ENTER.HUB
FINAL REPORT
2012 – 2015
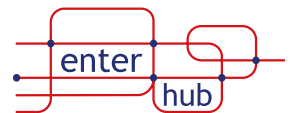
enter
hub

Connecting cities
Building successes

URB
ACT

ENTER.HUB

European Network exploiting Territorial Effects

FINAL REPORT

of Railway Hubs and their Urban Benefits

2012 – 2015

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European Union
European Regional Development Fund

Connecting cities
Building successes

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URBACT Context

URBACT II is a European exchange and learning programme promoting sustainable urban development, partially funded by the European Regional Development Fund, under the framework of the European Cohesion Policy. This program enables cities to work together in networks in order to address major urban challenges, affirming their key role to face increasingly complex societal changes. URBACT helps cities to develop Local Action Plans (LAP) based on new, sustainable and pragmatic solutions integrating economic, social and environmental dimensions, and enables them to share their practices.

ENTER.HUB Overview

In the framework of this programme, ENTER.HUB promotes the role of High Speed Rail (HSR) Hubs/multimodal interfaces of regional relevance in 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.

ENTER.HUB PARTNERS

The ENTER.HUB network is composed of 12 partners belonging to 9 different countries:

- Reggio Emilia (Italy), Lead Partner;
- IMPEFE – Ciudad Real (Spain);
- Girona (Spain);
- Ulm (Germany);
- Rostock (Germany);
- Łódź (Poland);
- Gdynia (Poland);
- Creil Agglomeration (France);
- Lugano (Switzerland);
- Örebro Region (Sweden);
- Porto (Portugal);
- Preston (UK).

ENTER.HUB partners work both at a local level in the framework of specific URBACT Local Support Groups (ULSG) who are tasked with developing a Local Action Plan (LAP), and at a Transnational level during the Transnational Thematic workshops (TTW).

ENTER.HUB team during Transnational Thematic Workshop in Łódź, October 2014

ENTER.HUB INITIAL ASSUMPTIONS

A Hub for Medium-sized Cities

Most medium-sized cities reveal a conflicting relationship with the HS transportation system. Regarding this controversial topic, the partners of ENTER.HUB share the same following diagnostic.

- Increasing mobility, as well local as long distance, by all levels of population: workers, students, elder people, tourists …
- Low-density sprawl helps to maintain a car culture that is anchored in the local way of life;
- An obvious economic and technical dilemma still exists between the increasing importance of car traffic and the lack of efficiency of public transportation;
- HS lines and stations are often a barrier between urban territories, districts and citizens;
- HSR carries, or increases, a feeling of isolation for citizens living in medium-sized cities located at the edge of a large metropolis area, and seldom served by the train;
- HSR Hubs may add uncertainty to decision making concerning public transportation and services, public space sharing, evolution of car technology (energy, size…), etc.

Toward a Change of Model

ENTER.HUB partners observe that the societal change they are facing has an impact on mobility, and on relations to HSR in particular. This change of model can be summarized as following:

- Taking the view that mobility is positive;
- Connecting speed and slowness;
- Reducing car dependency;
- Optimizing and coordinating all modes of transportation, toward a multimodal world;
- Combining attractiveness and quality of life;
- Addressing interaction between diverse uses.

Shared Issues

In order to overcome / meet these changes, ENTER.HUB partners share very similar issues:

- How to take into account a wide diversity of uses and expectations from different types of users;
- How to bring residential areas closer in distances and time to economic and cultural activities;
- How to enlarge catchment area for economic, social, as well as touristic reasons;
- How to make the most of the wide range of opportunities which Information Communication Technologies (ICT) provide;
- How to limit land use;
- How to plan new districts and public spaces on a human scale.

METHODOLOGY

ENTER.HUB's Lead Expert (LE) and Lead Partner (LP) proposed the following methodology which was agreed by all partners.

Macro Themes

The partners of the ENTER.HUB network were grouped into 4 macro-themes, each of them focusing on the specific role of a Hub in an urban context:

GROUP 1: A MULTIMODAL NODE INTERFACE
AND A CONNECTOR

An HSR HUB as a multi-modal facility integrating multi-polar networks, local, national, international trains, buses, cars, bikes, walking paths, etc. and including the requirements of its hinterland.
• Partner Cities: Reggio Emilia, Creil, Łódź, Örebro.

GROUP 2: A GATEWAY TO MOBILITY FOR PEOPLE
AND ACTIVITIES

An HSR HUB as part of relational networks introducing a creative approach to urban design, giving a new image to the city and creating high quality urban spaces eventually boosting economic, education, tourism, and cultural exchanges.
• Partner cities: Ciudad Real, Lugano.

GROUP 3: A CENTRAL PLACE IN THE CITY

An HSR HUB as the centre of urban opportunities, creating a public facility that serves an economic and social strategy, with a potential for new dynamic functions and urban densification.
• Partner cities: Ulm, Rostock, Porto.

GROUP 4: A TURBINE FOR ECONOMIC
ATTRACTIVENESS

An HSR HUB as a lever to strengthen the economy and promote an attractive residential city and as such, an efficient tool for an urban comprehensive integrated strategy.
• Partner cities: Preston, Gdynia, Girona, Orebro, Łódź

Concept Map

LE has developed a Map identifying and seeing together major partners key concepts to be used as a participatory tool for Transnational Thematic Workshops.
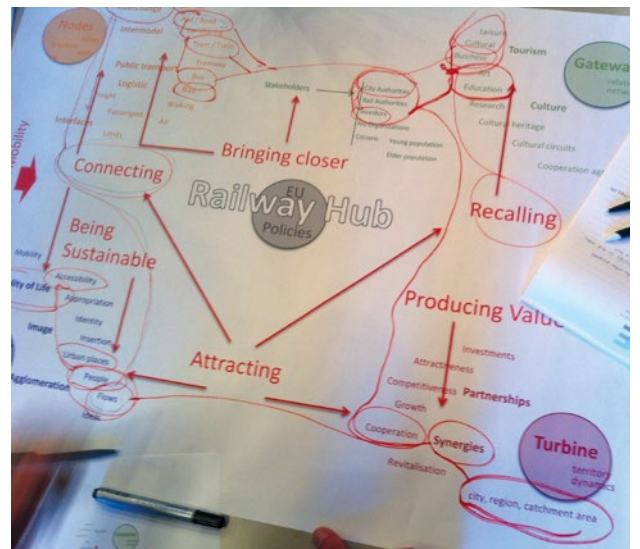
Concept Map at use during Workshop

(above) Working on the Concept Map during Transnational Thematic Workshop in Rostock, May 2014   (below) Concept Map by ULSG Reggio Emilia

At Transnational level: Thematic Workshops

The five planned Transnational Thematic Workshops during the project have tackled the following topics: "Urban Planning", "Mobility", "Governance and Participation", "Economy", "New technologies and Smart Cities". Each workshop has been organised by the LE together with a Thematic Expert (TE).

