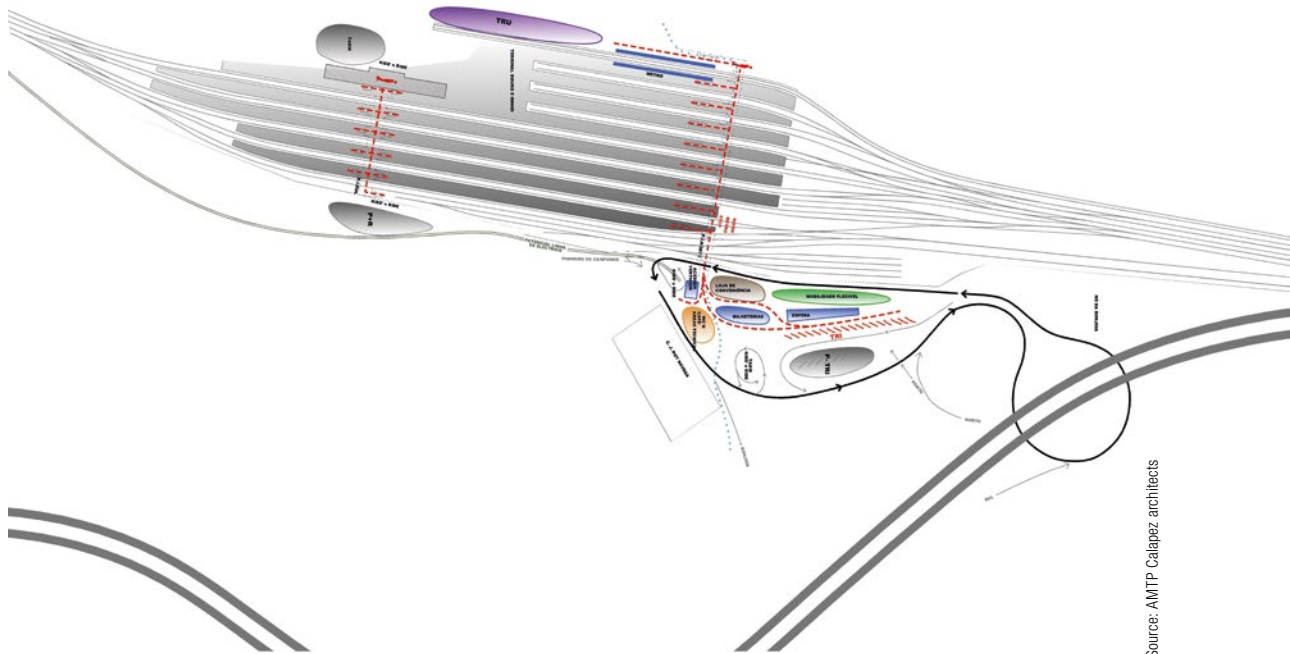
LESSONS LEARNT & RECOMMENDATIONS

- The study of infrastructure such as HST requires a multiscale analysis; and consequently it is important to contextualize mobility, with respect to the Hub, at different territorial levels.
- The importance of considering these issues from the early stages of the project (design and implementation), but also throughout its duration.
- The need to handle the project and construction work management processes, through a consortium figure, who is responsible for integrating all the administrative concerned levels (national, regional and local)
- The importance of the implemented strategies to promote the potential of the city regarding HST.
- The evidence of the positive impact of a joint strategy of local governmental entities, stakeholders and infrastructure managers and operators.

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Mobility and Accessibility
Plan Multimodal Interface,
Campanhã



Source: AMTP, Calapez architects

PORTO

THE CAMPANHÃ HUB, A NEW GATE TO THE CITY OF PORTO

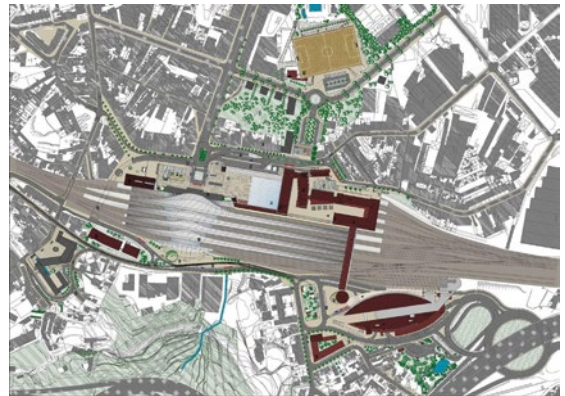
PORTO, PORTUGAL
IMPLEMENTATION: 2016 – 2020
COST: 5.300.000,00€

BACKGROUND, REASON FOR THE ACTIVITY

The city of Porto is the main transport “Hub” in the North, with regards to commuting to and from the city, and being the point of departure and arrival of national and international transport. Campanhã is the main railway station in the north of the country, receiving traffic from the Northern lines, Minho, Douro, Leixões, Guimarães and Braga. The BUS transport in the city, which consists of both public and private operators is not integrated and could improve its offer in a complementary way to other modes of transport.

Thus, the municipality of Porto intends, over the next few years, to relocate its transport interfaces in the town.

Plan Multimodal Interface,
Campanhã

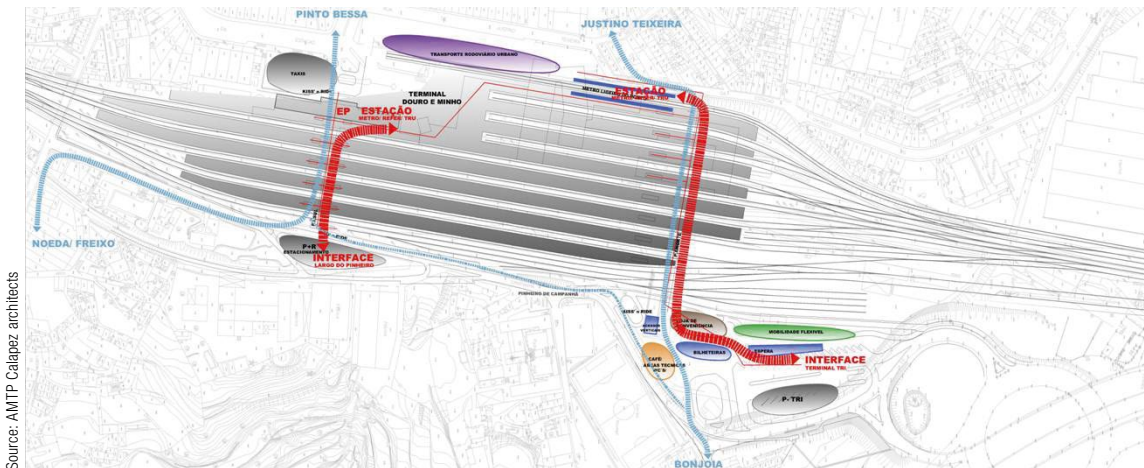


Source: AMTP, Calapez architects

OBJECTIVES

The main objectives/principles are:

- Sustainable mobility – which requires a transport system which is more efficient, equitable and respectful of the environment;
- Accessibility – option and quality of access is an opportunity to promote the quality of life of inhabitants;
- Intermodality – aggregation, in the form of interface of different types of transport, individual or collective;
- Fare integration: promotion of multimodal tickets, specially by the private operators, full adherence to the system “andante”;
- Operational integration: which requires a single service with quality to improve the quality of multi-modal journeys?
- Environment, Public Health and Traffic Safety: reducing the emission of greenhouse gases, to lower noise levels in the city and reducing road crashes.



Multimodal interface
Campanhã: mobility plan –
pedestrian routes

Source: AMTP, Calapez architects

KEY STEPS & ACTIVITIES

The Campanhã Hub is the oldest train station in Porto, Inaugurated in 1875, it was in the transition to the twentieth century, an important train Hub in the transportation of goods and passengers, however, the large distance to the city centre reduced its operation, and a new station was built at “Downtown” of Porto, called São Bento, which opened in 1896 (completed in 1916). Currently, the municipality of Porto believes that Campanhã may prove to be an important gateway to the city, not only for the important role of its railway, but also in promoting intermodality.

In 2002, the Metro station was established in the western part. Given the objective, it is the intention of the municipality to provide the station with an important bus stop/interface on the east side, with national, regional and sub-urban Public Transport lines, while the urban Public Transport company – STCP, and the light rail company – Metro do Porto, will “feed” the public transport system within the city.

Both Campanhã and São Bento were built in the nineteenth century, and represented the architectural design of that time, especially the French architectural influence. The São Bento Hub still preserves its original features, partly as a result of being within the perimeter of the Historic Centre of Porto, UNESCO World Heritage Site. While in Campanhã, in 2004 the new Enterprise Centre was built, which is now considered to be an architectural feature for the city, a new growth pole and centrality of Porto, which mixes contemporary design with the original features of the old building. This project includes a residence for University students, with 6,500 m² for services, and 3,500 m² for Trade.

- The city traffic decongestion;
- Intermodal platform;
- Increase of individual public transport solutions (car sharing)
- The coordination of schedules;
- The coordination of multi-modal journeys? Or logistics?
- An adjusted tariff;
- Rehabilitation of the urban area on the eastern side;
- Revitalization of local trade.

LESSONS LEARNT & RECOMMENDATIONS

- The design of these two railway stations enabled the creation of two architectural myths in the city, particularly São Bento, social and economic poles and monuments dedicated to mobility, especially Campanhã.
- Following the report, of the 1st ENTER.HUB thematic workshop, the city now looks at this project as an opportunity to reinvigorate Campanhã station as an urban connector and producer of services.
- The construction of this new interface is known to be the largest investment in the transport system of the city and is a priority for solving the problems associated with the movement of buses in the city center, giving it an importance in terms of mobility and economy, not only at local level but at a regional and national level.

REFERENCES, SOURCES, BIBLIOGRAPHY:

- Internal study – “Relocation of interfaces of Public Transport in the city of Porto” – CMP/TRENMO
-

WEBSITE:

- www.cmp.pt
- www.cp.pt
- www.refer.pt

RESULTS & IMPACT

It is anticipated that the construction of the new bus station will have the following effects:

- Improvement of the public transport system;

The Liège-Guillemin
Railway Station,
designed by Calatrava



LIÈGE

LIÈGE-GUILLEMINS RAILWAY STATION

LIÈGE, BELGIUM – GUILLEMINS

BEGINNING OF THE PROJECT: 1995 (FEASIBILITY STUDY), 2005 (STATION PROJECT)

IMPLEMENTATION: 2009

COST: RAILWAY STATION = 420.000.000,00€

(STATION AND ADAPTATION OF THE RAILWAY INFRASTRUCTURE) + "CITY PROJECT 2015" (THE URBAN RENEWAL) = 9.000.000,00€

BACKGROUND, REASON FOR THE ACTIVITY

The development of the railway industry, including high-speed trains (HST) gave an opportunity to the city of Liège to become one of the most important nodes of the high-speed rail network, an indispensable link between London, Paris, Brussels and Cologne. However, the old passenger building and the railway infrastructure would not allow the potential offered by high speed to be exploited, neither were the criteria of accessibility, comfort and inter-modality which characterize a modern travel centre being met.

OBJECTIVES

The building is designed by Santiago Calatrava. From the beginning it was decided that the station would remain in the same location. Initially, the main goal was the construction of the new building and redevelopment of the square outside the station. But the scope of the operation went further and defined a new goal that was the redevelopment of the entire district of Guillemins, since the new station would be the new gateway to the city. In collaboration

with the Walloon regional company of transport (SRWT), the Walloon public transportation company (TEC), the Euro Liege TGV railway company and the Walloon region, the city of Liege developed a project highlighting the residential character of the Guillemins district in order to attract a new, younger population back to the city. This main objective was to be attained through four different aims:

- Improved access to the public spaces.
- New residential housing.
- Increased mobility, comfort and road safety.
- Development of the commercial sector, especially of office space and in the hotels / restaurants / cafes sector.

KEY STEPS & ACTIVITIES

Calatrava conceived the new station (inaugurated in 2009) as **a link between two distinct areas** of the city of Liège, which previously had been separated by the railway tracks. On the north side of the site is a rundown urban area. On the south side, on the slopes of the Cointe Hill, is a less densely developed and landscaped residential area. The



© 2015 Digital Globe

Source: www.ort.be



(above left) View of the station area

(above right) View of the Liège-Guillemin station

building has no facade in the traditional sense, since the interaction between interior and exterior is seamless. The monumental roof becomes, in effect, the project's facade.

In the coming years a new Guillemins district equipped with a wide variety of functions will emerge: 500 homes, 100,000 m² of offices and 10,000 m² of hotels, restaurants and cafés. A pedestrian promenade will link the station to the Meuse river – the banks of the river will be covered. A bridge will connect to the Boverie Park where the Conference Centre and the Contemporary Art Museum are situated. There is also a planned link with the Media City, the largest shopping and entertainment centre in Wallonia. In terms of mobility the Hub has many strong points: it is connected to a motorway, it is near Liège Airport (less than 15 minutes by car or shuttle bus), and in the future it will have a passing tramway whose route is still being studied.

RESULTS & IMPACT

The impact of the new station on city dynamics is still in the evaluation stage, however, there are already visible results, such as:

- An increased number of tourists visiting the city;
- A substantial reduction of crime and prostitution in the area surrounding the station;
- Actions resulting in the preservation and renovation of houses and apartments;
- The renewal of public space: more space for pedestrians, more green areas, and more parking for residents;
- Increased demand in Guillemins Street retail area and

diversified economy, such as manufacturing industries, biotechnology, logistics, etc.

- Increased quality of life for the inhabitants, especially in the Guillemins district.

LESSONS LEARNT & RECOMMENDATIONS

- The renewal provided a diversified economy;
- Public participation from the beginning of the project was fundamental to the success;
- Development takes place in an existing residential area – it could have been an obstacle but residents were involved from the first steps of the project;
- Design – to bring one of the most famous designers to the project gave a special identity to the Hub (tourism attraction);
- Sustainable environment – focus on areas for pedestrians and cyclists, reduction of vehicle circulation and improvement of Public Transport.



Localisation of the Liège-Guillemin Railway Station

Source: www.eurogare.be

WEBSITES

- <http://www.eurogare.be/en/high-speed-destinations-and-travel-time.html?IDC=149>
- <http://www.arcspace.com/features/santiago-calatrava/liege-guillemins-tgv-station/>
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1.3.

A CENTRAL PLACE
IN THE CITY



Gdynia Główna Hub area

GDYNIA

REVITALISATION OF GŁÓWNA HUB AREA IN GDYNIA

GDYNIA, POLAND

BEGINNING OF THE PROJECT: 2012 – 2015

IMPLEMENTATION: UNTIL 2025

COST: N/A

Master plan of Gdynia
Główna Hub

BACKGROUND, REASON FOR THE ACTIVITY

The revitalisation of Gdynia Główna Hub area is a complicated task regarding urban planning, because the interests of different stakeholders need to be merged and met. These interests are related to the size of PT operators, the variety of users, the complicated structure of the transport system (partly still non-existent – Nowa Węglowa Street.). In addition reconstruction of the infrastructure is necessary.

The main axes of traffic in the Hub area are the following streets: Nowa Węglowa St. (plan in development), Janka Wiśniewskiego, Constitution Square, Jana z Kolna, Wójta Radtkego, Starowiejska, Dworcowa. The existing infrastructure consists of a non-standard marked roundabout and ordinary intersections without priority markings?. At present bus stops are spread out on streets surrounding Constitution Square. Their location is not easy to find for tourists.

Gdynia Główna Station has an optimal location in view of orientation and accessibility for passengers to all important points. For travellers visiting Gdynia, the station is a gateway through which they enter the city.

One extra element attracting mostly inhabitants as well as tourists will be a large shopping mall, planned between Nowa Węglowa and Jana z Kolna streets. Adding this new function will raise attractiveness of this area.



OBJECTIVES

The intention of the City of Gdynia is to create a friendly Hub area. It should be available, accessible and safe for passengers, citizens and tourists. We want to organize bus and trolley stops at one point, accessible for travellers directly outside the station.



(left) Gdynia Glowna Hub area – Plac Konstytucji

(below) Gdynia Glowna Hub area



Our desire is to create an attractive public space with a clear geometry of connections, which will give a sense of place and a new identity to the City Centre – Śródmieście.

KEY STEPS & ACTIVITIES

The geometry of the road structure was subjected to 3 different modification options in order to work out the optimal solution. Controlled channelized intersections, shared space, roundabouts and intersections with a central island were considered. A traffic analysis was very useful in understanding these options and to gain support for the final urban plan concept. Providing the shortest possible distance between transfer points is a very important element of an efficient and well-functioning Hub, which can help, among other things, to synchronize transportation modes.

Consultation on the options was carried out with main stakeholders in this area, especially with the Public Transport Authority.

Our next step is detailed research about pedestrian movements in the Hub. We have to know the number of pedestrians at different times of day, their destination and reasons for going there.

We supplemented our research through surveys among users of Gdynia Glowna Hub. We asked them about their vision, needs and views about services and functionality.

RESULTS & IMPACT

Based on research a spatial development plan for the Gdynia Glowna Hub area will be developed. The results of research will be used to gain political support for, and citizens' acceptance of, new solutions which reduce traffic in the Hub area. Our plan will be subject to further iterations following discussions with different institutions and organizations on the basis of their individual needs.

LESSONS LEARNT & RECOMMENDATIONS

- Importance of cooperation between many different organizations and institutions,
- Researches, surveys are very important in creating public spaces,
- Aims of change, revitalisation should be constructed in clear way and include target groups.