Before Transnational Thematic Workshops

- The LE and TE produce a short text on the specific theme and adapt the General Concept Map in order to enable the partners to prepare for the thematic workshop.
- Each Partner's ULSG (Urbact Local Support Group) debates their local territorial and urban action plans, and the LE / TE's text using the General Concept Map where appropriate.

During the Transnational Thematic Workshops

- The TE introduces a conference on the Workshop's transversal theme and Transnational Thematic Workshops methodology.
- A small number of partners present their own projects and local action plans focusing on the workshop theme: challenges, difficulties, expected results, good practices, international references.
- The partners work together in groups and answer the questions raised by the TE, discuss similarities, and experiences, and share their policies and local actions plans.
- Each group represents the exchanges and learning process on a Thematic Concept Map.

After Transnational Thematic Workshops activities

- Group coordinators collect material discussed during Workshop and implement the Concept Map.
- The TE receives this material and writes a thematic report, including 10 recommendations.
- Partners complete and validate the "Atlas of Practices and Experiences" showing their own involvements.

At local level: partners' ULSGs and Local Action Plans (LAP)

At the same time as working at transnational level, partners work at a local level. Through the involvement of their ULSGs and thanks to the exchange at a transnational level, partners develop their LAP. The LAP is developed using a common framework but the content is specific to the individual partner's local context and needs.

- Each partner sets up its own ULSG taking into consideration the focus of the LAP. The number of ULSG members is flexible. The composition is flexible (it can change during the duration of the project).
- ULSGs meet regularly between two transnational workshops, in order to exchange about outputs of the previous workshop, to prepare inputs for the following one and to gradually develop the LAP. Local coordinators and ULSG coordinators stay in contact to share these outputs and inputs.
- ULSGs' core members take part in National and Transnational Capacity Building seminars organised by the URBACT Secretariat.
- A specific workshop, in October 2014, is dedicated to the LAPs peer review.
- Partners work on their LAPs until the end of the project and evaluate possible future developments.

THEMATIC APPROACHES

Preston Railway Station
built in 1880 and extended
in the following year is a Grade II
Heritage listed building

THEMATIC APPROACHES
HUBS IN MEDIUM-SIZED CITIES

JEAN-JACQUES TERRIN, LEAD EXPERT

© Photo Isabelle Sirjacobs

Railway Stations and the City

During the 19th & 20th centuries, railways lines and stations have contributed to creating and transforming cities. Built at the edge of the pre-industrial cities, first designed in most cases to improve industrial development, the railway lines and stations have strongly influenced urban planning for almost two centuries. The production of railway stations all over the world in a very short time, has given a unique worldwide identity to these buildings, mostly built in iron and glass. Throughout the industrial era, railway stations have been universal icons of the industrial modernity and the main centres of most large metropolitan areas. It is only in the second part of the 20th century they have lost this image of an urban milestone of mobility in favour of airports. Today, due to these historical footprints and to major changes in mobility systems, most railway stations are at the brink of two models. The first, an urban monument and an architectural myth exclusively dedicated to railway travelling, which belongs to the past. The other one is still under construction: it is an urban connector and a producer of services, as well as an economic and social attractor (Terrin, 2009[1]).

1 Terrin J.J., 2011/1. *Gares et dynamiques urbaines, les enjeux de la grande vitesse, Railway Stations and Urban Dynamics, High-Speed Issues*, bilingual french-english, Marseille, Editions Parenthèses.

(left) The historical Antwerpen Railway Station built between 1895 and 1905 and renovated from 1998 to 2007 is a monument and a landmark for the city
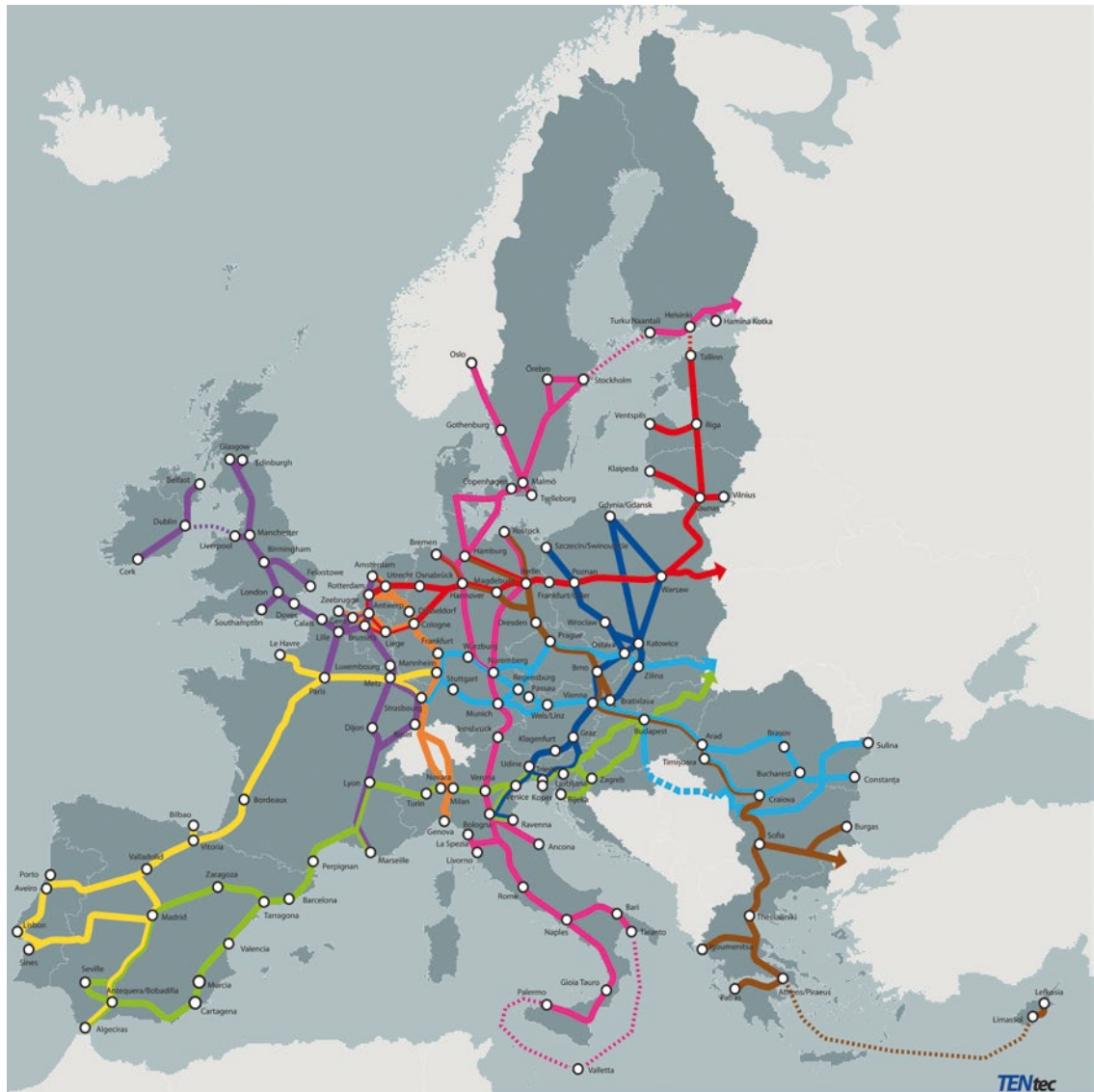
High Speed Railways