REFERENCES, SOURCES, BIBLIOGRAPHY

- Traffic analysis with traffic volume measurements on the Hub area, together with prognosis for 2016 and 2025 (crossings: Plac Konstytucji - Janka Wiśniewskiego Street - Wojta Radtkego Street as well as Dworcowa Street - Starowiejska Street), Foundation of Civil Engineering, Gdynia, December 2013

WEBSITE, CONTACTS

- Alicja Pawlowska, Project Coordinator of ENTER.HUB in Gdynia, a.pawlowska@zdiz.gdynia.pl
- Dorota Wawrzonek, ULSG Coordinator, d.wawrzonek@zdiz.gdynia.pl
- www.mobilnagdynia.pl



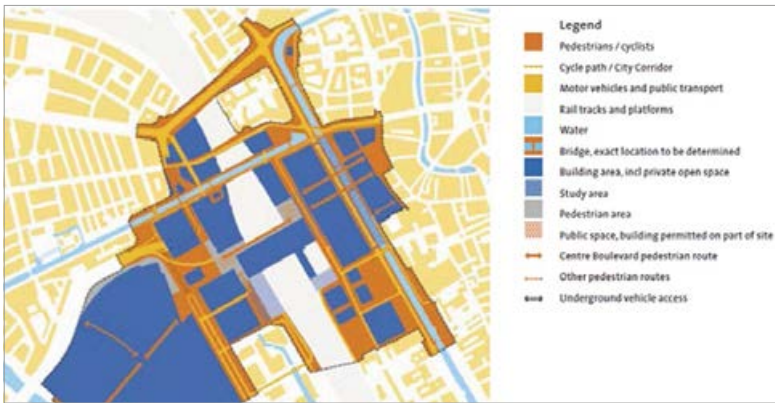
Source: cad2030.nl

The Catharinesingel canal, in the Utrecht station area, in a renovating phase

UTRECHT

STATIONSGEBEID UTRECHT AND ITS LINKS TO THE CITY CENTRE

UTRECHT RAILWAY STATION AREA, NETHERLANDS
 BEGINNING OF THE PROJECT: 2002
 IMPLEMENTATION: 2008 – 2030
 COST: CA 3.2 BILLION EUR



Source: HKB

Source: HKB

(above left) Grid Map 'Rasterkaart'

BACKGROUND, REASON FOR THE ACTIVITY

Because new urban extensions on the west side (Leidsche Rijn housing site) and on the east side (De Uithof campus with university, working and living areas) significantly increased the scale of the city of Utrecht, the centre needed to be enlarged. Between them, the railway station acted as a barrier and divided the city into two separate sections with specific land uses. On the east side of the railway were mostly residential developments, cultural and religious facilities, and commercial uses whereas the west

side of the railway was predominantly occupied by office buildings. Moreover accesses to the station itself were impeded by a shopping centre integrated into the railway building on the east side and a bus terminal and parking spaces on the west side.

OBJECTIVES

The project's main aim was to connect all parts of the city together to form one spacious centre. The railway station

(above right) Masterplan 'Visiekaart'. The red arrow indicates the City Corridor; the green arrow indicates the Centre Boulevard

Centre Boulevard



Source: cu2030.nl



Source: cu2030.nl

would not act as an obstacle but rather as a catalyst for the integration of both sides with the historic inner city. The Central Station would be more than a Hub of transportation and a major mode mixer, but a Hub of urban life as well “bridging” the divided parts of the city rather than being a barrier as it is now.

KEY STEPS & ACTIVITIES

Two main axes were defined in the masterplan: the ‘Centre Boulevard’ and the ‘City Corridor’. The ‘Centre Boulevard’ will be the new the south-west/north-east axis. The railway station will be a stand alone building, unlike the current design where one side goes directly into the shopping centre. Two elevated squares on each side of the station will welcome travellers to Utrecht and vice versa to the station. Underneath, two large bike sheds will be built to relieve the surrounding streets. On the City Corridor there will be improved routes for cyclists and pedestrians between the centre and the western parts of the city. Indeed, the construction of a tunnel under the railway yard and a new water connection has been found to be an answer for traffic congestion around the station. The Rabobridge will be an additional crossing over the railway tracks just south of Utrecht Central, whereas the renovated canal will have a new cluster of bridges with new designs allowing a clear separation of the different types of traffic. For public transport, a new tramline will be built to link the university campus and the number of high frequency bus lanes to and from Utrecht central will be expanded, especially from the west side of the station.



Source: cu2030.nl

RESULTS & IMPACT

This spatial reconfiguration will result in the enhancement of physical paths and gateways, using the station both as a corridor between both side and as a centrally focussed public realm in the form of urban patios. But it will also allow the development of better public transport networks, using the station as a communication node within the city and a point for seamless connections between trains, buses and trams.

(top left) The pedestrian Rabobridge

(top right) Station Square East separating the transport terminal from the shopping centre

(above right) Station Square West, a city patio to the station and the surrounding activities

LESSONS LEARNT & RECOMMENDATIONS

As the overall long-term project is running until 2030, major disturbance could result in a worse situation than present. That is why temporary spatial and infrastructure assignments had been anticipated to avoid this and maintaining traffic flow management (e.g.: a temporary terminus for the tramline was opened in 2013 for seven years use while the future one is being built elsewhere).

REFERENCES, SOURCES, BIBLIOGRAPHY

- Utrecht CU2030

WEBSITE, CONTACTS

- <http://www.cu2030.nl>



'Culture Station' in Rumia
Railway Station

Source: Free Point Studio – Interior design

RUMIA

RUMIA RAILWAY "CULTURAL STATION"

RUMIA, POLAND

BEGINNING OF THE PROJECT: 2013

IMPLEMENTATION: AUGUST 2014

COST: ~1,13 MLN EUR

BACKGROUND, REASON FOR THE ACTIVITY

The City of Rumia is situated in northern Poland and is a neighbour of the Tri-City Agglomeration (Gdansk – Sopot - Gdynia). It has 44,000 inhabitants, the vast majority of whom are commuters by train or bus to work, universities and the cultural centres in the Tri-City. It is no wonder that the place where residents of Rumia begin and end each day is the local railway station. Unfortunately, the railway station was very decrepit and required urgent renovation and revitalization for the main building, subways, platforms and shelters which didn't meet any standards in their assigned functions. Further maintenance of the status quo threatens, inevitably, the total loss of existing assets. Finally, in 2012 after many years of effort, the Polish State Railways (PKP SA) decided that the railway station in Rumia will be one of about 50 which will be renovated in the immediate near future.

OBJECTIVES

The main objective is to create a friendly place for passengers and inhabitants. Rumia and the Polish State Railways decided to provide a cultural destination in the station. A significant part of the ground floor will therefore be taken up with a library.

RESULTS & IMPACT

The project for the renovation of Rumia railway station is called "Culture Station". Within the revitalization a public library will be open. The space of library will be universal and individualized. An interior design proposes fragmentation of the different forms of seats which allow for combining traditional library functions (rental, reading, browsing, access to digital) with an interesting free time opportunity. Depending on needs, there is the possibility of re-arranging the space, e.g. for exhibitions. A media centre is also



Source: Free Point Studio – Interior design

The library (left) and the exposition area (below) in the Rumia station

planned with high standard projection equipment, which enriches the cultural events. Rooms in this building are also intended for a department of the city community centre with a rich offer of events for the inhabitants of Rumia. There is a plan to open sculpture and photo studios and a music rehearsal room. A conference room and offices for NGOs in the city will be prepared.

LESSONS LEARNT & RECOMMENDATIONS

- Railway station buildings should be open for inhabitants, not only for passengers.
- In small- and middle-sized city, railway station buildings can be great places for culture aspects. Usually citizens start and end days here (because of their journey to school, work, etc. in bigger cities).



Source: Free Point Studio – Interior design

REFERENCES, SOURCES, BIBLIOGRAPHY

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- <http://rumia.naszemiasto.pl/artykul/1939096,remont-dworca-w-rumi-wreszcie-sie-rozpoznal,id,t.html>
- <http://rumia.naszemiasto.pl/artykul/1848535,remont-dworca-w-rumi-co-bedzie-na-nowej-stacji-pkp-w-rumi,id,t.html>
- <http://www.telewizjatm.pl/dzien/2014-09-13/30629-otwarcie-stacji-kultura-w-rumi.html?play=on>

WEBSITE, CONTACTS

- City Hall of Rumia, ul. Sobieskiego 7, 84-230 Rumia, urząd@um.rumia.pl
- PKP S.A. Oddział Gospodarowania Nieruchomościami w Gdańsku, ul. Dyrekcyjna 2/4, 80-958 Gdańsk, ngd.sekretariat@pkp.pl

1.4.

A TURBINE
PRODUCING
SERVICES



Between city and nature,
the green corridor

CREIL

HST HUB AND CENTRALITIES OF CREIL'S « GARE, CŒUR D'AGGLO »

CREIL, DISTRICT OF THE STATION (270 HECTARES), FRANCE
MASTER PLAN IN PROGRESS. (ANMA, ARCHITECTS)

BEGINNING OF THE PROJECT: MAY 2013

IMPLEMENTATION: NOT BEGUN BUT THE PRE-IMPLEMENTATION BEGINS IN 2015

COST: NOT YET EVALUATED

BACKGROUND, REASON FOR THE ACTIVITY

"Gare Cœur d'agglo" is the result of an agreement by 8 partners: SMTCO, General Council of Oise, Picardy Regional Council, RFF, SNCF, Creil Agglomeration, the cities of Nogent Sur Oise and Creil who signed a protocol in December 2009.

This protocol allowed the creation of three working groups:

- A Railway group, working on the railway land and railway long-term strategy,
- An Intermodality group working on the design of a multimodal node,
- An urban group working on the master plan

OBJECTIVES

The area today is sparsely populated? (MM not sure what this means – does it mean there is a small population or that there are not many job opportunities, or both), has a low skilled working population and there are few shops selling low range goods. Users and people are just passing through the neighborhood where the station is located. The

Oise River cannot be seen from the station and a nearby car park does not promote the link between the district, the users and the Oise river.

The goals of the master plan are:

- Take the opportunity (through the arrival of Picardy-Roissy link) to develop and modernize the agglomeration,
- Take the opportunity to transform, redefine and intensify the station district,



Master plan of "Gare,
cœur d'agglo"

- Take the opportunities for a sustainable development project and preservation of heritage,
- Take the opportunity to change the area's image,
- Make the station open to Nogent sur Oise, the heart of a large scale urban project that:
 - Is an intermodal node
 - Creates an attractive area with economic vitality
 - Is a tool to promote the area
- To bring about complementarity between downtown Creil and the different districts (including commercial).

KEY STEPS & ACTIVITIES

The master plan allows:

- Linkages from existing clusters to the station and also between them,
- Creation of new poles:
 - Around the station with services and shops.
 - Around the future cultural facility in connection with the marina project,
 - Around the "Pont Roya", a rail Hub could consolidate operations currently spread in the neighborhood.

Public spaces and greenways will link and facilitate these different poles. Places will have soft modes of landscapes/urban form. In order to transfer a maximum of land, relocation activities inconsistent with a town centre will be discouraged in areas devoted to economic development or where there is intense development. Routes to development in this area in line with the Regional Council of Picardy are currently being considered covering: rail, tourism, environmental... Private vehicles are restricted to the loop that encircles the area allowing the area inside the loop to be less busy with limited circulation. A review on the implementation of parking and on optimizing stations around the Creil station is also under consideration as well as a study on traffic flow and parking in the heart of town.

RESULTS & IMPACT

A thematic working group deals with the public spaces and has carried out a complete diagnosis of the spaces and greenways. It will now identify major development or thematize public spaces. Consideration of a charter is also underway. In the Local Support Group, a review of human capital has two tracks:

- The establishment near the station of coworking space, FabLab ...
- The use and development of skills not validated by a diploma in an area of culture (language, restaurant, crafts...),
- The implementation of Commented route (via a QR code) to boost the soft landscapes and enhance the heritage.

LESSONS LEARNT & RECOMMENDATIONS

The principles and objectives are clear. However tasks remaining include implementation and thus financing and attracting investors

- Cross and articulate themes and different issues
- Quality and "practicality" of public spaces: these spaces must be nice (walk), but also that people can take every day (fast).
- Create traffic flows for shops retail and entertainment and do not concentrate everything in one place.

REFERENCES, SOURCES, BIBLIOGRAPHY

- Master Plan of "Gare, cœur d'agglo"

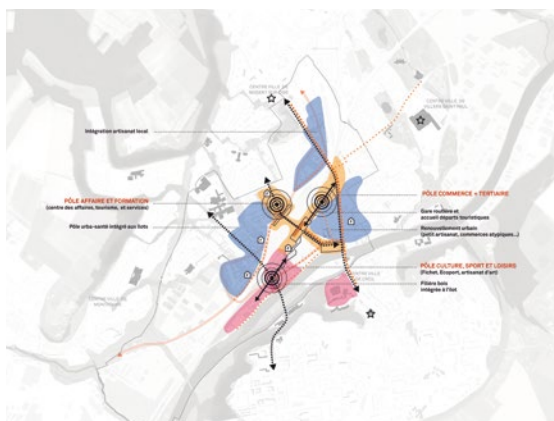
WEBSITE, CONTACTS

- c.leblond@agglocreilloise.fr

(below far left)

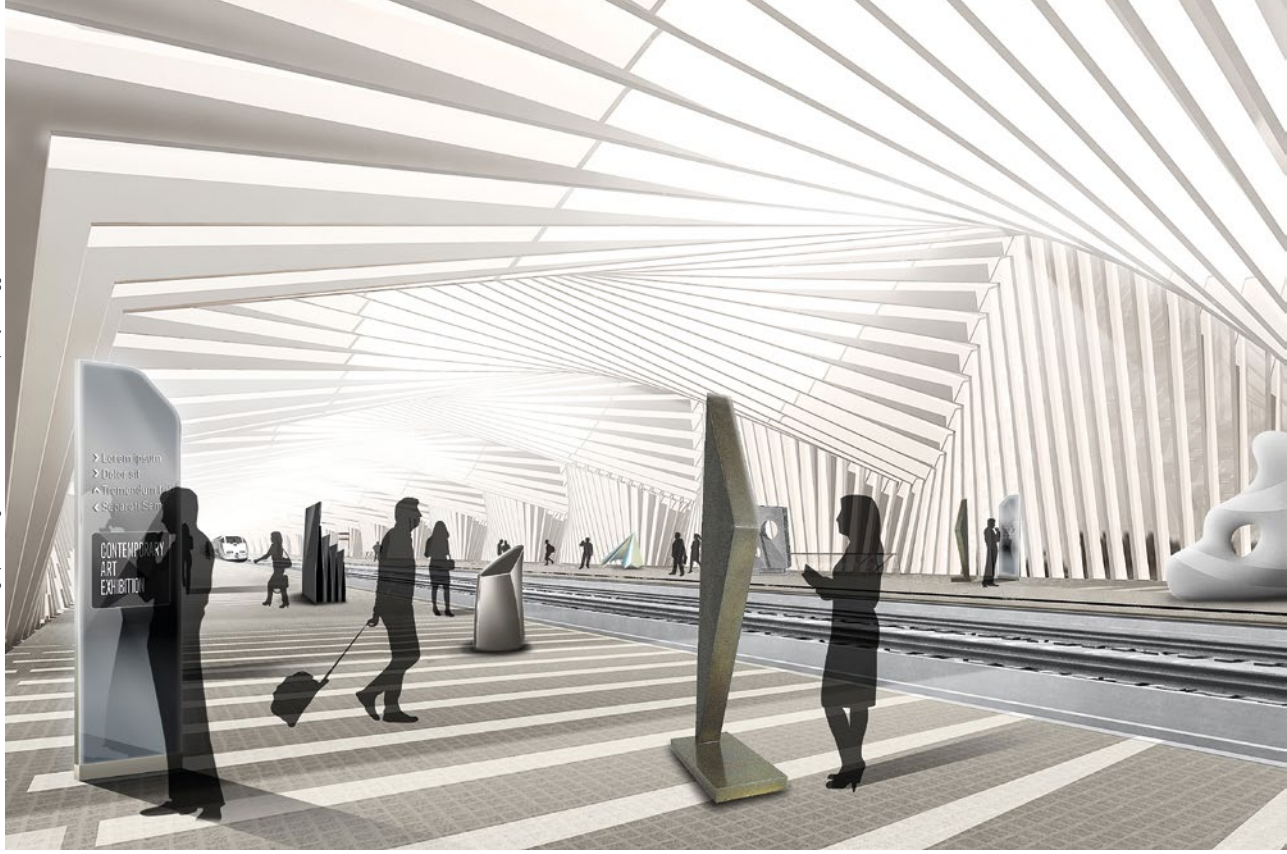
A lively and attractive district.
Centralities and connections

(below) Bird-eye view of the
Creil Agglomeration



© ANMA





HS station, platforms.
Exhibition gallery, sculptures.
Along the station platforms,
the proposal is to install
contemporary sculptures
("a sculpture with, inside,
other sculptures")

REGGIO EMILIA

MEDIOPADANO HUB AS A CULTURAL NODE

REGGIO EMILIA, MEDIOPADANO HUB, ITALY
IN COLLABORATION WITH HISTOIRE D'AVENIR, FRANCE
BEGINNING OF THE PROJECT: FIRST PROJECT IDEAS, 2011, PROJECT DEVELOPMENT, 2014
IMPLEMENTATION: PROJECT NOT ACHIEVED YET
COST: COSTS ESTIMATION NOT AVAILABLE YET

BACKGROUND, REASON FOR THE ACTIVITY

The Mediopadano HS station in Reggio Emilia is both Hub and Art work (a gallery 500 m long), in addition to the other works conceived by Calatrava (the 3 bridges and the future tollbooth cover): the architectural homogeneity of this portion of city gives the Northern entrance of Reggio Emilia its aesthetical and contemporary identity.

The Mediopadano node has therefore the capacity to be an infrastructural node but also a social, cultural and artistic node, a crossroads of people and activities which should be enhanced and characterized.

The proposal developed by the Administration aims at using the whole node (HS station and freeway service area) as a cultural node for the benefit of travellers, citizens, and all users, on the basis of European successful examples, applicable to this context.

The pause for users coming by HSL or freeway would not be an end in itself anymore but an opportunity to obtain knowledge, through a strategy of "marketing of places" where all win, the city, the tourists-travellers, the node, the

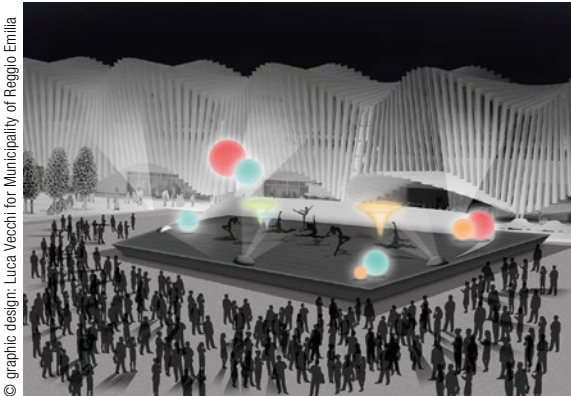
infrastructures and the cultural bodies (e. g. museums, theatres, etc) involved.

Thanks to these activities the node HS station – freeway service area could become the real "destination" of a trip i.e. the reason why people take a journey).

OBJECTIVES

New travellers, therefore, but also new visitors would meet together in the station and it would be more populated, more used and a safe place; the retail spaces would become more attractive especially for high quality activities (e.g. slow food, specialized shops and activities which often accompany and support cultural activities, having the same users).

Different hypotheses do not exclude a rich and diversified cultural product, which could be allocated different points both inside and outside the station, and in connection with the freeway service area, in order to exploit the existing tourism potential and to catch new visitors.



© graphic design: Luca Vecchi for Municipality of Reggio Emilia



© graphic design: Luca Vecchi for Municipality of Reggio Emilia

(far left) Area in front of the HS Station. In summer, open air shows of contemporary dance are proposed in front of the station as a complement of city theatres and dance companies

(left) Freeway service area. Spaces for Slow Food and Childhood. Possible use of internal and external spaces of the service area for activities, installations, events, particularly close to slow food and with a special care for children

KEY STEPS & ACTIVITIES

The idea is to exploit spaces inside and outside the station for hosting expositions/art events, with a special emphasis on local needs and potentials and with the aim of enhancing them.

This valorisation should be achieved through the creation of exhibition areas, educational and communication spaces, both under the station viaduct and on the station platforms, and also in the station surroundings. These functions should be accompanied by high quality retail services, and leisure activities.

The idea is to offer a wide range of local products in shops, restaurants etc in the node, providing at the same time the possibility of discovering how and where these products have been produced via a short walk in the surroundings. For this purpose, the philosophies of Slow Food and/or Eataly would be the most appropriate to be put in practice, taking into account local excellence in terms of food and wine production. All spaces and activities should be conceived with special attention to their accessibility and attractiveness for all, and especially for children. This also because Reggio Emilia is known all over the world for its strong and consolidated activities and knowledge linked to education, especially for young children: the Northern Area should also take advantage of this by offering something which is quite unusual, in Italy in particular: mobility services (both the station and the service area) at a children's scale.

Finally, the next opening of EXPO 2015 in Milano (fast linked to Reggio) could be exploited for temporarily using some spaces of the Hub to promote Expo activities in its main location, or as a sort of local/regional meeting point before or after visiting Expo.

EXPECTED RESULTS & IMPACT

The intention would be to increase the high architectural and artistic value of the station ("container" and "contents" of quality, with a special vocation to culture and art). In consequence, spaces not specifically used for cultural activities would become more attractive for other functions, commercial for instance, and to any possible sponsors: indirect economic benefits for an urban development and increased dynamism in the tourism sector would be achieved by developing a common attractive cultural theme.

LESSONS LEARNT & RECOMMENDATIONS

Special care should be taken in: increasing opportunities (temporary exhibitions, diversified offer); improving visibility of the offer and communicating actions for attracting local and foreign users; linking these activities (and the content of the exhibitions) with the territory and its specific characteristics; creating a "cultural tissue" as additional information for visitors; weighing up costs of implementation and functionality, without burdening the community).

REFERENCES, SOURCES, BIBLIOGRAPHY

- Viaducts Tancarville Millau: infrastructural works pushing to a transfer, Models of technologies through contemporary art
- The Centre Pompidou-Metz: the Louvre-Lens: HST stations in connection with a second seat of a famous museum
- Cité de l'Océan, Biarritz; Metropool Parasol, Seville: urban interventions boosting the economic development & city attraction
- Schiphol Airport, Amsterdam; Gare de l'Est, Paris; Hauptbahnhof, Zurich; Hamburgerbahnhof, Berlin: Hubs and art together
- Auvers sur Oise: a small village exploiting a cultural theme for enhancing the local attractiveness

WEBSITE, CONTACTS

- [http://www.municipio.re.it/retecivica/urp/retecivi.nsf/PESEIdDoc/9F15F0A482D827C3C1257CA6004FC9C1/\\$file/2014_02_26%20Presentazione%20Histoire%20d%27Avenir.pdf](http://www.municipio.re.it/retecivica/urp/retecivi.nsf/PESEIdDoc/9F15F0A482D827C3C1257CA6004FC9C1/$file/2014_02_26%20Presentazione%20Histoire%20d%27Avenir.pdf)

2.1.

ADAPTING
EXISTING
GOVERNANCE
PROCESS



The ULSG in Reggio Emilia during a working session

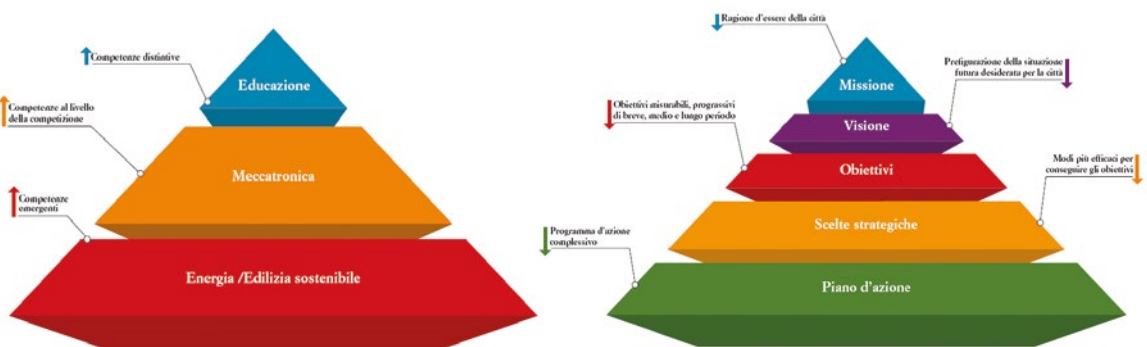
REGGIO EMILIA

CONNECTING REGGIO EMILIA ULSG WITH A GOVERNANCE MODEL

REGGIO EMILIA, ITALY
 BEGINNING OF THE PROJECT: FIRST LOCAL WORKING GROUPS, 2008
 IMPLEMENTATION: NOT APPLICABLE
 COST: NOT ASSESSABLE (INTERNAL RESOURCES)

(right)
 Pyramid 1, 3 levels: Working groups in Reggio before the establishment of ULSG. Distinctive competences

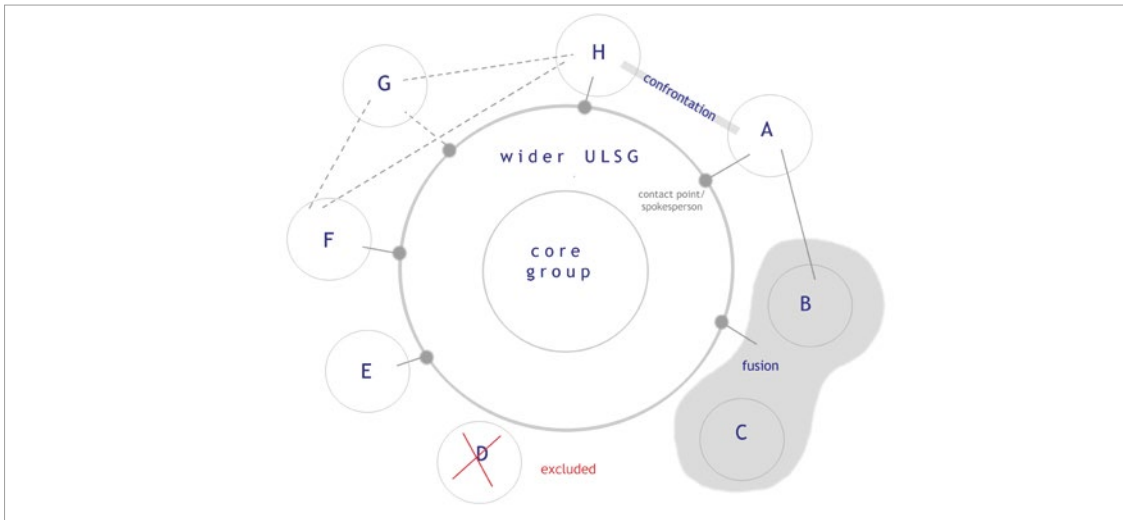
(far right)
 Pyramid 2, 5 levels: Working groups in Reggio before the establishment of ULSG. Project process



BACKGROUND, REASON FOR THE ACTIVITY

In recent years the Municipality of Reggio Emilia set up some round tables in order to investigate the potential of the Mediopadano Hub and more specifically the northern district (where the Hub is located). These round tables, involved a number of different actors including various ser-

vices belonging to the Municipality, and local stakeholders – in particular those affected by the renovation stimulus generated by new HS station: in particular, mecatronics, education, innovation together with the relevant administrations and offices at the different territorial scales have been actively involved.



(left) Scheme of adaptation of the existing Governance model to the ULSG, as developed during the working group session

OBJECTIVES

As the Mediopadano Hub has been conceived not only for the city of Reggio Emilia, but for the wider catchment area of neighbouring provinces, the Municipality considered it essential and strategic to adopt a multi-disciplinary, multi-scalar and multi-level approach.

Such a framework provided the opportunity to discuss problematic issues and challenges, and to try to find shared solutions, both in terms of overall strategies and actual projects.

KEY STEPS & ACTIVITIES

Now, the ULSG established as a result of ENTER.HUB, has two main purposes: (1) to broaden these roundtables to reach a wider and more diversified group of stakeholders and (2) to create a smaller group (the "core group"), mainly composed of practitioners working on different disciplines (planning, architecture, engineering, economy, etc). This core group is charged with the task of putting into practice, in a concrete and feasible project, the expectations raised from the wider ULSG.

The workshop in Creil provided new inputs to strengthen the Reggio Emilia governance model as it has been conceived so far.

RESULTS & IMPACT

The main ideas raised have been represented in the attached scheme. The scheme represents the potential to adapt the existing governance scheme. To make the model more effective the idea developed has been to create links between the significant external groups (A, B, C, etc) and the ULSG by using representatives as "contact points" who are responsible for bringing the contributions from the wider stakeholder group (e.g. Group A) to the ULSG. These schemes also allow for the possibility of merging some of these "external" groups, or excluding certain ones because their contribution is not useful at a particular stage in the process or in respect of a specific action topic ...

At the same time, the exchange and learning process at a European level is considered to be a key contribution to the definition of such a model and its effectiveness.

LESSONS LEARNT & RECOMMENDATIONS

This kind of governance model demonstrates its effectiveness if read through a centripetal point of view (all needs/worries/ideas are conveyed towards one – or more – common objectives and relevant solutions, to be developed by the core group) but also, once the ideas have become decisions and projects, via a centrifugal point of view (decisions and projects raised through this transversal work provide answers/solutions to the individual actors needs and expectations). In addition, the adaptation to the local needs with regard to the needs at a wider scale (from local to European) is the core result of such a model and approach.

REFERENCES, SOURCES, BIBLIOGRAPHY

- Stati Generali dell'Area Nord, March 2010
- Thematic Report on ENTER.HUB Workshop B on Governance and Participation, by TE Philip Stein

WEBSITE, CONTACTS

- <http://www.municipio.re.it/retecivica/urp/pes.nsf/web/PrgttqItPdrIfrt6?opendocument>
- <http://www.municipio.re.it/retecivica/urp/pes.nsf/web/Stzn?opendocument>

Piotrkowska Street - ranked
as the most popular attractive
public space in the city
centre of Łódź



ŁÓDŹ

ŁÓDŹ PUBLIC CONSULTATION "ATTRACTIVE CITY SPACES"

ŁÓDŹ, POLAND

BEGINNING OF THE PROJECT: 2013

IMPLEMENTATION: IN PROGRESS

COST: CA 670 EUR

BACKGROUND, REASON FOR THE ACTIVITY

The progressive trends of suburbanization as well as decreasing number of inhabitants in the city centre resulted in negative changes in the city centre's urban structures, especially its main streets, squares and alleys. The orthogonal city centre's route scheme, basically unchanged since the 19th century, together with a small number of spacious city squares being a consequence of rapid industrial development additionally impede the location of attractive public spaces in Łódź. As a result the historical arrangement of the city's squares does not fulfill its needs in the 21st century.

OBJECTIVES

The programme arose out of dedication to the city's inhabitants with the aim of defining what the functions of the existing and most frequently attended city spaces were as well as to support and coordinate various efforts of the municipality aimed at public spaces improvement.

KEY STEPS & ACTIVITIES

The city's public spaces were divided in six areas for which then needed to be defined further:

1. the analysis of the input required for local development plans
2. the location's diagnosis
3. type of events (participation of citizens)
4. temporary space arrangement
5. small actions the improvement of the location's functionality and aesthetics
6. ways of modernization, reconstruction, space reorganization (final stage)



RESULTS & IMPACT & LESSONS LEARNT & RECOMMENDATIONS

The program proposed 4 thematic areas divided into particular geographical locations (16 in total) to form a municipal improvement programme which would be completed chronologically using the steps above.

Active participation of the citizens in the consultations (within them: a walk to see the area and workshop session) enabled to define the most desired functions for each location providing valuable input for the programme.



(upper left)

The public consultation
«Attractive city spaces»,
project brochure

(above) System of public
spaces in Łódź

(left) Thematic areas of public
spaces

REFERENCES, SOURCES, BIBLIOGRAPHY

- Attractive City Spaces - program description
- Łódź City Council, City's Architect's Department

WEBSITE, CONTACTS

- <http://www.ulicapiotrkwowska.pl/page/123,atrakcyjne-przestrzenie-miejskie.html>
- <http://bip.uml.lodz.pl/index.php?str=8534&PHPSESSID=4552234d25e050523e8256e51af49c0c>

2.2.

KEY PARTNERS
AND
STAKEHOLDERS



A ULSG meeting in Creil
Agglomeration

CREIL

PARTNERSHIP CO-PRODUCING CREIL AGGLOMERATION'S PROJECT

CREIL AGGLOMÉRATION, FRANCE

BEGINNING OF THE PROJECT: MAY 2013

IMPLEMENTATION: NOT BEGUN BUT THE PRE-IMPLEMENTATION BEGIN IN 2015

COST: NOT YET EVALUATED

BACKGROUND, REASON FOR THE ACTIVITY

"Gare, cœur d'agglomération" aims to develop a core for Creil agglomeration and the living area around the station. There are also several plans related to mobilities, some of which are completed (e.g. the plan for soft modes of transports), others are planned (e.g. the urban mobility plan) but have yet to take place. In addition Creil also has to take into account the projects being backed by the municipalities, especially the marina project close to the station. The Local Support Group started with the local partners involved in the « Gare, cœur d'agglomération » project, after which the group was extended, to involve a greater range of local stakeholders: universities, neighbouring municipality communities, civil society, employment professionals.

OBJECTIVES

The first meetings, in phase I, aimed to:

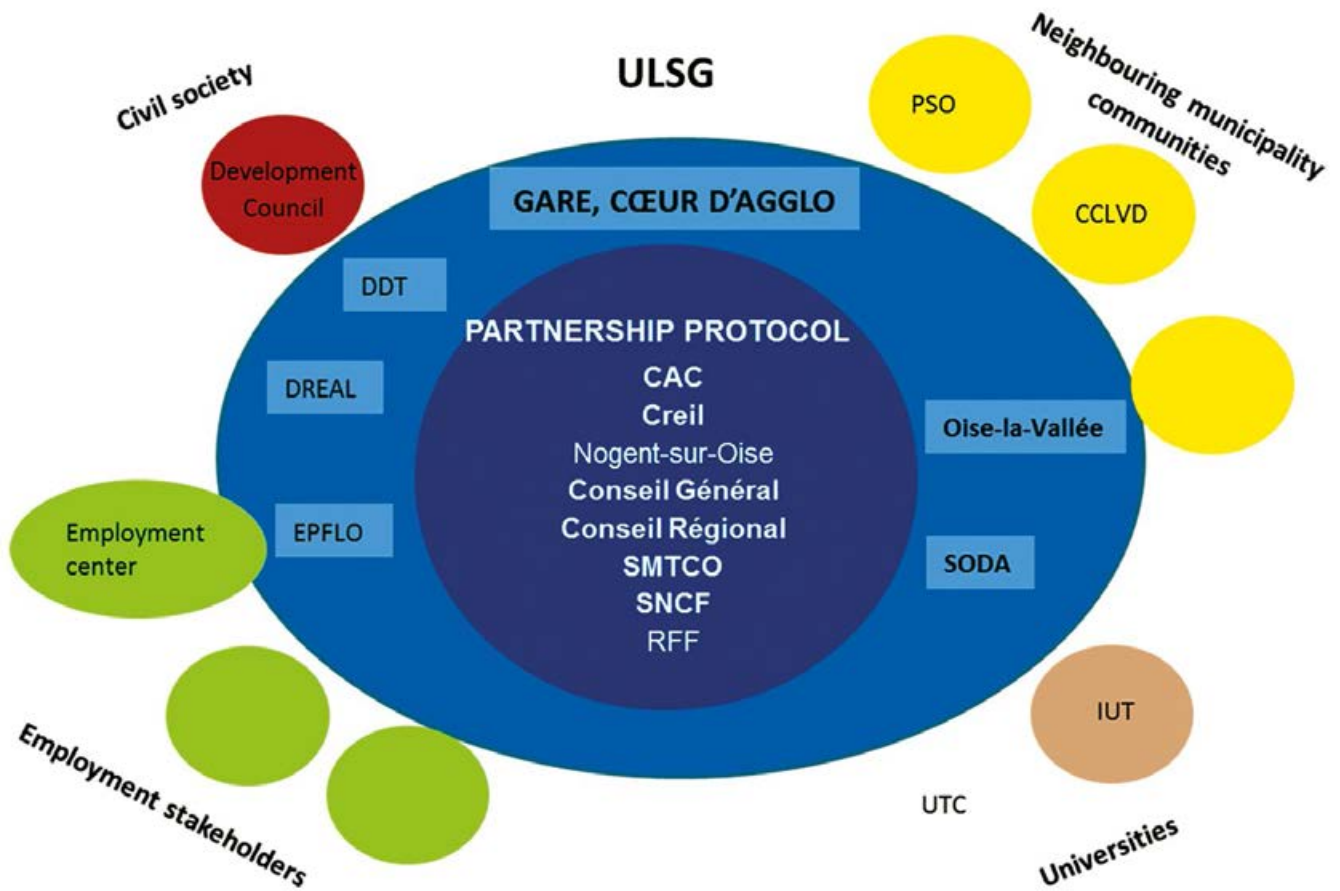
- define the interest of Creil Agglomération, as a project partner, regarding ENTER.HUB themes;
- define the Local Support group courses of action.