Japan was the first country to build a High-Speed Rail (HSR) line in the world, the Shinkansen, in 1964, which covered the 515 km distance between Tokyo and Osaka in 2 hours and 25 minutes. Along with the French TGV line launched in 1981 connecting the 425 km distance between Paris and Lyon in 2 hours, its has succeeded in a very short time to capture 85% of the air market between these large cities. Today, as Hall[1] states, railway systems in Europe and Asia have "achieved an extraordinary renaissance in the form of high-speed trains" accomplishing "what motorways failed to do: to shrink geographical space" and "tie much of Europe in a single polycentric Megalopolis".

Ten Trans-European Transport Network (TEN-T) corridors connect, or will soon connect, major national and regional metropolitan areas, especially national and regional capitals. Those corridors tend to connect large cities where "Hub-and spoke" patterns already existed. This situation naturally "favours the large central cities they connect,

especially their urban cores, and this may threaten the position of more peripheral cities." (Hall, 2009). The economic windfall promised by HSR promoters is not uniformly distributed along a corridor, resulting in possible winners and losers (Levinson, 2010[2]). In reality, HSR influence on urban areas depends more on the "pre-existent potential of an urban region" (Pol 2003[3]) whether this potential is economic, heritage or tourism based, educational, etc. than on the size of a city, its distance to main Hub, etc. Most observers agree that HSR possibly facilitates existing growth but does not automatically create new growth.

1   Hall, P. 2009. *Looking Backward, Looking Forward: The City Region of the Mid-21st Century*. Regional Studies Vol. 43, 6, p. 806.p. 808.

2   Levinson D., 2010/5. *Economic Development Impacts of High-speed rail*.

3   Pol, P. 2003. *The Economic Impact of the High-Speed Train on Urban Regions*. European Regional Science Association EconPapers. Retrieved on 06/12/2009 from http://www.ersa.org.

Source: http://www.dezeen.com/. Project: Santiago Calatrava

(left) The HSR Hub of Liège-Guillemin, praise to bigness

(below left) Berlin Hauptbahnhof, a symbol of globalization

Two places connecting differently global and local networks: St Pancras/Kings Cross/London Underground (below right) and Euralille/Lille-Flanders (bottom)

Source: https://prommeggermarco.wordpress.com/2013/04/19/45/

Hub and Spoke

The HUB concept has emerged as the nodal and radial element of a complete urban transport network. It can be defined as a centre of diverse activities, from which multiple spokes radiate outwards connecting the HUB with other locations. The term of HUB was initially attached to multifunctional centres, especially large airports concentrating different means of circulation including air, train and motorways, and therefore mostly dedicated to major metropolitan areas. This concept applies today to HSR Stations, as they play an optimal role connecting long distance travellers (business, tourism) with local networks, as well as providing a new focus point between different layers of activity and modes of circulation. The same network can contain a major and several secondary Hubs. Being complex nodes and integrating a large number of functions, Hubs are generally huge, monumental and space-consuming buildings, housing internalized places, and therefore preferably built in isolated locations (Smets, 2011[1]).

1 Smets M., 2011/4. *Transfers, Nodes, Hubs and Places, Different Forms of Intermodal Exchange*, Huburbs Seminar, University of Toronto, John Daniels School of Architecture.

Kyoto Station, shelter of a traditional Japanese association between rail and retail, transformed by the presence of the Shinkansen into a new urban centrality

including shops, banks, restaurants, theatres, housing and offices, producing an endless chain of connected functions

Hubs and Medium-sized Cities

The emergence of Urban HSR HUBS is historically linked to national or regional metropolitan areas. Indeed, HSR benefits generally larger cities rather than smaller cities and enforces centralization of growth of major metropolitan areas (Vickerman 1997[1] and Sasaki & al. 1997[2]). It can disadvantage the smaller urban areas located between two main HSR stations and fragment rural territories (Dubois, 2010[3]). Therefore HSR may be suffered in medium-sized cities as a worrying improvement (Delaplace, 2012[4]). But, in many ways, HSR HUBS can also amplify local opportunities in medium-sized cities, facilitating exchanges between different public and private flows, extending urban comfort by breaking it out into the city, creating identity through people's experience, and recalling memory of the urban environment. Even if the impacts of such opportunities are usually difficult to measure, it is possible to observe them at different scales through simple indicators of urban quality: improvement of local public space, image of the HUB and its services, development of economic, educational, cultural and social activities along the HUB's spokes and the TEN-T corridor, at local, regional, national and European levels.