In this frame, the LSG focused on two issues: intermodality and economic development measures.

The main issues for the Local support Group, then, were:

- To achieve complementarity between the Local Action Plan and the other projects, mainly the "Gare, Cœur d'agglomération" project.
- To find the right scale and right position to avoid duplication.

Since the difference between the projects was not always clear, using new working tools helped Creil to define its goals.



KEY STEPS & ACTIVITIES

Two different themes were agreed on:

- Intermodality: Developing alternatives to the use of private car, at the scale of Creil "railway star".
- Human Capital: since the stimulation of the territorial economy goes through the inhabitants and their potential.

The Local Support Group split into two groups using the problem tree and solution tree (learnt from the URBACT Summer University in Dublin in August 2013), to suggest solutions and to shape the LAP outline.

RESULTS & IMPACT

The Local Support Group will present the LAP to the "Gare, Coeur d'Agglo" workshop, to have the actions taken into account in the global project. Participation is a main concern for the Local Support Group: the inhabitants must be the heart of the system. A first achievement for the participation process has been to establish a specific place, located in the station complex, which will be dedicated to meetings, exhibitions and working sessions.

LESSONS LEARNT & RECOMMENDATIONS

The ULSG is a space for debate. All people can contribute even if they are not experts. The core members developed confidence, links, support between them... and new people adopted the methodology very quickly which resulted in people continuing to come to ULSG meetings and contribute

Composition of the ULSG in Creil Agglomeration

REFERENCES, SOURCES, BIBLIOGRAPHY

- Meetings and exchanges of the ULSG

WEBSITE, CONTACTS

- c.leblond@agglocreilloise.fr



ŁÓDŹ

ŁÓDŹ COOPERATION WITH POLISH RAILWAYS CO.

Massive construction
zone in the very centre
of Łódź

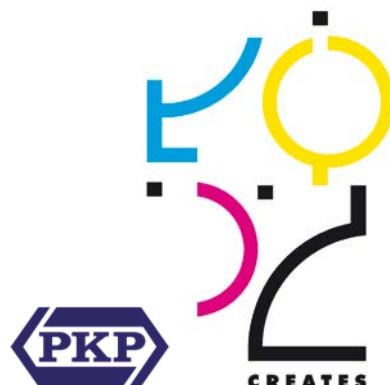
ŁÓDŹ FABRYCZNA RAILWAY STATION, POLAND
BEGINNING OF THE COOPERATION: 2007
IMPLEMENTATION: IN PROGRESS
COST: N/A

BACKGROUND, REASON FOR THE ACTIVITY

After the development of the concept to revitalize EC-1 complex and to dedicate it to cultural purposes by the City of Łódź, the idea to create a coherent urban design for the surrounding area was born. This initial project was compatible with the implementation of the idea to expand the city in the "inside direction and also coincided with the plans of PKP SA (Polish Railway Company) to rebuild the Łódź Fabryczna railway station, to construct the high speed railway line through Łódź and to build diametral railway tunnel connecting two largest stations in Łódź, thereby opening the field for cooperation between the City and national railway companies."

OBJECTIVES

Due to the common objectives, the parties have developed the concept of reconstructing the railway station connected with a multi-modal transport Hub in order to ensure the best possible development for the city and to allow for the development of the former railway plots for new functions. The core aspect of the project was to create a modern city zone enhancing social activities and economical growth supported by well-organized public and individual transport systems.



(above)

The diametral tunnel will join Łódź Fabryczna Station with Łódź Kaliska Station. It is to be the key element of Łódź Agglomeration Railway

(far left)

The new Łódź Fabryczna railway station will consist of three levels, two of which will be hidden underground. The underground station opens the possibility for lengthening the rail connection in the projected tunnels, one for Łódź Agglomeration Rail system and the other for the High Speed Rail track

(left)

The Polish railway company and the Board of the New Centre of Łódź, partners in the project

KEY STEPS & ACTIVITIES

In 2007 the parties signed an agreement to establish the partnership in order to regulate the legal status of the Łódź Fabryczna railway station area and to implement the New Centre of Łódź project.

The genesis of cooperation stems from the coming together of these initiatives, and the outstanding correctness of mutual relations is the result of a strong commitment of both parties, their sincere intentions and convergence of vital objectives which had to be pursued simultaneously.

RESULTS & IMPACT

AND LESSONS LEARNT & RECOMMENDATIONS

Cooperation between City Authorities and PKP SA during preparation of the coordination concept was mandatory to achieve and maintain consistent functional and spatial conditions and guarantee attractive investment offers inside the railway station zone and its surroundings.

REFERENCES, SOURCES, BIBLIOGRAPHY

- Łódź City Office and the Board of the New Centre of Łódź materials
- ENTER.HUB presentation for Orebro workshops
- ENTER.HUB working papers and documentation

WEBSITE, CONTACTS

- www.ncl.uml.lodz.pl



Model for King's Cross
development plan

© John Sturrock

LONDON

KING'S CROSS, A NEW URBAN HUB IN LONDON

LONDON KING'S CROSS, ENGLAND
 BEGINNING OF THE PROJECT: 2000
 IMPLEMENTATION: 2008 – 2020
 COST: CA 3 BILLION GBP ~4 BILLION EUR

King's Cross illustration
build-out



© Miller Hare

to St Pancras became the catalyst for change. The landowners - London & Continental Railways Limited and Excel (now DHL) decided to develop the land. As early as 2000 a masterplan for the development was prepared but the real start of the project was 2008 when Argent (UK property developer) and the landowners formed a joint partnership: Kings Cross Central Limited Partnership to ensure delivery of the project. Since then, the partnership has invested over £300m.

OBJECTIVES

The main goal of the project is to build on the strengths of the area, enhancing its role as the most connected transport Hub in Europe and its rich industrial heritage to create a new piece of city within London. A special commitment to sustainable values has been taken, taking into account the scale and the nature of the project. The challenge for King's Cross is indeed to deliver a lasting place for people and a community with a long-term future that supports

BACKGROUND, REASON FOR THE ACTIVITY

In Victorian times, King's Cross was an industrial heartland. But by the late 20th Century, the area known as the railway lands had become an under-used site. The 1996 decision to move the Channel Tunnel Rail Link from Waterloo



changing patterns of social and economic behaviour. The developers want to deliver that vision in working in partnership with a wide range of stakeholders (investors, consultants, local authorities, interest groups, schools, businesses and residents etc.) in order to learn how to make smarter choices. As a result, various sustainable development initiatives have been taken, from the regeneration of several sectors to environmental management.

KEY STEPS & ACTIVITIES

After a decade, the first phase of the project has been opened to the public, including the University of the Arts London, Granary Square, King's Bridge and King's Boulevard. The partnership is now providing the area with a more ambitious second phase due to be completed by 2016.

Across the site projects are underway such as 50 new buildings including 2000 new homes and 5 new office buildings, as well as 500,000 sq ft of retail and the refurbishment of the Great Northern Hotel. By 2016 most of the 67 acres will be developed of which almost 40% will be dedicated to open spaces.

RESULTS & IMPACT

King's Cross is meant to be a mixed use development. Offices, homes, shops, hotels, leisure and community facilities, music venues, galleries, bars and restaurants all have a place in this area. As a result, expectations are that 45,000 people would live, work and study in the area by 2020.

REFERENCES, SOURCES, BIBLIOGRAPHY

- King's Cross Central limited Partnership

WEBSITE, CONTACTS

- <http://www.kingscross.co.uk>
- <http://uli.org/case-study/uli-case-study-kings-cross-london-united-kingdom/>



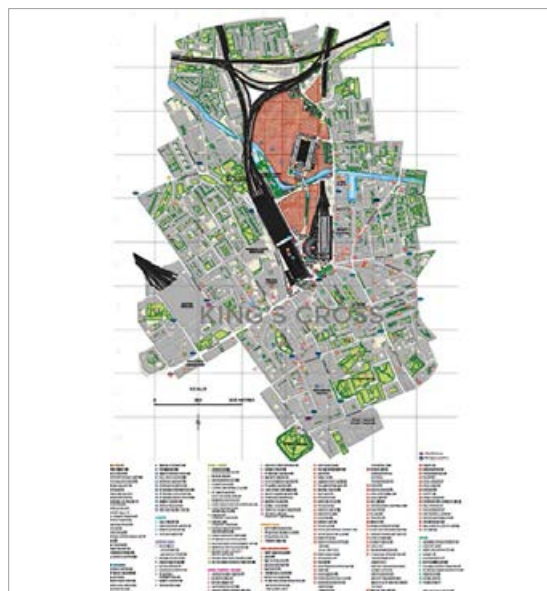
LESSONS LEARNT & RECOMMENDATIONS

With the magnitude of King's Cross project, ensuring coherence of the whole development is not an easy task, but it can be regarded so far as a model of constructive conservation, delivering a delicate balance between the old and the new and taking into account the lessons learnt from the first phase. The key to success for the first developments certainly was the early involvement of all stakeholders bringing an unusual level of continuity and commitment. The main challenge now is to keep this approach in the final stage of delivery but also after so the sustainability values are taking shape. In this regard, a management team of the open spaces has already been set up to establish a relationship with the people who live, own property and run businesses there.

(top left)
Timeline of the Development

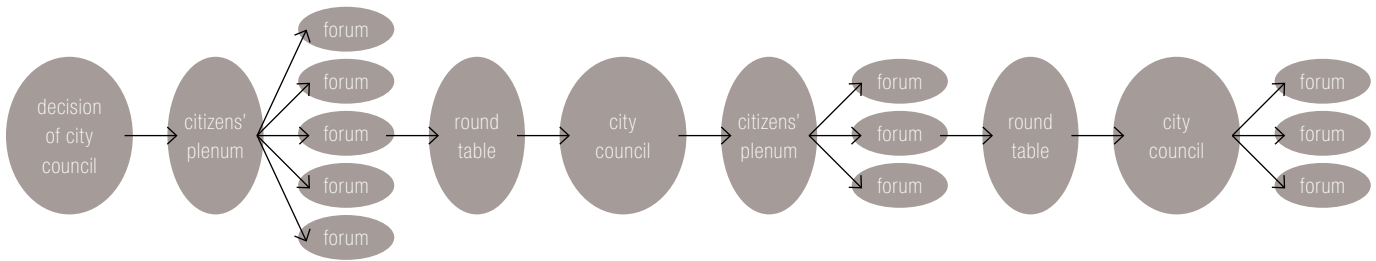
(top right)
The Cubitt Park, one of many new open spaces

(bottom)
King's Cross plan around the station



2.3.

PARTICIPATION OF CITIZENS



Ulm participation process

ULM

STRUCTURE OF PARTICIPATION FOR ULM CITY STATION

ULM, CITY STATION, GERMANY

BEGINNING OF THE PROJECT: 2006

IMPLEMENTATION: 2009 (PARTICIPATION PROCESS)

COST: 530.000 EURO UNTIL NOW (PARTICIPATION PROCESS)

BACKGROUND, REASON FOR THE ACTIVITY

Ulm will get nearer to the most important economical centres in the southern part of Germany, when the new ICE track between Stuttgart and Ulm will be completed. In 2021 the new track will reach the Ulm station from the north. But even today Ulm Main Station is not adequate concerning its functions, its urban and architectural quality. Therefore the station has to be redesigned as a centre for transport and services.

The urban appearance, which is nowadays insufficient, shall be improved completely. The station will be resigned according to its relevance as a central transport Hub of the region. The station and its surroundings have great potentials for the urban planning. Therefore the task is not only to build a new station, but also to redesign parts of the inner city. It is not only the different functions of the station as a transport Hub, that have to be redesigned, but also the station building itself is supposed to be a landmark for a new urban centre with a high standard concerning the use, architecture and public space. One task is to redesign the urban space. The other is to simplify the transport functions around the station. The situation of bikers and pedestrians shall be improved. It is mainly the area in front of the station that shall be enhanced. The process of the redesign of the CityStation is combined with participation of citizens.

(far right)

Functioning of Ulm Stakeholders Forum

OBJECTIVES

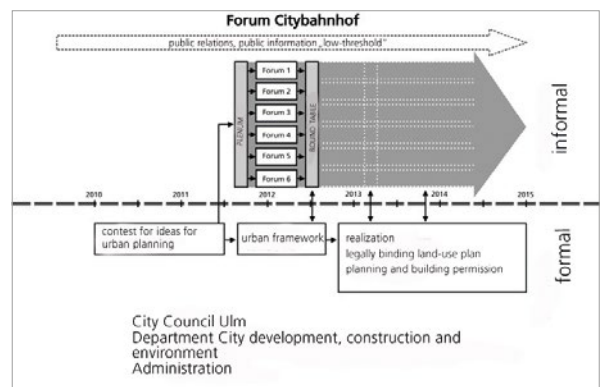
Planning and building of a new railway station and of the surrounding areas, all ready until 2025.

KEY STEPS & ACTIVITIES

The participation process takes part in the scheme shown at the top of the page.

In the following all the relevant stakeholders, who took part in the participation process are listed. The discussion took place in 6 groups (top of page 57).

After each roundtable discussion in a forum, elected members of each forum will discuss their results. These results will then be send to the Ulm city council, that will decide on further planning.



citizens' workshop forum 1	Forum local Stakeholder forum 2	Forum transport City Station forum 3	Forum of non-local Stakeholder forum 4	Plenerforum Citybahnhof forum 5	Internet Forum Citystation Ulm
citizens not being part of an organization	German Rail	DB rail/bus regional transport German Rail	big enterprises	architectural association Ulm	
users	Mail	DB (German Rail) Station Service /Station Management	real estate enterprises	members of the architectural association Baden-Wuerttemberg	
residents	Telekom	DB (German Rail) long distance	association for hotels and catering	civil engineers BDI	
regional planning group "Middle East"	Strabag	SWU-V	local banks, Sparkasse, Volksbank		
Ulm women Forum	private owners of ground	taxi centre	Ulm/Neu-Ulm tourism organization GmbH		
Initiative INULM	institutional owners of ground	Donau-Iller regional transports GmbH Ding	RVDI Regional planning board Donau-Iller		
local agenda 21	building lease owners	consortium of private Bavarian Bus/ entrepreneurs	chamber of commerce for enterprises		
NGOs for the disabled	trade enterprises	Donau-Iller Bus GmbH	chamber of commerce for crafts		
	trade enterprises and operators Sedelhöfe	NeuBus Neu-Ulm Buses mbH	Ulm University		
	service providers	German Rail: Bahnpark GmbH	Landkreis Alb-Donau (district)		
	Ulm Theatre	Contipark International Parking	Ulmer City-Marketing		
	police / national	Ulmer Parking PBG	assoziation for retail		
	police Laender	ADAC (motor club)	City Neu-Ulm		
		ADFC (club for cyclists)	Schools		
		traffic police	BUND / NGO for environmental issues		

RESULTS & IMPACT

These were the results for the first step of the planning process in 2012. The wishes of the 6 main groups of stakeholders can be seen here (right):

LESSONS LEARNT & RECOMMENDATIONS

1. Challenge: To get in touch with all necessary stakeholder in a planning process.

For example, young people or migrants are difficult to reach and normally do not take part in planning processes. Ulm had the hope that an Internet Forum would reach them. The problem was: in the Ulm Internet Forum there were no migrants and the main group were male and between 40 and 60 years old. Young people were only a minority. Other measures are needed.

2. Challenge: To have the participation at the right time

To have the participation process early is nearly always the best. This means before the participation that is prescribed by German planning law. The City station planning process in Ulm was very early.

There are few big planning processes that take too much time (many years). They are very difficult for participation. Stakeholders don't participate for years.

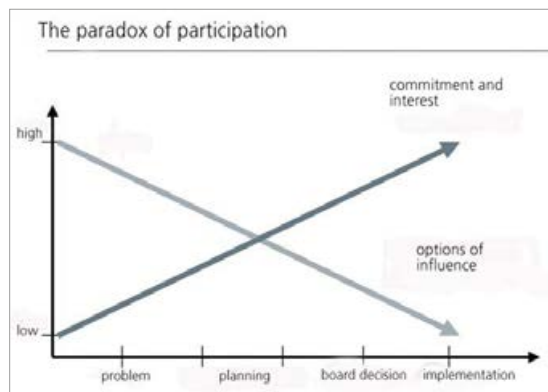
It is important when the planning process is long that the participation process has to be steady and without breaks. You need a lot of resources for this.

3. Challenge: To say what is possible and what not:

The challenge is to say what is possible and where the limits of the participation process are.

It is the city council who decides in the end – not the stakeholders. Transparency is the answer!

Forum agrees / Forum does not agree	Forum economy / Forum local / chamber of commerce + tourism	transport	residents	Ulm architects	citizens	Internet Forum (no concrete stated opinion)
no colour = Forum has no comment / Forum is indifferent						
Passage						
Passage should be on -1						
access only to Sedelhöfe						
access only to Station Street						
access to Station Street and Sedelhöfe						
a lot of daylight in the passage						
broadening of the passage						
goods only for travel						
various goods in shops						
clear walks from tracks to inner city / taxis (guidance system)						
security, cleanness, comfort, orientation						
architecture / town planning						
station should be recognizable						
some skyscrapers are possible on some places						
free sight to the inner city						



(top) Group discussions with the 6 stakeholders
 (above) Wishes of the 6 main groups of stakeholders
 (left) Relations between commitment and interest and options of influence in a participatory process

4. Challenge: Real concrete results of the discussions with the stakeholders is needed.

On the stakeholders round tables you need real common results then. Those results have to go to the city council who will decide then.

Use professional help when the planning process is difficult and/or important.

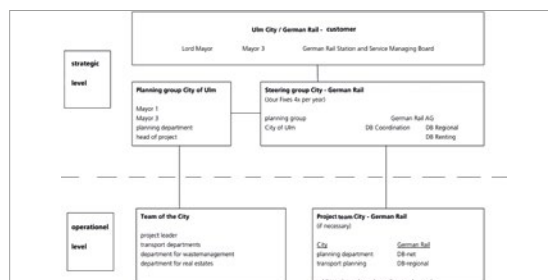
(bottom) Structure of the governance group

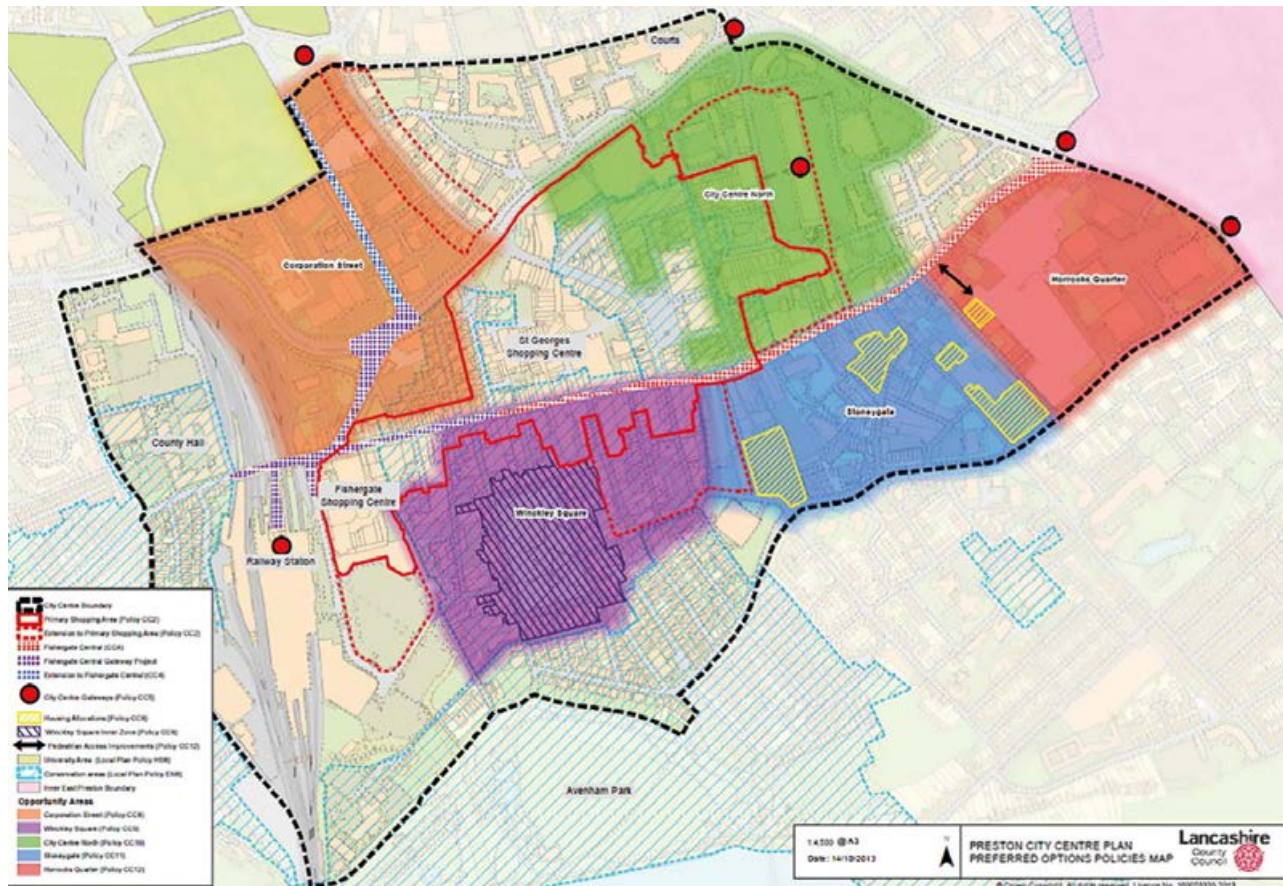
REFERENCES, SOURCES, BIBLIOGRAPHY

- Link zu Bildern des Bahnhofareals: <http://www.citybahnhof.ulm.de/map/index.html>

WEBSITE, CONTACTS

- www.citybahnhof.ulm.de / citybahnhof@ulm.de





PRESTON

PRESTON'S FISHERGATE CENTRAL, PLANNING FOR REAL

PRESTON CITY CENTRE, ENGLAND

BEGINNING OF THE PROJECT: JAN – MAY 2013 (DESIGN OF SCHEME)

IMPLEMENTATION: SEPT 2013 – OCT 2014 (CONTRACTOR ON SITE)

COST: CA £3.4M (ANTICIPATED COST, FINAL COSTS NOT YET FINALISED)

BACKGROUND, REASON FOR THE ACTIVITY

Fishergate is the main shopping street in Preston and links the rail station, which is a national regional and local Hub with the bus station, which provides regional and local services. The street is therefore important in facilitating the use of public transport and sustainable forms of development. The street is being improved as part of a major plan for improvement, growth and investment within the City Centre with support from the European Regional Development Fund. Consultation on planning in the UK is 'front loaded' meaning that it takes place early in the plan process and gives individuals and businesses an opportunity to influence development through methods such as 'appreciative inquiry' rather than react to schemes that have already been drawn up. Consultation through a 'Your city, your say' exercise has been applied to how Fishergate is developed.

OBJECTIVES

The objectives of the project are to provide an enhanced public realm whilst protecting the heritage and key historic assets of the City Centre. This is based on a vision for public realm across the city and is supported by 90% of respondents in early stage consultation who see Fishergate as an area where public realm improvement should be focused. The outcome will be a shared space where pedestrians and vehicles have equal priority without any signals, markings or traffic signs to create a more open space for all to share.



Fishergate Central
Fishergate is the city's principal street, connecting all of the city centre's assets, key zones and development areas.

Fishergate is:

- The primary pedestrian route between the city's West Coast mainline railway station and existing bus facilities
- Directly adjacent to each of the City Centre's priority development zones - Windley Square, Chic Core, Horncliffe Quarter and New Central Business District
- Accessible from a number of highly visible and well-used pedestrian routes that service other areas of the City Centre

Fishergate is Preston City Centre's retail heart. Fishergate plays host to the majority of principal high street stores and banks; the Fishergate Shopping Centre and St George's Shopping Centre are both accessed directly from Fishergate. Preston City Centre continues to be amongst the largest retail city centres in the North and is comfortably the fourth largest in the North West.

Fishergate Central Gateway Project

The vision

A more attractive place to invest, visit and do business

(far left)
Fishergate Central Scheme

(top)
Fishergate before improvements

(left)
Display of before and after following initial consultation

KEY STEPS & ACTIVITIES

'Your City Your Say' events held in the City Centre in January 2012 led to a number of comments about the improvement of Fishergate and the Rail Station. These were:

- Requests to pedestrianize Fishergate and restrict traffic flows
- Improved traffic movements within the City Centre and improved bus links, particularly between the rail station and bus station
- Improve accessibility of the train station, especially platforms accessed by steps
- Improve the 'drop-off' and 'pick-up' areas for the train station
- Improve the environment surrounding the train station which operates as a major gateway to the City Centre

Some of these are being implemented e.g. improvements on Fishergate, others are now being looked at in the context of improvements around the rail station at the southern end of Fishergate.

RESULTS & IMPACT

Improved public realm and a more attractive investment offer in the City Centre.

LESSONS LEARNT & RECOMMENDATIONS

The process of engaging local communities early in the development process ensures 'buy-in' and consequently less opposition to change. It is important, though, that there is a clear delivery plan in place so that public confidence in the whole consultation process is maintained. It is necessary to ensure that public aspirations are realistic with 'front-loaded' consultation.

REFERENCES, SOURCES, BIBLIOGRAPHY

- Preston City Centre Investment Strategy
- Preston City Centre Area Action Plan

WEBSITE, CONTACTS

- <http://www.preston.gov.uk/yourservices/planning/planning-policies/local-development-framework/city-centre-plan/>

zszywanie

miasta

ŁÓDŹ

STITCHING THE CITY

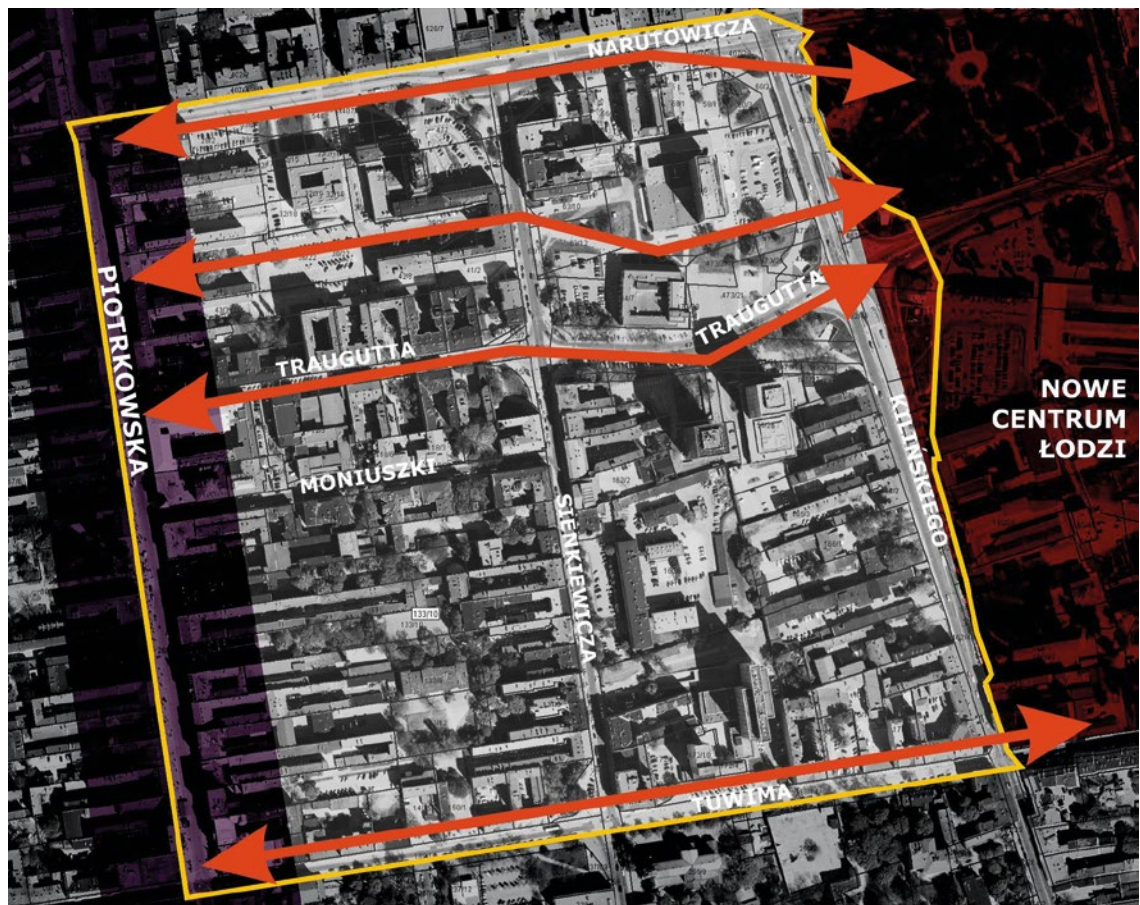
ŁÓDŹ, POLAND

BEGINNING OF THE PROJECT: SEPTEMBER 2011

THEMATIC WORKSHOPS ORGANIZED BY ŁÓDŹ CITY COUNCIL
REPRESENTED BY THE CITY'S URBAN PLANNING UNIT (MPU)
AND THE SOCIETY OF POLISH TOWN PLANNERS (TUP)

IMPLEMENTATION: DECEMBER 2011

COST: N/A



(top of page)

Thematic workshops in Łódź
to integrate the New Centre
of Łódź with the existing city

(right)

The centre's area chosen for
the workshop's analysis**BACKGROUND, REASON FOR THE ACTIVITY**

The analysed area covered a quarter of four main streets in the very centre of Łódź: Piotrkowska Street, Narutowicza Street, Killińskiego Street and Tuwima Street forming a dis-

trict that links the city's historical part demarcated by its axis of Piotrkowska Street with the city's new district under heavy reconstruction (the New Centre of Łódź).



OBJECTIVES

The aim of the workshop was to discuss the urban policy and development plan concept for the city centre bordering with the Łódź Fabryczna railway station and the so called New Centre of Łódź, a district covered by vast revitalisation project. The idea of the workshop was to literally "stitch" the new urban organism with the existing one, forming two integral parts.

KEY STEPS & ACTIVITIES

The workshops was targeted mainly at the representatives of professions connected with the theme, such as architects, town planners, sociologists, economists, geographers, landscape designers, infrastructure engineers, etc. with the intention of gaining feedback from multidisciplinary environments that could provide a wide range of experiences in very different fields. The outcomes gained from the workshops were supposed to be a base for further studies on the development strategy for the area being in line with modern urban ideas and proposing realistic spatial solutions.

The workshops were divided into three main steps (phases):

- 1) the consultation phase:
 - presentation and sightseeing of a workshop area
 - discussion phase and creation of fundamental guidelines
- 2) the project phase
- 3) the sum-up phase

The workshops consisted of eight project teams, five persons in each. After a two-day presentation and discussion phase each project team had about a month to prepare their concepts and presentation for the sum-up phase during which the results were announced. Each presentation had to fulfill the guidelines prepared earlier by organizational team consisting of various branch experts.



(far left and left)
One of projected
recommendations for the
local development plan

RESULTS & IMPACT

The most valuable awarded solutions are being used to formulate guidelines to local development plan.

LESSONS LEARNT & RECOMMENDATIONS

The workshop attracted a great deal of interest from the local community and proved that such events can be of great importance in terms of collecting original concepts and ideas to be implemented as practical solutions in the town planning process.

The results of the workshop showed plenty of practical solutions that were coherent in different projects. This led to the defining of numerous optimal solutions in the analyzed area, like for example:

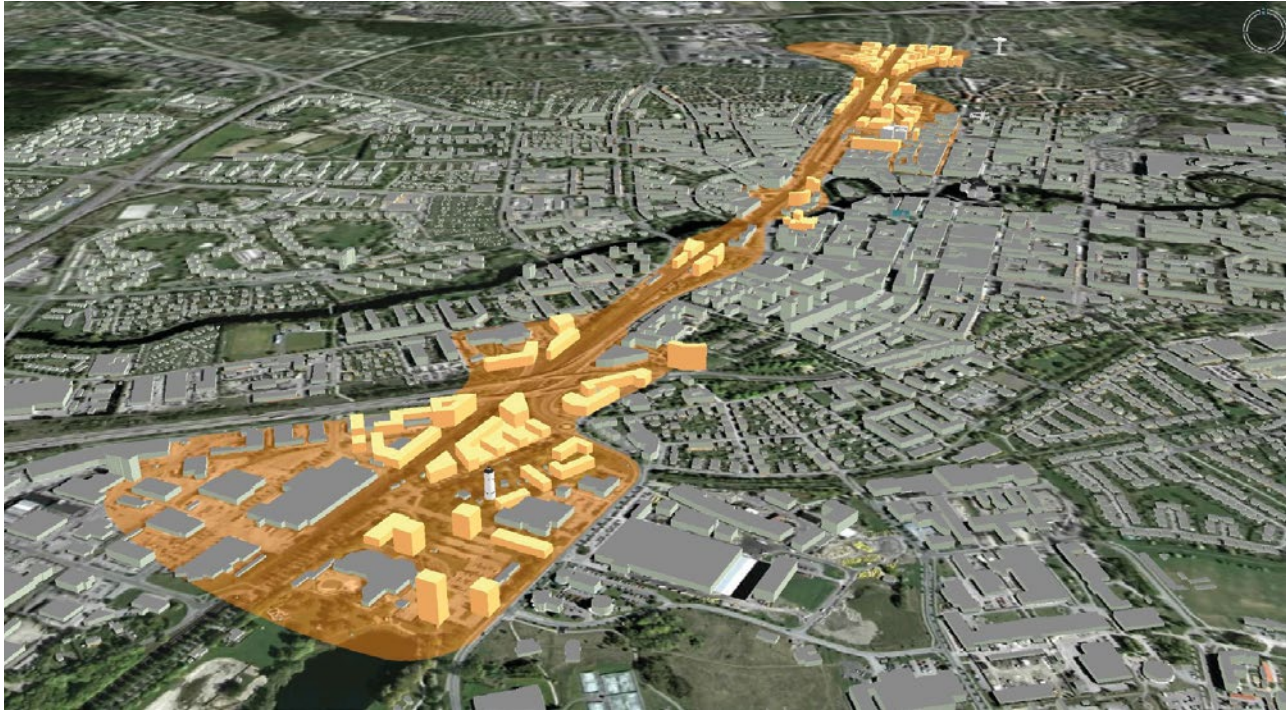
- 1) Changing the route of Traugutta Street with reference to its historical form
 - a straightened avenue with no existing curve, being a continuation of the main urban axis of the New City Centre of Łódź ;
- 2) Reversing the "GATE TO THE CITY" towards Piotrkowska Street; the gate's futuristic building will stitch the two city parts.