This original challenge gives the project ENTER.HUB a very unique and remarkable opportunity to focus on the definition and the role of a HSR HUB in a medium-sized city. The following part of this document reports on the major issues revealed by the five thematic workshops that have taken place during the project: Urban planning, Mobility, Economy, Participation & Governance, and Smart Technologies.

[1] Vickerman, R. 1997. *High-speed rail in Europe: Experience and issues for future development*. The Annals of Regional Science, 3, pp. 21-38.

[2] Sasaki, K, and Ohashi, T. and Ando, A. 1997. *High-speed rail transit impact on regional systems: does the Shinkansen contribute to dispersion?* The Annals of Regional Science, 31, pp. 77–98.

[3] Dubois S., 2010/1. « *TGV : un quart de siècle de bouleversements géoéconomiques et géopolitiques* », Géoéconomie, n° 52, p. 89-89. DOI : 10.3917/geoec.052.0089

[4] Delaplace M., 2012/4. « *TGV, développement local et taille des villes : Une analyse en termes d'innovation de services* », Revue d'Économie Régionale & Urbaine, p. 265-290. DOI: 10.3917/reru.122.0265

© Luca Vecchi for Municipality of Reggio Emilia
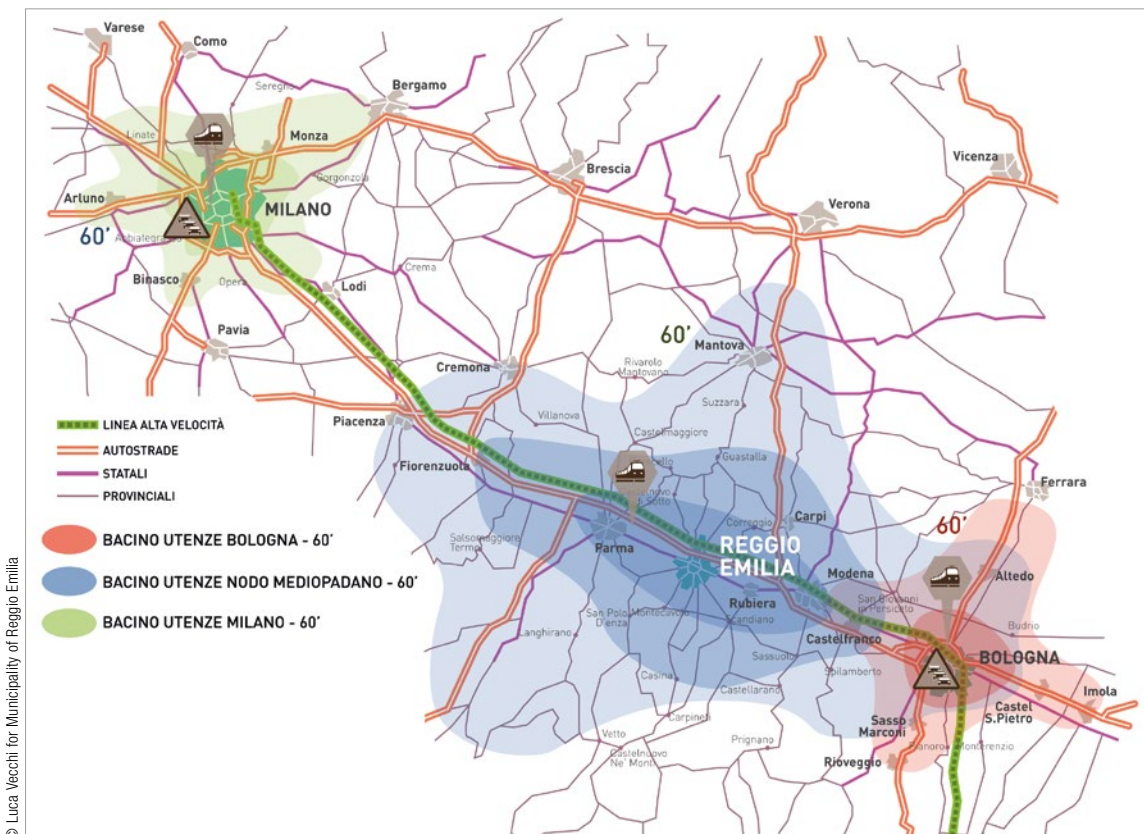
Reggio Emilia located on the High Speed Line between Milano and Bologna

URBAN PLANNING

JEAN-JACQUES TERRIN, LEAD AND THEMATIC EXPERT

Partners at work during the Transnational
Thematic Workshop in Örebro, October 2013

Two Scales of Interactions

An Urban HSR HUB is a multimodal centre, acting as an interface between several modes of transportation and as an exchange node encompassing several spokes, stressing the diverse relationship between mobility and territory. It is a gateway to the city and a turbine for its re-development. In considering this concept in a medium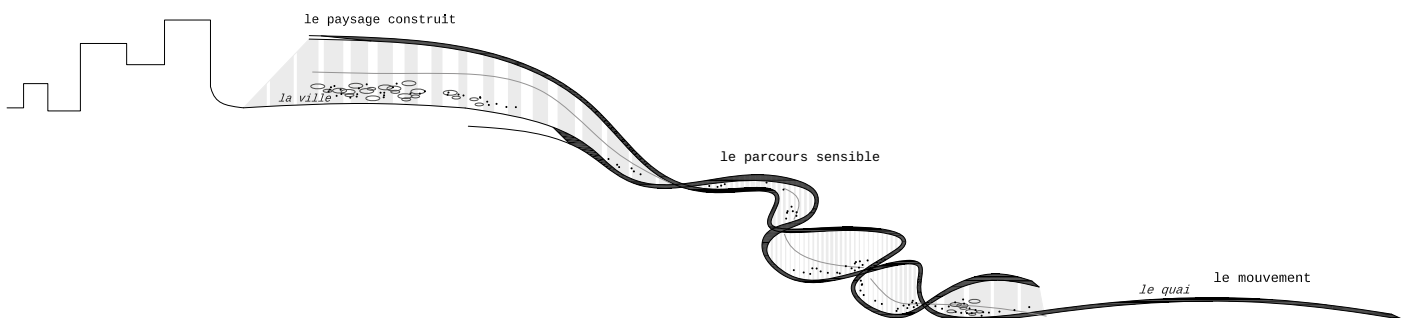-sized city, alongside its role as a major element of urban and territorial mobility dynamics, such a HUB should also be a connector between the very centre of the city, the local network of private and public transportation, and the regional, national and international TENT-T corridor on which it stands.

An HSR HUB should deliberately be considered as a link between two urban scales: a global scale connecting it progressively to a large regional territory and, beyond, to all places in the country and in Europe; and a local scale that draws people, ideas and activities into the very centre of the city and its public space.

As such, an HSR HUB should consider the following major issues: 1) how to favour sustainable circulation of people, ideas and knowledge; 2) how to build up a new identity, giving meaning to memory of the place; 3) how to rely on users' experience; 4) how to bring together different types of population, 5) how to attract people and economic activity, and 6) how to produce value.

le paysage construit

la ville

le parcours sensible

le mouvement

le quai

© Jacques Ferrier, architect

(above) This double ribbon proposed by Jacques Ferrier is to symbolise the sensible path composing the double identity of a HUB, a contextual identity starting from the city and leading to the platform and beyond to the external world, and a network identity starting from the platform and taking to the city

Major Issues

Favour sustainable circulation of people, ideas and knowledge

© http://www.spiekermann-wegener.com/

1993

2020

500 km

5 h
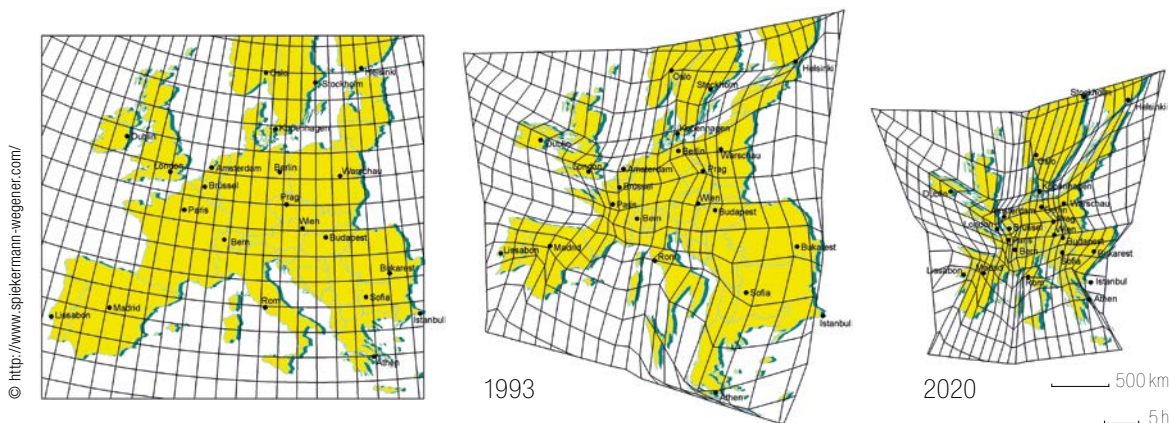
Modern transport technologies reduce the time to overcome space; measured in units of time, space is 'shrinking'. This change of map scale leads to distortions of the map compared with 'familiar' physical maps. The following three maps show the 'shrinking' of space through the improvement of the European railway network between 1993 and 2020 compared with the base map with constant speed of 60 km/h

Toward zero fly zones

HSR, like railways in general, contributes to the reduction of pollution, greenhouse gas emissions and traffic congestion. It is a low carbon, fast and reliable way to travel from one city centre to another. HS lines are significantly cheaper to construct than highway infrastructure. In most parts of Europe, it constitutes a very efficient and sustainable alternative to airplane and car. For example, the TGV line Paris/Lyons has virtually eliminated air travel between both cities. And HSR from Madrid to Barcelona has cut air travelling in half within the first year. One can also remember the decrease of the traditional connection between Brussels and Amsterdam and the subsequent aim to only run this line with HSR. In Ulm the new railway station will also contribute in creating a reduction of short inland flights and should also reduce commuting with the use of private cars.

Speed and slowness

HSR is in itself a sustainable way of travelling compared to planes, cars and buses; however if it is to be mostly sustainable for users, HSR needs to rationalise the number of stops, in relation to its speed. Therefore, the real and optimal value of HSR for a medium-sized city is that it is accessible for a large and comprehensive catchment area. In this context, the issue of a Hub is paramount in order to facilitate polycentric city connections, inside this catchment area. In Reggio Emilia, the arrival of HSR is a key occasion for a major renewal of the local public transport system, beginning with linking the new HS station to the historical local railway line. In its turn, the renewal of the transport system provides the opportunity for a urban re-qualification.

(left) HST entering Reggio Emilia HSR station (Municipality of Reggio Emilia, project by Santiago Calatrava) (right) Children playing in a pedestrian square in Valencia

© Kai-Uwe Schulte-Bunert

Building up a new identity, giving meaning to memory of the place

Building a link between memory and today's culture

Porto Sao Bento railway station, the major station of the city built in 1916, is known for its tile panels depicting the history of Portugal

Historic buildings have potential, not only for their interesting architecture but also for their capacity to enable new uses. In Gdynia for example there is huge potential to use the station to the city's advantage for cultural events, such as night of museums and theatre plays and concerts.

Therefore, footprints of the historical settlement of a railway station can be a major element for the development of a city. Recalling the place of the station in the cities' memory strengthens its relationship with the cultural and economic milieu.

Connecting the station with its surrounding heritage

Most medium-sized cities have a strong relationship with their heritage, whether it is architectural or urban, especially when located in the centre, or natural and landscaped which is located in the hinterland. In most cases,

this heritage is valuable, and extremely diversely promoted. Porto is a popular world heritage site and the main station is part of it. In most cases, the railway station can play a role in the upgrading effort of this value.