REFERENCES, SOURCES, BIBLIOGRAPHY

- The workshop's regulation document
- Project guidelines for the workshop

WEBSITE, CONTACTS

- <http://www.mpu.lodz.pl/page/index.php?str=289>



Artery in the sustainable city
– Örebro

ÖREBRO

ÖREBRO'S PARTICIPATION PROCESS

CITY OF ÖREBRO, SWEDEN
BEGINNING OF THE PROJECT: 2011
IMPLEMENTATION: 2011 – 2014
COST: N/A



Planned new buildings

BACKGROUND

Örebro is a city with around 140 000 citizens in Central Sweden, located right in the middle between Stockholm, Oslo and Gothenburg. The city has two stations, Örebro Central and Örebro Southern Station. The area along the railroad is to be developed as the railroad functions nowadays in certain areas more as a barrier than as a connector.

OBJECTIVES

From 09/2011 until 12/2017 the so called "Artery in the sustainable city" project is ongoing in Örebro. The objectives are to develop the area along the railroad, to minimize the railroad's effect as a barrier and to increase the quality of the travel centres, especially Örebro Central. Construction will start at the beginning of 2017.

KEY STEPS & ACTIVITIES

In order to develop the area in a sustainable way, the citizens have been involved from a very early stage of the project. After a survey answered by specialists in 2011,



Sequences of marketing video

interviews with more than 800 citizens were conducted in early 2012, followed by surveys with citizens and travellers using Örebro Central. Thereafter certain decisions with the Swedish Transport Administration had to be sorted out before the involvement of citizens moved on in 2013. Information was spread via orebro.se, newspapers, libraries, bus stops, open meetings, visits to schools, council of the handicapped, council of the elderly and meetings with property owners. Even a video was produced which shows the area. The attached images are screenshots from this video: the inhabitants of Örebro were asked to start thinking themselves about development options along the stretch. In order to get an unbiased brainstorming process started, only hints about how the stretch could be developed were given.

RESULTS & IMPACT

As a result the City of Örebro received plenty of feedback. Most of it came in verbal form, but 130 ideas concerning the development of the area along the railway were proposed in written form. The proposals were of course of different detail and different usability, but overall it was a great success. Even sketches and movies produced by citizens were handed in.

REFERENCES, SOURCES, BIBLIOGRAPHY

- Movie by City of Örebro (English): <http://youtu.be/9QFIJN92xj8>
- Movie by citizen: <http://www.youtube.com/watch?v=hZXtD012v4Q>

WEBSITE, CONTACTS

- <http://www.orebro.se>

LESSONS LEARNT & RECOMMENDATIONS

The involvement of the citizens from a very early stage onward was very fruitful. It gave the opportunity to consider plenty of different ideas and made the citizens feel very involved as well. However, it is a time-consuming process and needs plenty of coordination. It is also difficult for many people to come up with ideas from scratch, if there is no proposal given. Therefore an iterative process is of great importance. However, the early involvement was absolutely worth the effort.



3.1.

ADDED VALUE

ON

REAL ESTATE



Bird-eye view of the city
of Preston

PRESTON

PRESTON STATION, THE CITY AND THE REGION RETAIL CORES

PRESTON CITY CENTRE AND ECONOMY, ENGLAND
 BEGINNING OF PROJECT: 2012 (ADOPTION OF THE PLAN)
 IMPLEMENTATION: OVER 15 YEARS TO 2026
 COST: CA £ 334M (€ 446M) INFRASTRUCTURE COSTS

BACKGROUND, REASON FOR THE ACTIVITY

Preston's position in relation to other cities and regions is a central one. It lies at the heart of public transport Hubs. Part of the overall economic focus is to attract businesses into the city centre to benefit from the sustainable connections that are available there. Collectively these all give Preston an economic advantage, which the City is seeking to exploit.

OBJECTIVES

Objective 1 is to ensure economic growth in the City Centre and the wider local economy building on the existing economic base of high value jobs and creating agglomerations of industry.

Objective 2 is to promote Preston's role as a medium sized city providing a counterbalance to the regional centres of Manchester and Liverpool.

Objective 3 is to promote employment restructuring in connection with the sectors identified above and to provide

opportunities to retain graduates from UCLAN or attract graduates to employment from other areas.

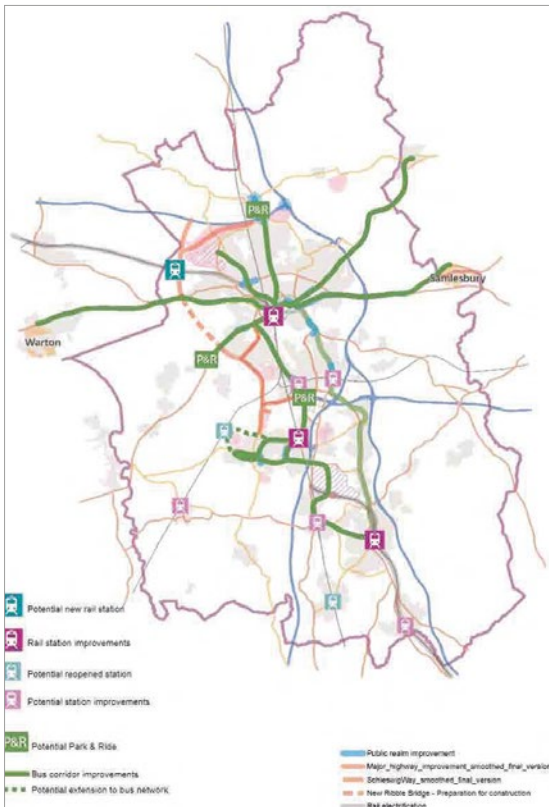
Objective 4 is the regeneration of older urban areas close to the city centre including areas around the rail station.

KEY STEPS & ACTIVITIES

- a. Prepare high level plans – Central Lancashire Core Strategy, Central Lancashire Highways and Transport masterplan
- b. Identify funding opportunities through City Deal and Business Improvement District, Private investment in rail infrastructure
- c. Implementation through preparation of an action plan

RESULTS & IMPACT

This work creates an opportunity to align investment in the City Centre and surroundings with investment in the station



(far left)
Preston Public transport
Improvements to 2026

(left)
Preston station and main
shopping location

(below)
Footfall count locations
Preston City Centre



and track infrastructure. In addition Preston has a contract with UK Government (City Deal II) to deliver new jobs and homes over the next ten years that means looking at sustainable transport links and improved connectivity between the City Centre and outskirts as well as to national and regional centres.

LESSONS LEARNT & RECOMMENDATIONS

- Actions to achieve goal/objectives
- Major changes between now and 2018
- Investment in rail station to accommodate HS2 trains

- Comparable investment around station to improve first impressions of coming to Preston
- Major growth in jobs and housing – Councils entered into contract with UK Government (City Deal) –20,000 net new jobs, £1bn GVA to local economy, 17,420 new homes, £2.3bn leveraged commercial investment
- Transport Implications
- Need for better levels of sustainable transport
- Improved connectivity to Preston from surrounding areas and from Preston to national/regional centres
- Employment growth
- High value –creative activity, city centre locations

REFERENCES, SOURCES, BIBLIOGRAPHY

- Central Lancashire Core Strategy and Highways and Transport Masterplan

WEBSITE, CONTACTS

- <http://www.preston.gov.uk/yourservices/planning/planning-policies/local-development>



The railway system
dedicated to freight traffic
in Örebro region

ÖREBRO

RAILWAYS IN ÖREBRO AS CONNECTORS FOR PEOPLE AND GOODS

REGION OF ÖREBRO, SWEDEN

BEGINNING OF THE PROJECT: NOBEL TRACKS PROJECT, 2014

IMPLEMENTATION: FORESEEN FOR YEAR 2040

COST: N/A

BACKGROUND

The Region of Örebro is located in Central Sweden, right in the middle between Stockholm, Oslo and Gothenburg. The Region of Örebro fulfils the role of a Hub when it comes to passenger flows, but even more so when it comes to transport and the handling of goods. Regional passenger flows have to be handled as well as trains going between Stockholm and Oslo/Gothenburg. When it comes to goods, almost all the transport of goods coming from the base industries in Northern Sweden to destinations in Central Europe pass through the Region of Örebro. The same applies to goods going by train from Stockholm to Oslo/Gothenburg or the other way.

OBJECTIVES

Passenger trains as well as freight trains have their own requirements. The challenge is to enable good preconditions for the transport of goods while not disrupting the passenger train schedule or making an area less attractive for people to live or work in, due to the high level of goods' movements.



KEY STEPS & ACTIVITIES

The main Hub for passenger traffic is based in the city of Örebro. Here the regional passenger flows are aggregated and passenger train connections to Stockholm, Oslo and Gothenburg are offered. Goods flows are mainly through the town of Hallsberg, which is located a bit further to the South. The distance between the city of Örebro and Hallsberg is around 30 km. Hallsberg is the only TEN-T Core Network Terminal in Sweden and from here long distance trains depart to Stockholm, Oslo and Gothenburg as well. However, it does not function as a Hub for regional passenger flows. These are concentrated in the city of Örebro. A key step to ensure a sufficient capacity for both passenger and goods trains in the future would be to build the so called "Nobel-Tracks" from Stockholm to Oslo. Another activity in the city of Örebro is evaluating whether to tear down the currently still existing rail-road-terminal in the city of Örebro.

RESULTS & IMPACT

The "Nobel-Tracks" would go through central Örebro but not through Hallsberg, which would provide more space on the tracks for freight transport and the handling of those in Hallsberg. Instead of the current rail road terminal in Örebro, there could be offices or apartments built in that area. The central areas in Örebro could be used in a better way.

LESSONS LEARNED & RECOMMENDATIONS

The separation of passenger- and freight-Hubs is a great advantage for the whole region, especially since certain goods do not have their start- or end-destination in the Region of Örebro. Additionally the whole area between Örebro and Hallsberg is growing together, its different parts specializing in different fields; many of them focusing on logistic purposes.

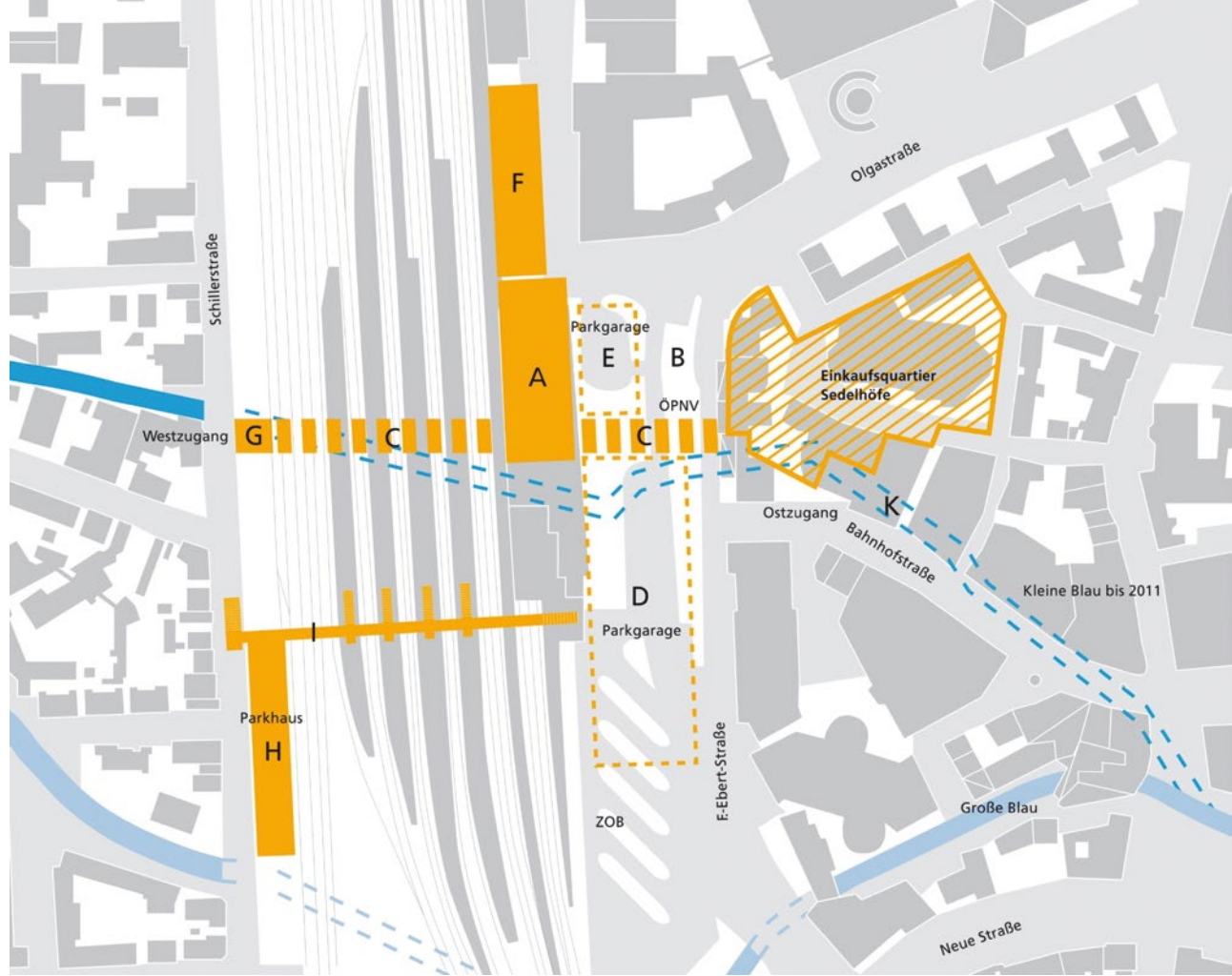
(above)
Freight transportation systems
in Örebro

REFERENCES, SOURCES, BIBLIOGRAPHY

- TEN-T: <http://ec.europa.eu/transport/infrastructure/tentec/tentec-portal/main.jsp>

WEBSITE, CONTACTS

- Logistikregionen: <http://www.logistikregionen.se/>



Ulm City Bahnhof
project. Plan

ULM

CITY STATION ULM AND ITS RENEWED DISTRICT

ULM, CITYSTATION, GERMANY

BEGINNING OF THE PROJECT: 2006

IMPLEMENTATION: CONSTRUCTION WORKS TO BE LAUNCHED IN 2016

COST: CA 200M EURO (WITHOUT URBAN DEVELOPMENTS)

SITUATION

The Ulm CityStation is one of the biggest stations in South Germany and has an important function as a Hub for the regional and international railway-transport. Nowadays the link between the station and the inner city, for both public transport and individual transport, is not yet satisfactory.

The station Square is a Hub, for the various transport means. This will increase with the new tram-line 2 between "Kuhberg" and "Science City" from 2018 on, the new ICE track from 2021 onwards and the Regio S-Bahn (expected in 2025). This will cause new and higher frequency stops and additional tasks for the Station Square.

The busy Friedrich-Ebert-Street acts as a barrier between the station and the inner city. There are not enough short-term and long-term parking spaces for cars and bikes/motorbikes. Accessibility and functionality of

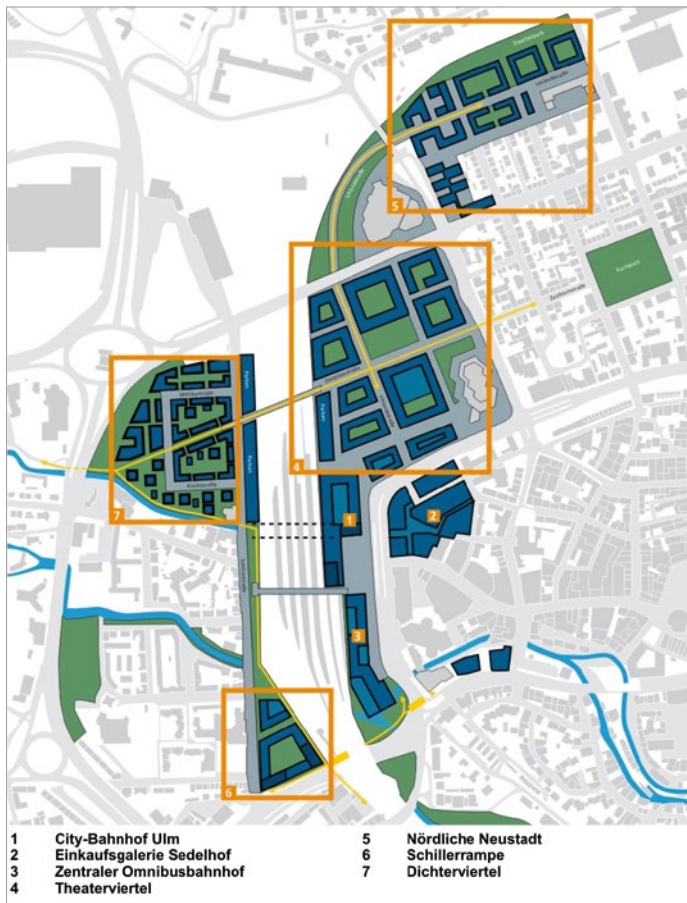
the public transport stops "Mainstation" are inadequate. The same is true for the link between the various transport modes.

The urban quality, the type and degree of urban land-use in the neighbouring quarters are inadequate to the central location of the site and its growing importance.

CITYSTATION-CONCEPT

The Station and its surrounding have a great urban potential. With the project "CityStation Ulm" the chance of a totally new concept in this area is to be taken. The CityStation Ulm has the following modules:

The new Station Square will be the place for intermodal linkage and multifunctional use. The aim of the City is to



(far left) Ulm City Bahnhof project. Plan

(left) Ulm City Bahnhof project. Detail of functions:
- Services (blue)
- Services in the upper stories (blue)
- Private housing (green)
Retail (red)

prevent all unnecessary traffic from accessing the square and to reorganize the remaining public and private traffic. Part of the transport functions (the delivery for the station, e.g.) will be ended or moved to another place. The square is to be turned into an attractive entrance to the city.

Under the Station Square and under the Friedrich-Ebert-Street a 4- storey parking-garage and a new station passage will be built. This passage will lead from the city to the station hall. At a later date the passage shall be extended through the station hall which is on level -1 and go further on, under the tracks, until it reaches the new western entrance, towards the station and to the Schillerstreet.

The parking level -1 is directly on the same level as the station passage. Kiss&ride space, space for taxi-parking, a parking garage for bikes and a supply-zone on level -1 will provide the most direct and shortest connections between all means of transport and usage. The entrances to the garage are outside of the Station Square at Olgastreet (north) and Friedrich-Ebert-Street (south). Apart from the Friedrich-Ebert-Street the Station Square will be free of private traffic.

A new entrance hall with an integrated business center is going to be developed by a joint venture consisting of the German railway company, the city of Ulm and private investors.

In addition to the garage under the Station Square a second garage will be built beside the western entrance of the station, on the other side of the tracks. Commuters will be able to reach this garage without entering the inner circle



of the city. The passage and an additional footbridge lead directly to the platforms.

The urban areas surrounding the Hub (such as "Dichterviertel" and "Theaterviertel") will be redeveloped gradually into quarters of mixed use and high density.

NEW CONSTRUCTION OF THE SEDELHOEFE – ENTRANCE TO THE INNER CITY

Next to the Station Square, in the inner city, the new quarter of the Sedelhoefe will be developed with the emphasis on retail, housing and space for services. The Sedelhoefe with their facades are important for the eastern edge of the square. The new shopping quarter will be opened in 2017/18. With this the side towards the inner city, the station square will have a new face. In accordance with the Sedelhoefe project the accessibility towards the inner city from the station will be much better both on level 0 and on level -1.

WEBSITE, CONTACTS

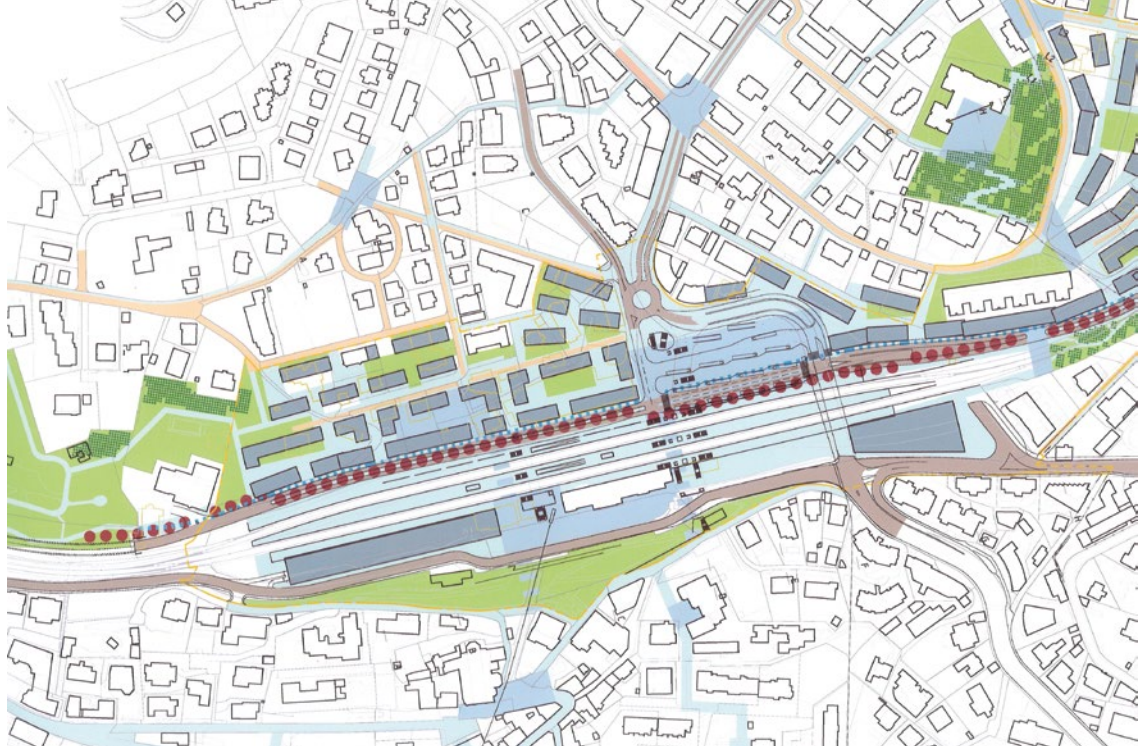
- www.citybahnhof.ulm.de / citybahnhof@ulm.de

3.2.

LINKS WITH

OTHER

CENTRAL AREAS



Masterplan Città Alta

LUGANO

LUGANO'S HUB AND ITS LINKS TO THE UNIVERSITY

LUGANO, SWITZERLAND

BEGINNING OF THE PROJECT: PROJECT MASTERPLAN CITTÀ ALTA, 2005 – 2007

IMPLEMENTATION: 2016 – 2019

COST: 265 MILL. SWISS FRANCS



(above) View from the future

Lugano station

(above right) The site of

Lugano's Station

BACKGROUND, REASON FOR THE ACTIVITY

Canton Ticino believes strongly in the importance of education and research at the university level. On October 13, 2014 the Grand Council, the legislative body of the Canton, confirmed its decision to invest 265 million francs in order to create three new campuses of the University of Applied Sciences and Arts of Southern Switzerland (SUPSI) and the University of Italian Switzerland (USI) by 2019. The three projects for a total surface of 46'475 square meters are:

- a SUPSI Campus at Lugano Station; total surface of 12'490 m²
- a SUPSI Campus at Mendrisio Station; total surface of 14'040 m²
- a USI/SUPSI Campus in Lugano Viganello total surface of 12'490 m².

OBJECTIVES

If the location of the USI/SUPSI campus in Lugano Viganello is dictated by the desire to expand the current USI campus, as well as to include a SUPSI department which carries out similar activities, the choice of the position of the other two new SUPSI campuses at Lugano Station and Mendrisio Station is made with the consideration of locating these buildings in the immediate vicinity of railway stations in urban centres, following the example of other Swiss professional universities which have opted for similar solutions. In fact, if one considers the significant number of students, including those who take courses in the curricula in parallel with professional activities and those in continuing education, and of staff who travel to



(far left) The new Ticino railroad by 2020

(left) the Campus SUPSI next to Lugano's station

SUPSI on a daily basis, these solutions support sustainability in an important way and directly promote the use of public transport.

KEY STEPS & ACTIVITIES

The opportunity to place the school in the immediate vicinity of a major railway station is a guarantee of sustainability of the project in terms of mobility and environmental impact. In the area of the Lugano railway station, two urban projects have been defined: the first involves a reorganization of the entire road area and the construction of new buildings on either side of the station; the second project calls for the covering over of the railway cutting in the territory of Massagno and the construction of new buildings on the land thereby obtained.

The project of the construction of the SUPSI Lugano Station Campus fits harmoniously into these two urban projects and involves the broader question of the development of the "Upper Town", affecting the districts of Lugano and Massagno. Furthermore, the SUPSI project is a solid stimulus intended to launch the regeneration of the entire area, providing well-integrated quality content with a view to public use. The area of the station is by its very nature very well served by public transport, and therefore ideally lends itself to the creation of a campus which naturally fosters public, rather than private, mobility.

Strictly regarding the university itself, its location in the immediate vicinity of the station, thanks also to the construction of major railway projects, will have the positive effect of fostering harmonious relations between Ticino and the other parts of Switzerland, as well as those with neighboring Italy, thus promoting the mobility of students and teachers coming from more distant places.

RESULTS & IMPACT

Both SUPSI and the city of Lugano – as well as the other cities involved in these projects – recognize and acknowledge the great potential for future socio-economic development of the region and are eager to contribute to this important and innovative progress.

SUPSI has adopted a systemic vision in revising its logistic strategy and chose a bottom-up and participatory approach in developing the model for its new campuses and facilities, which are based on citizen-centered architecture and governance. The new concept developed represents an integrated model and is aligned with the regional progress of the Canton of Ticino, both in the field of socio-economic growth and of eco-friendly mobility. SUPSI and the education system will in fact contribute to finding a solution to the traffic problem by promoting and facilitating the switch from individual transportation to public and sustainable mobility for up to 5'000 students and commuters.

Moreover, shorter connections between the different campuses and better and more sustainable mobility options for point-to-point travel will substantially improve life and working conditions and will help solve environmental issues, such as noise and air pollution and the excessive emission of greenhouse gases.

In conclusion, the creation of integrated trade and travel Hubs will act as fundamental enabler of smart, durable and sustainable city and university development.

LESSONS LEARNT & RECOMMENDATIONS

In conclusion, the creation of integrated trade and travel Hubs will act as fundamental enabler of smart, durable and sustainable city and university development.

REFERENCES, SOURCES, BIBLIOGRAPHY

- Mario Campi Architetto FAS e Associati SA / Gruppo Linkage: Masterplan Città Alta

WEBSITE, CONTACTS

- Citta di Lugano: www.lugano.ch,

Development areas in the Rostock station surroundings.
Proposal for a common development policy for Deutsche Bahn and University of Rostock



ROSTOCK

ROSTOCK STATION AREA & PROJECT WITH UNIVERSITY

ROSTOCK, GERMANY

BEGINNING OF THE PROJECT: JANUARY 2014 (AS PART OF URBACT ENTER.HUB LAP)

IMPLEMENTATION: FIRST STRATEGIC OUTCOMES SINCE JANUARY 2015

COST: NOT AVAILABLE YET



Development potentials under discussion near the railway station

BACKGROUND

The renowned Rostock university has a substantial profile and a multitude of research and development centres as well as two traditional technology centres have been established along with research and development oriented companies which have settled in Rostock. Meanwhile, academic and performance elites have moved to Rostock to find their centre of life there. Rostock's urban society therefore has found its new balance; Rostock offers clear alternatives to living in large metropolitan areas or rural areas for young academics. Young academics with entrepreneurial orientation are of outstanding importance for Rostock's

local community, both now and in the future. As a result, the trend for these people become residents of Rostock – or at least get active here – should be embedded and enhanced. Still, too many young academics leave the city or region respectively there are still unused immigration and daily commuting potential.

OBJECTIVES

Strengthening Rostock's position as regional centre; i.e. a medium-sized large city with partially metropolitan functions and urban quality or even economic excellence claims in certain business sectors is important. Here, preferably strengthening of the community via targeted development of a mostly self-supporting – presumably – academically oriented, creative, innovative milieus comprising of freelancers, spin-offs, start-ups in main station and university surrounds is key

Thus, it has to be determined on the basis of complex scientific-interdisciplinary methodology what boundary conditions have to be offered by the City of Rostock and its partners to enable the development of a Rostockean milieu for creative and innovative people, freelancers, start-ups and spin-offs.

Thus, social science and spatial science research has to be implemented before binding planning targets for promoting the aforementioned performance providers are for-

mally determined and the development plan can lead to a controlled development process; e.g. targeted “capacity building” and “empowerment” of local and regional protagonists will be needed here.

MAIN STEPS

Macro: Expansion and profiling of the University of Rostock, Establishment of two conventional innovation and start-up incubator centres, foundation of the University of Music and Theatre, Excellence institutes of the Fraunhofer and Max Planck Societies, site modernization of the “Frieda23” a non-profit design and art academy (Karo AG), settlement of creative-innovative private companies, as SN-Datentechnik or Future TV, in station vicinity.

Micro: Adaptation of the URBACT- Lugano/Supsi model to Rostock’s development and settlement chances. Here: Commissioning of an external office with related insider knowledge on relevant societal trends and settlement strategies in Europe.

Within the scope of URBACT, a potential and needs analysis was started here, important key protagonists were identified and addressed and needs and expectations related to such a centre were discussed. Among others, the following was investigated: Which partners are interested in contributing to the establishment of such a centre (respectively contributing actively to it)? Which are the functions it should fulfil? Is a topic or sector focus needed here? What boundary conditions have to be considered in the Rostock district “Südstadt” (where is which need for action, if applicable)?

RESULTS & EFFECTS

Decision to develop a site that is of real estate interest, located in the vicinity of the station and publicly owned from a fast and medium-quality marketing without major positive effects on the common welfare.

Instead: Checking the boundary conditions for the maximum possible long-term use for the community with a waiver of short-term marketing interests. Here: Investigation of development objective, development chances and the needed boundary conditions based on scientific methodology, but also monitored expiration of temporary uses of the potential area as garden colony near station and city centre.

Starting a semi-public discussion of this development option for Rostock with key stakeholders from the target milieu; thus, also checking the option “stakeholder mix” and “narrowing of the target milieu” in the station vicinity. Thus, induction of opinion-shaping within the community and



(left) URBACT Enter HUB workshop Łódź: presentation of a local conception with international experts

qualification of the city administration regarding settlement and growth conditions of this particular key milieu.

Thus, establishment of an example for strategic development planning and good governance for the benefit of qualitative growth in Rostock and the surrounding region.

Planned further processing of the topic within the scope of an e.g. Interreg project.

CONCLUSIONS & RECOMMENDATIONS

Societal and economic changes in medium-size large cities can be controlled by the city administrations if a strategy achieved via a planning-culture-based consensus is jointly implemented by politics, administration, business and science. The high quality of life in Rostock proves to be a settlement argument as much as the exemplary expansion of regional and local transport infrastructure. Rostock is committed to quality and distinctiveness regarding the own inner-city areas to remain competitive in the idea and investments contest.

Last development areas owned by the municipality are preferably reserved for high-quality use for the community’s benefit. Thus, unique selling points and settlement factors can efficiently be shaped; here presumably by providing optimized support for the sensitive settlement of academia-oriented living and working milieus of freelancers, business starters and spin-offs.

As related models have rarely existed in medium-sized large cities so far and accordingly there is little knowledge about the necessary implementation instruments, the risk of taking wrong decisions must be reduced by means of scientific research. Only after profoundly checked development objectives were determined, milieu planning objectives should be formally defined as urban planning objectives. EU programmes such as URB ACT and Interreg are perfectly suitable here, also utilisation of regional ERDF-grants or national development funds.

WEBSITES. CONTACTS

- Hansestadt Rostock
- oliver.koeppen@rostock.de andreas.schubert@rostock.de
- Inpolis Berlin: http://www.inpolis.de/inpolis-kontakt_de.html

3.3.

TOURISM



CIUDAD REAL

TOURIST INFORMATION POINT AT CIUDAD REAL HS STATION

CIUDAD REAL CITY CENTRE, SPAIN
 BEGINNING OF THE PROJECT: N/A
 IMPLEMENTATION: 2014
 COST: N/A

BACKGROUND, REASON FOR THE ACTION

Due to the increasing number of tourists coming to Ciudad Real as a result of the High Speed Train, it is important to place a tourist information point at the H.S. Station again. Three years ago the tourist information office in the station had to be closed due to its high cost. It was a very bad moment for the Spanish economy and Ciudad Real were obliged to reduce much of its expenditure. Having a tourist information point at the station is nowadays very important, not only for tourists but also for commuters that from Monday to Friday who need to be informed about what is happening in the city centre through this new space. The intention is to offer not only tourist information but also cultural and events brochures.

saboreaciudadreal
 TASTINGCIUDADREAL



OBJECTIVES

With this new project in mind Ciudad Real contacted TARIC CONSULTING a company running a shop that sells typical and traditional food products. Sales and tourist information points focus on the same client.



KEY STEPS & ACTIVITIES

After some meetings, an agreement was reached: Taric Consulting agreed to give up a little part of the shop to place an information point which will be used to offer maps, touristic information about the city and cultural agenda brochures with all the events celebrated in the town centre. It was also agreed that the shop assistant would give information about the city to visitors, indicating the most important points and monuments to visit during their stay in Ciudad Real. With both agreements Ciudad Real is solving the lack of an official tourist information point at the station: by ensuring that there is somebody to attend to visitors and resolve their queries and a place to collect touristic and cultural information about the city. In September 2014 the Councillor of Tourism and the manager of the company Taric Consulting signed the mentioned agreement where they arrived to the following conclusions:

- Taric Consulting will provide tourist information and brochures to visitors on the board designed specifically for this space. The shop assistant will do her best to resolve all kind of questions from visitors and commuters.
- The Council of Tourism will pay an annual fee of 2.000 € (VAT not included) for the services described above.