Rely on users experience

Reveal tacit expertise

People need to express their experience of mobility, comfort, intensity, intimacy, and ultimately to reveal the sense they give to movement in their city. This essential knowledge is needed as soon as the design of a Hub is begun in order to reach a quality of life that will be perceived and not endured by the users of the proposed facilities and public space. In Ulm, exchanges and debates with users facilitate the understanding of new ways of practicing mobility, new expectations, opportunities, priorities, leading to different solutions that depend on the urban and territorial context they live in.

A participative street meeting in Łódź

Bring out collective visions

Future users of a Hub, whether they are citizens, travellers, tourists, workers, commuters, or companies and facility managers, may have views about the future of such a major community facility. The question addressed to planners and designers is how to stimulate a common vision of

these diverse approaches, how to enrich the design process with inspiring input that can obviously enrich design and reach users expectations. In Preston, the project provides a vision for public realm across the city and is supported by 90% of the respondents during the early stage consultation.

Bringing together different types of population

Connecting Local and Global

HSR reduces geographic and temporal scales. Its railway stations can represent major milestones of a renewed urban centrality. These milestones can also be spread as diverse centralities in a larger territory. In reality, an HSR station includes the overlap of four different Hubs: one is international & interregional; the second is regional, the third is metropolitan, and the fourth local. At the international scale, the Hub will easily connect cities belonging to the same corridor, from city centre to city centre, possibly up to 4 or 5 hours travelling time. At the regional and metropolitan level, a comparative observation shows that commuting distances grow, but speed of the transport does too, keeping the travelling time mostly unchanged, but offering more daily autonomy. At a local scale, an HSR Hub becomes a comprehensive and intermodal centre organizing interchange between all means of transportation, including soft modes. In Creil, HSR will bring the city closer to the National and European network. A side effect of the new line will be the strengthening of regional lines, thus bringing the main cities of the region closer together.

A Link between the City Centre and the Neighbourhood "beyond the railway"

Partners articulate the situation this way: "There is a need for a connection between the inner city and the 'other side' of the city". Railways and stations often constitute a barrier that separates different parts of the city, and also different categories of citizens. In Örebro, the city centre is on one side of the station, but many people live on the other side. The connector function of the travel centre has to be improved. In most cities, one of the major issues of an HSR Hub is to connect places and people and to reduce boundaries by redesigning infrastructures and to develop new functions and activities in favour of a more integrated and open urban common experience. This can also be enhanced by the role of the HUB as a node in the layers of the city transportation network.

Örebro's masterplan for the urban belt (rail tracks and roads) linking two stations
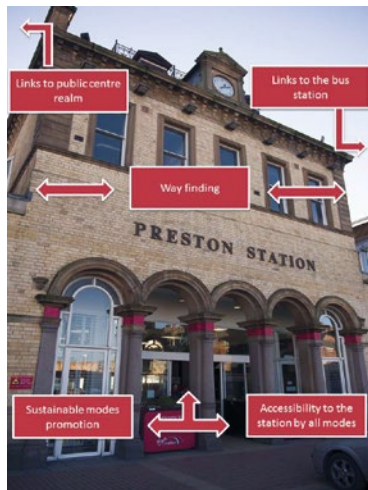
Initiatives of wayfinding in Preston to improve the link between the railway station and the city centre

Attracting people and economic activity

Attracting New Companies & New Inhabitants

An HSR station is a major urban gate to the city. It has to become an attraction in itself for visitors and travellers of all kinds, for daily commuters as well as for business people, tourists, etc. An HSR HUB should become a "City Lounge" welcoming visitors, offering attractive public spaces and services, and attracting new inhabitants and companies. Even if an HSR station is on the periphery / fringes of a city, it has to be clearly linked to the city cen-

tre, not just as a Hub in its own right that potentially draws people away from the centre. In Girona, the high-speed station, in terms of international tourism, gives the city a clear intention to become a gateway to the Costa Brava and Barcelona. Likewise in Preston, as a regional employment centre and a shopping centre, the issue is how the station can become a gateway to the city and how the city can be marketed using the train operators / signage on the station. Small-scale changes could have a major impact.

An HSR Hub plays an important role for the Identity of the City

New Łódź Fabryczna Station and its surroundings, an opportunity to improve the attractiveness as well as the accessibility of the city

Railway station districts rarely had a good reputation in the past. But the arrival of HSR in a city is always considered to be an important event. The creativity of its architecture and the quality of its open and public spaces provide a good image of the hosting city and contributes to its branding. Today, a new HSR HUB can offer a new image to its city. It introduces its identity to all regular and occasional visitors. Promoting new welcoming uses trans-

form the HSR HUB into a new "Agora" (or "market station") which is complementary to the city centre, avoiding any kind of competition. This provides a new opportunity for reconfiguring how the Hub is set within the overall urban fabric. It is also an important marketing opportunity for the city. In addition to the historical arrangement of Łódź the priority of the New City Centre of Łódź program is to create attractive and properly maintained city spaces.

An HSR Hub is part of Public Spaces

The improvement of places around an HSR Hub, including different kind of services, and especially pedestrian areas and bike lanes that connect the Hub area with the inner city, gives its internal spaces the status of public urban spaces. This includes safety, accessibility, cleanliness, a good location for services, … In Preston, "Fishergate - this is the main shopping street linking the train station and the bus station - is in the process of being reconfigured to be a shared public space connecting the Hub with the city centre."

The Hauptbahnhof in Zurich, a meaningful example of a railway station used as a covered public space in the city centre

Producing Values

New services, not only to Mobility

HSR Hubs are places not only dedicated to travelling and to travel information. In addition to the usual travellers, more than 20% of people spend time inside a railway station for purposes other than travel: shopping, meeting, strolling, lazing about, as a lounge, or just passing through. Hubs also produce services inside and in the neighbourhood surrounding the station. Some are linked to mobility but most of them are independent: business, retail, leisure, tourism… even if mobility brings added value to these services. In Rostock, an information office not only provides tourist information, but also collects information from travellers and makes original use of data. In this context, the main question is who are the diverse users of such a multi-functional urban arena?

Solicitation of new uses

An HSR Hub should not only be a large space dedicated to travel activities including restaurants, it should also be a meeting place with the option to put on cultural activities like concerts and exhibitions, a multi use area that offers a lively atmosphere during much of the day. The most repeated identified proposal is an Agora or "Market-Station". It must therefore also be a safe place. London Saint-Pancras is considered by ENTER.HUB partners as a good example of this mix of activities. A common expressed issue would be to check the feasibility of new programmes like a Conference Centre, a Sport Arena, a Museum, a Hotel, or other facilities that could attract national or international events.