RESULTS & IMPACT

This agreement has been signed for an initial period of two years. Before this signature there was a tourist information point belonging to the Ciudad Real Council, but the expenses were very high. The rental fee for the office was 3.600 € per year and the cost for an employee (Social Security included) was 26.438,90 € per year. The total annual cost (telephone, cleaning, electricity, and other general charges not included in the total cost) of this tourist office was 33.638,90 €. Nowadays the fee is 2.000 € (+ 21 % VAT), so over 30.000 € per year is being saved.

(far left, left and above)
Information point for tourism attractions and gastronomy in Ciudad Real

REFERENCES, SOURCES, BIBLIOGRAPHY

- Data from Tourist Department of the Town Council of Ciudad Real

WEBSITE, CONTACTS

- www.ciudadreal.es

4.1.

COMMUNICATION
AND
INFORMATION
TO USERS



The Baltic Gateway project for a coordinated transport and axis development policy

ROSTOCK

A SMART GROWTH APPROACH IN ROSTOCK

ROSTOCK, GERMANY

BEGINNING OF THE PROJECT: 2003

IMPLEMENTATION: VIA DIFFERENT EU-INTERREG AND CROSS BORDER ERDF-PROJECTS UP TO MID OF 2015

COSTS: PROJECT FINANCED BY INTERREG-PROJECT BUDGETS, INVESTMENTS FROM ERDF AND SCANDLINES FERRY OPERATOR FOR NEW FERRIES

BACKGROUND

When the ferry port was relocated from Rostock-Warnemünde to the universal port in Rostock (north-east) 1995, Rostock's main station and the ferry train station at Rostock-Warnemünde both lost their relevance for cross-border traffic as well as the ferry train station in Gedser (DK). Cross-border passenger traffic via public transport was no longer in the focus of economic and political interest and lost public popularity. At Rostock's industrial harbour, car and coach passenger traffic were prioritized over passenger transport. The railway track from Rostock to Berlin was in a dilapidated status and increasingly focused on RoRo traffic. The traditional cross-border railway connection was erased from both the timetable information systems of the national train companies as well as from public awareness. The strongly increasing North-South cargo traffic was transferred to lorries; the railway line Gedser- Nykøbing (DK) was shut-down and the railway maintenance depot left to decay; the traffic congestion and noise in Nykøbing caused by heavy goods traffic was accepted. Public transport to the ferry terminal was not coordinated with the ferry timetables in either Rostock or Gedser,. Neither a uniform ticketing system nor any official handling of the two different currencies existed.



The InterCombiTicket enables uncomplicated passenger traffic between Guldburgsund (DK) and Rostock (D) without a car. Rostock expands its neighbourhood sphere towards North, allowing everybody to travel over the sea to Scandinavia

OBJECTIVES

- Integration of the site at Rostock with Scandinavia
- Improving connections between Rostock and Southern Denmark/Öresund region
- Improving the cross-border car-free passenger traffic offers between Rostock and Scandinavia
- Attractive cross-border ticketing systems
- Attractive cross-border passenger traffic information system
- Harmonization of public transport and ferry departure times
- Creation of comfortable waiting areas/terminals
- Construction of cargo and passenger ferries
- Change of use of old unused train (station) facilities
- Remote sales of bus travel between Berlin-Rostock-Kopenhagen
- Attractive train – public transport – ferry offer between Berlin-Rostock-Kopenhagen
- Rehabilitation of the railway line between Berlin and Rostock for high-speed or heavy goods traffic

MAIN STEPS

Numerous implemented multi-level-governance / private-public-partnership development projects resulted in setting a course for smart, sustainable and inclusive growth as contrasting development to the fixed Fehmarn Belt link.

- Baltic Gateway Project: http://www.spatial.baltic.net/_files/Final%20Report_BG.pdf www.transgovernance.eu
- 2010: coordinated presentation of the EastGerman ministries of Infrastructure for a transport axis between Dresden/Leipzig-Berlin-Rostock
- North South Initiative
 - Project Sonora http://www.north-south-initiative.eu/?set_language=en
 - Project COINCO <http://www.coinco-berlin.de/>
 - Scandinavia-Adria-Corridor initiative: <http://www.scandria.eu/en/the-scandria-corridor.html>
- E 55 Remote sales of bus services from Berlin-Rostock-Kopenhagen http://www.berolina-berlin.com/en_linie_kopenhagen.aspx
- Interface initiative: <http://www.interfaceproject.eu/>
 - SWOT analysis of passenger transport
 - Development of an intermodal cross-border passenger traffic offer
 - Development of cross-border ticketing systems for two currencies and three countries
 - Cross-border harmonization of regional and ferry traffic
 - Passenger needs analysis and passenger terminal planning
 - Re-municipalisation of the ferry train station Rostock-Warnemünde
 - Gedser ferry port and site development planning
 - Planning a bypass road at Nykøbing
 - Empowerment of local initiatives in Gedser (DK)

One milestone is the long-awaited extension of the TEN I-axis, running via Berlin to Rostock. TEN I grants enabled large-scale investment.

RESULTS & EFFECTS

- The axis (development) concept is integrated into the new EU TEN policy from 2014
- The long distance bus traffic is liberalized all over Germany, long distance buses stop at Rostock main station, coordinated public transport bus connections to the new ferry terminal exist <http://www.rostock-port.de/en/rostock-port/barrierefreies-reisen/faehrterminal.html>
- The cross border Intercombi ticket is launched on the market: www.intercombi-ticket.de/
- Rostock's public transport system is connected to ferry terminal and ferries www.rsag-online.de/en/home#



© Andreas Schubert

- Nykøbing is connected to Copenhagen via trains running at hourly intervals
- A cross-border passenger information system becomes operational in 2014
- The international train information system reintegrates the intermodal passenger transport offers into the timetables
- Development planning for railway wasteland(s) at Warnemünde: <https://www.rostock-heute.de/mittelmole-warnemuende-planungswerkstatt/74300> <http://www.wohnpark-warnemuende.de/>
- Gedser site and ferry development starts: <http://www.interfaceproject.eu/interface-project/achievements/rostock-gedser/details/browse/1/article/140/renovation-o-1.html> http://www.gedserremise.dk/dk/projekt_gb.html#ns
- Increase of passenger and goods traffic between Berlin and Rostock after the rehabilitation of the railway line
- Twinning between Rostock-Guldburgsund and, thus, numerous new cross-border projects

Rostock Sea Port: Converted GDR standard 2010. A modern passenger terminal was opened in Rostock close to the ferry terminal in 2013. The city bus stops directly in front of the building. A real time information display keeps the passengers informed

CONCLUSIONS & RECOMMENDATIONS

A negative trend can be stopped and reversed through integrated, interdisciplinary development planning in combination with competent development management. In addition, a triple helix development approach as well as „multiple-level-governance“ should be deliberately implemented. Cross-border or even transnational EU network programs as Interreg and URBACT are a good basis for addressing local and sectorial problems effectively.



Connections from the city centre to the terminal

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Real time tracking in Creil
Agglomeration

DEPARTMENT OF OISE

SISMO: A SET OF TOOLS DEDICATED TO OISE'S MOBILITY

DEPARTMENT OF OISE, FRANCE

BEGINNING: AUGUST 2010

IMPLEMENTATION: FIRST WAS CREIL AGGLOMERATION IN SEPTEMBER 2011
AND AFTER THE OTHER TRANSPORT AUTHORITIES

COST: 2.9 MILLIONS OF EUROS BY YEAR AND DURING 12 YEARS

BACKGROUND, REASON FOR THE ACTIVITY

The transport authorities in the Department of Oise, including the Creil Agglomeration, have been federated since 2006 as the "Union of the public transport authorities in Department of Oise", also called SMTCO. This cooperative body's purpose is; to coordinate all the transport networks at a large scale (i.e. the scale of the Department, 800 000 inhabitants); to enhance intermodal travel; and to foster the development of modal interchanges.

OBJECTIVES

The "SISMO" system is an innovative tool for mobility assistance across the Department of Oise that has been developed by the SMTCO and a consortium of companies (ERG/Cityway) has been hired to take care of its funding,

organization and operation. All 13 transport authorities in the Department, and their 6 delegated transport authorities, which are responsible for on-demand transport, benefit from this system.

KEY STEPS & ACTIVITIES

Developing this tool had two main aims:

- The implementation of modernised tickets through the introduction of a single transport pass (called the "Mobility Pass in Oise") that could be used for all rail and road modes.
- The development of real-time passenger information, so that they can easily switch from one mode to the other: a phone platform as well as an online platform allows multimodal route search (city and intercity buses, train,



on-demand transport, car-pooling, bicycle). All the data we find usually in a public transport network are put together and updated in a centralized base. Stations, schedules and fares are used for the itinerary calculator. In the future, the platform will also index all the cycling lanes. The website is also available in a mobile version, and an iPhone application is available; a SMS alert service is provided to inform passengers about disruptions in real time. The information in real time is also circulated through dynamic signs located at the transport stops and inside the vehicles.

The SISMO is also a tool for transport operators, since it provides usage statistics for each line and each stop, a system of ticketing validation, vehicle geolocation, calculation of travel real cost, and an overview of mobility. The system also allows access to a tool which is used by the local authority to check the bus traffic in real time. Thus, the information is the same for the transport company and for CAC.

RESULTS & IMPACT

One of the difficulties we met is that SISMO system was created originally for inter-urban coaches, which do not have the same needs as an urban network; for instance, in our buses in Creil we have only one validator per bus; when this one is full (which happens a lot), it is difficult or even impossible for customers to validate. To improve the system, we must be aware of its difficulties and be able to follow the evolution of the « new technologies » through a long-term contract (12 years!). One of the major difficulties is the discussion between all the local authorities who do not necessarily have the same objectives.



Adequacy between what the authority wants and implements and what the customers feel about that: we must be sure that the new technologies address a real need.

LESSONS LEARNT & RECOMMENDATIONS

The mobility centre informs users about all the networks: the borders between authorities, competences and between the different types of transport it is usually a big problem for the inhabitants to understand the chain of mobility (bus, train, pedestrian, bicycle...). This is eradicated thanks to the project. For the customers the important factor is to be remembered by vendors, especially for the on-demand transport (there is no need to communicate an address once again for instance). The technologies evolve quickly and it is necessary that all the system and tools evolve in the same time to be efficient and meet the expectations of the inhabitants. If the system is efficient now, it will be efficient tomorrow and later.

The SISMO is an innovative system with a good reputation, for example:

European Mobility Exhibition, Paris June 2010, Innovation Award winner, category "Intelligent transport systems";

World Congress & Mobility and City Transport Exhibition, Dubai, April 2011, Innovation and Technology Award winner.



(top left) The SISMO project makes access easy to public

(above right) Different tools

REFERENCES:

- SISMO – SMTCO

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4.2.

INFORMATION

AND

TICKETING SYSTEM



The smart city and governance in Porto

PORTO

NEW TECHNOLOGIES FOR PORTO'S SMART GOUVERNANCE

PORTO, PORTUGAL
 BEGINNING: 2007
 IMPLEMENTATION: 2009
 COST: DEVELOPED BY THE MUNICIPALITY INTERNAL RESOURCES (NO SPECIFIC COST)

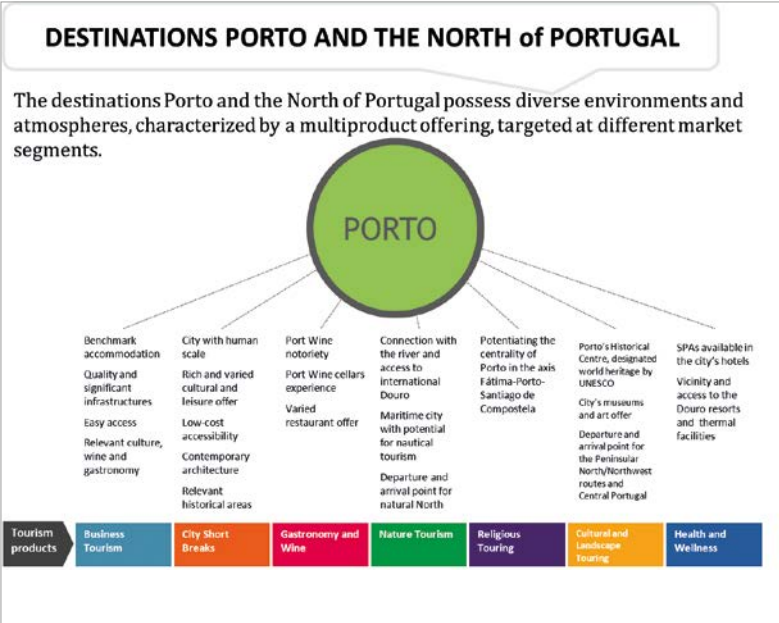
BACKGROUND, REASON FOR THE ACTIVITY

Cities today face an enormous challenge of combining competitiveness and sustainable urban development. This challenge is likely to have an impact on issues of Urban Quality such as housing, economy, culture, social and environmental conditions.

Tourism market – City of Porto

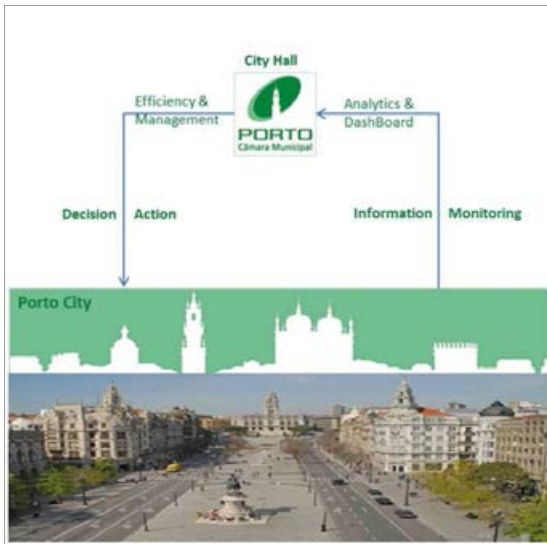
OBJECTIVES

Aware of this challenge, the city of Porto decided to implement a strategy for the modernization of administrative services, in a perspective of Smart Governance and Urban Intelligence, whose main objective is reflected in the improvement of service to the citizens, local government actors and especially to promote the city among tourists (economic cluster of great strategic importance to the city.)



KEY STEPS & ACTIVITIES

- In this context, the main IT applications developed were:
- **Virtual One-Stop Shop:** This application cuts across all services provided by the municipality. From this portal, citizens can make all kinds of requests to the municipality. We highlight the GIS application, where, all the instruments of territorial management can be queried in real time. Another important application is the simulation of municipal taxes, in which citizens can make their own simulation of the charges payable on a given operation.
 - **Executive Portal:** This application was developed with the aim of fast access by citizens to political decision-making documents of the municipality and to ensure the transparency of those policy decisions.
 - **Tourism Portal:** The main aim in creating this portal was particularly the recommendation and planning (demand)



(far left)
Smart Governance and Urban
Intelligence – Scheme

(left)
Virtual one-Stop Shop –
Layout

and organization (offer) of Porto as a destination.

- Bi & BAM – (management portal): This application was designed to present global indicators of the activities of the municipality, especially data related to finance, human resources, etc.

RESULTS & IMPACT

These applications have revolutionized the means of approach between citizens and the local authority, ensuring greater efficiency and transparency in service.

We highlight the award of a prize of best practices to the Executive Portal, by Microsoft.

Furthermore, considering that the Tourism Portal is based on the concept of a tourism marketplace integrated into a system information and promotion that combines a series of tools and technologies for the implementation a set of solutions, we can conclude that this portal has had some success, especially for people who come to Porto, to visit, to invest and to work or study. The creation of the brand “Opportunity” (should this be “Opportunity”) is also the result of interest in the portal. The City of Porto was voted

as the Best European destination in 2012 and in 2014 by the organization European Consumers Choice.

Another important result was the development of paper free public meetings of the executive council. Since 2008, these meetings are made without any recourse to this material, which implies savings, among others, of 30 trees per year.

LESSONS LEARNT & RECOMMENDATIONS

Generically, in order for Porto to continue to be labeled as a “smart city”, and in particular to address the challenge of combining competitiveness and sustainable urban development, it is necessary for continuous monitoring of these applications. It is also necessary to continually search for innovative solutions to differentiate Porto from the other European cities that compete at the same level.

What concerns the local authority actions is that we are actually developing a single “smart-city” strategy for the city. This strategy will define the main areas of investment as well as the goals to be pursued and necessary resources to make them reality.

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- “O Futuro das Cidades”, José F. G. Mendes, Minho University

WEBSITE:

- <http://balcaovirtual.cm-porto.pt/pt/Cidadaos/Paginas/default.aspx>

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Map of Europe with Partners' localization

URBACT II

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 challenges. It helps them to develop pragmatic solutions that are new and sustainable, and that integrate economic, social and environmental dimensions. It enables cities to share good practices and lessons learned with all professionals involved in urban policy throughout Europe. URBACT is 181 cities, 29 countries, and 5,000 active participants.

www.urbact.eu/project

ENTER.HUB

ENTER HUB promotes the role of High Speed Rail (HSR) Hubs/multimodal interfaces of regional relevance in twelve medium-sized cities as engines for integrated urban development and economic, social and cultural regeneration. Because of their ability to grow more and faster perhaps than larger metropolitan areas, **ENTER HUB** network partners consider their position, as HSR Hubs, is a relevant key point for their future urban strategy. Therefore, fitting into TENT-T corridors, all **ENTER HUB** partners look at this project as an opportunity to redefine their territorial systems around these Hubs in order to bring them closer to other European cities, to encourage their citizens to embrace all kind of activities and to strengthen connectivity at a local, regional and EU level. This project's goal is to help cities to improve their mobility systems to become more competitive, to attract population and diverse activities despite the economic crisis.

<http://urbact.eu/enter.hub>

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