Produce values all along HS corridors and in large metropolitan areas

In this sense, the design of an HSR HUB must take different levels of urban and large territorial planning into account. It should be designed as a milestone along an HS corridor that connects the place to most European cities, as well as to regional and metropolitan areas. In Reggio Emilia, the issue is how to put the Mediopadano Hub on the map and how to establish new exchanges with other EU cities, by exploiting this infrastructural speed connection. These new links allow attractive exchanges of all kind over long distances between places and essential activities, whether they are economic, scientific, academic, cultural…

Gare du Nord in Paris, an international Hub offering a large rank of activities and services to residents and tourists

10 RECOMMENDATIONS

PRODUCING
MULTI-POLAR NETWORKS

1

COMBINE FAST AND SLOW MOBILITY, AND **AUGMENT** FLUIDITY

"The HS station has a narrow link that still has to be connected with the highway and with a local service train". **Reggio**

2

REDUCE DISTANCES AND TIME DEDICATED TO MOBILITY

"A reorganisation of the public transport supply to reduce travel time and optimize routes".

Creil Agglomeration

3

CONSIDER HSR RAILWAY STATION AS A LINK BETWEEN NATIONAL, METROPOLITAN AND LOCAL NETWORKS

"For the benefit of the public, one should connect the station with the urban transport system and use the station as Hub for all modes of transportation." **Ulm**

4

TAKE ADVANTAGE OF INTERNATIONAL CORRIDORS AND OF EXISTING METROPOLITAN PATHS

"The city is part of the high-speed railway line, a global connection through TEN-T, and the axis/corridor "Magistrale Paris-Stuttgart-Ulm-München-Salzburg-Wien." **Ulm**

INTRODUCING
A CREATIVE APPROACH

5

THINK ABOUT PUBLIC SPACE AS A POSSIBLE UNIVERSAL WALKING AREA

"The Hub area will have additional value by transforming the square on Dworcowa-Starowiejska intersection into pedestrian friendly zone and the construction of a new shopping centre- extension of trade and culinary offer."

Gdynia

6

CONSIDER PUBLIC SPACE AS A LOGISTICALLY ACCESSIBLE WORLD

"The major issue is how to improve the quality of life and the accessibility of the Hub and design a mostly accessible public space around it, with green areas, pedestrian areas, linked with nature."

Ciudad Real

7

DEVELOP FACILITIES INSIDE AND OUTSIDE THE HUB TO SERVE AN ECONOMIC STRATEGY

"Creil's project aims to build a compact centre of agglomeration around the station, and to provide amenities and services (housing, offices, shops, etc.) accessible to a large territory."

Creil Agglomeration

ENCOURAGING
CHANGES OF BEHAVIOUR

8

CONSIDER TIME MANAGEMENT AS WELL AS SPACE DESIGN

"Let's set up a national card that permits travel across the whole country, or even the Peninsula in Spanish-Portuguese case". **Porto**

9

SET UP A BIKE PLAN; **FACILITATE** CAR SHARING

"The city has developed a cycling route – the Guild Wheel – around the city which facilitates access to the city centre by bike." **Preston**

&

"The City Council promotes "shared wheels" a lift sharing service run by Lancashire County Council in conjunction with a number of other local authorities and agencies. In addition the City Council requires developers of new housing and employment facilities to have travel plans encouraging the use of sustainable transport options." **Preston**

10

SET UP PARTNERSHIPS AND **COORDINATE** COMPLEMENTARY BETWEEN ALL STAKEHOLDERS

"Citizens were from the very beginning involved in the planning process for a new travel centre. Around 1000 people travelling to or living in the region were interviewed before the first sketch was drawn." **Örebro**
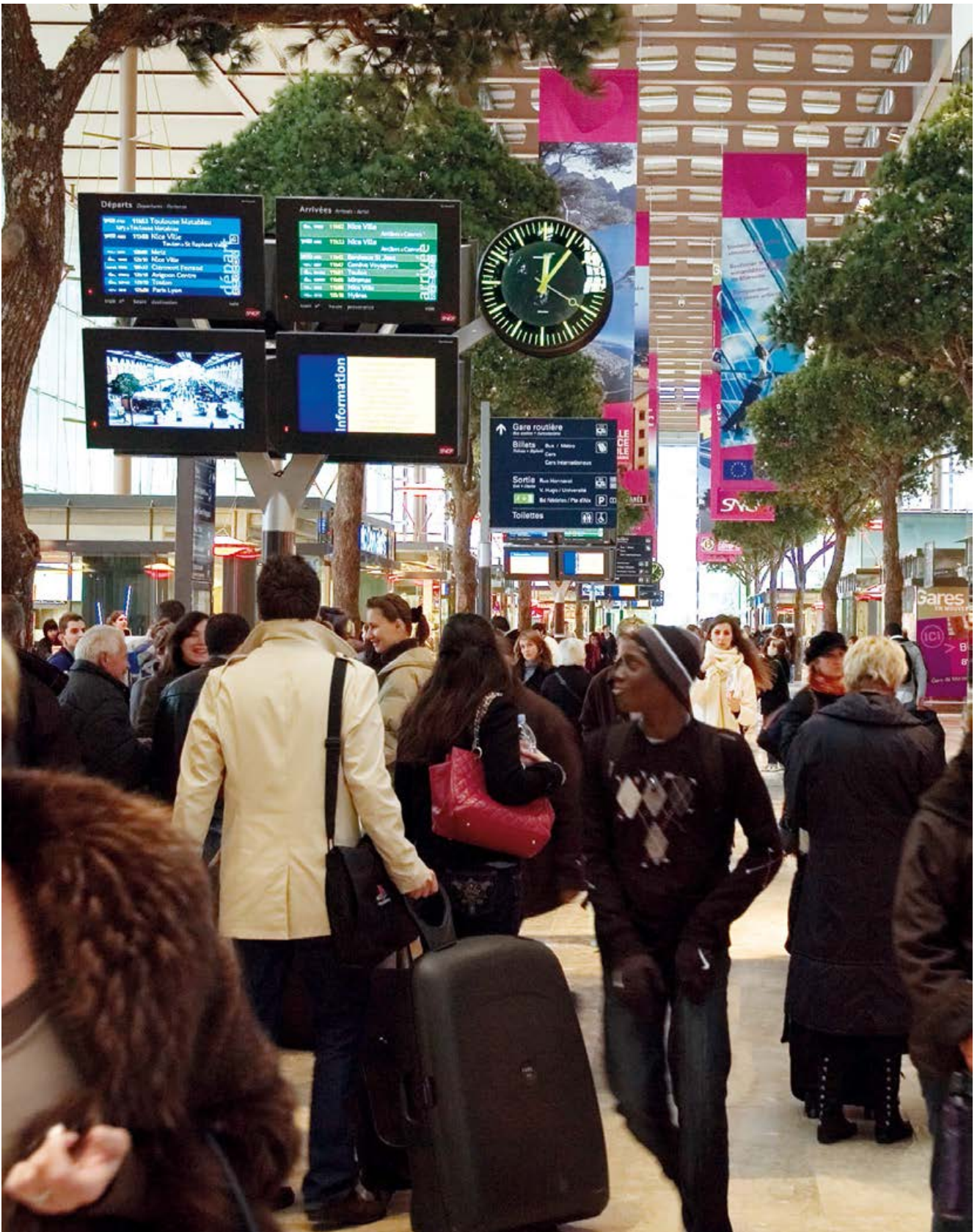
St Charles station, Marseille

MOBILITY

JOSE MARIA CORONADO, THEMATIC EXPERT

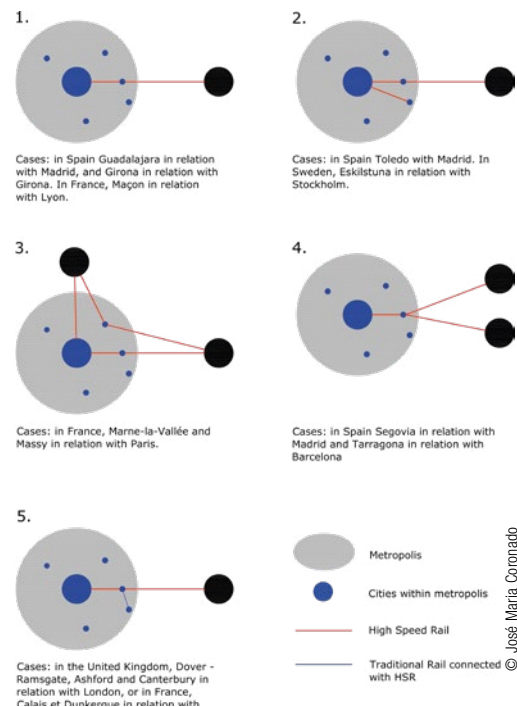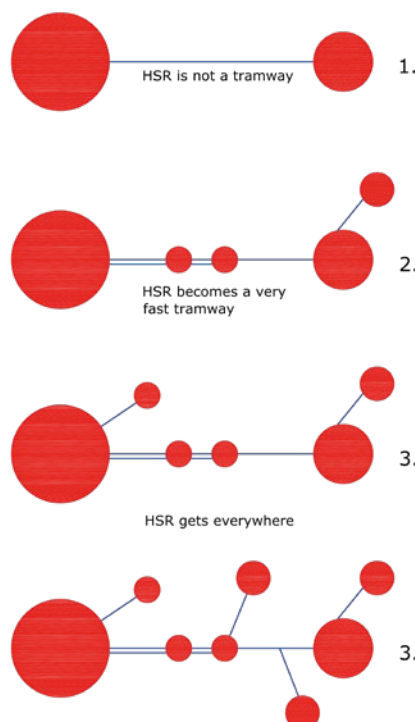

A Revolution in terms of Mobility

High Speed Rail (HSR) is considered to be a high performance transportation mode that offers competitive travel times in distances of less than 600 km compared with air travel. Initially, most of the lines connected two large metropolitan areas. But today, the creation of regional HSR allows short distance connections; sometimes as short as 30 km. HSR becomes a complex means of transport merging different kinds of relationships: commuting, labour trips, sporadic journeys… Depending on the relevance of the cities which it connects, it allows diverse territorial situations: metropolitan integration processes of small and medium cities near a larger one, relations between similar small cities, or cities linked at the same time with several metropolitan areas, etc. Furthermore, not only the distances, but also the city location and the network configuration produce very different situations in term of mobility generated by HSR.

1. HSR is not a tramway

2. HSR becomes a very fast tramway

3. HSR gets everywhere

3.

1.
Cases: in Spain Guadalajara in relation with Madrid, and Girona in relation with Girona. In France, Maçon in relation with Lyon.

2.
Cases: in Spain Toledo with Madrid. In Sweden, Eskilstuna in relation with Stockholm.

3.
Cases: in France, Marne-la-Vallée and Massy in relation with Paris.

4.
Cases: in Spain Segovia in relation with Madrid and Tarragona in relation with Barcelona

5.
Cases: in the United Kingdom, Dover - Ramsgate, Ashford and Canterbury in relation with London, or in France, Calais et Dunkerque in relation with

Metropolis

Cities within metropolis

High Speed Rail

Traditional Rail connected with HSR

© José Maria Coronado

HSR is a transport mode "anchored" within a line, with very few stopping points. It improves relationships between cities having a station in the corridor but discriminates against others. Besides, HSR builds "discontinuous linear cities" through these stations. Stations are not only access points but also places in their own right created to have a major role in new urban configurations. They constitute a fundamental element to understanding HSR influence on the city. In medium-sized cities, HSR produces a revolution in terms of mobility because it creates new connections and markedly reduces travel times. It transforms the role of the city in an extended territorial context and opens up new opportunities for citizens, companies, tourists, etc. The city is more accessible and its citizens have access to a wider range of places. Today, most trips are part of intermodal chains whereby every step is important. Planners and mobility engineering must provide a seamless trip chain. This means that users should not see commuting between modes as discontinuous, nor consider it as a waste of time. In this context, the design of HSR stations is crucial. The issue of HSR mobility is extremely vague and can lead to very generic results. In order to
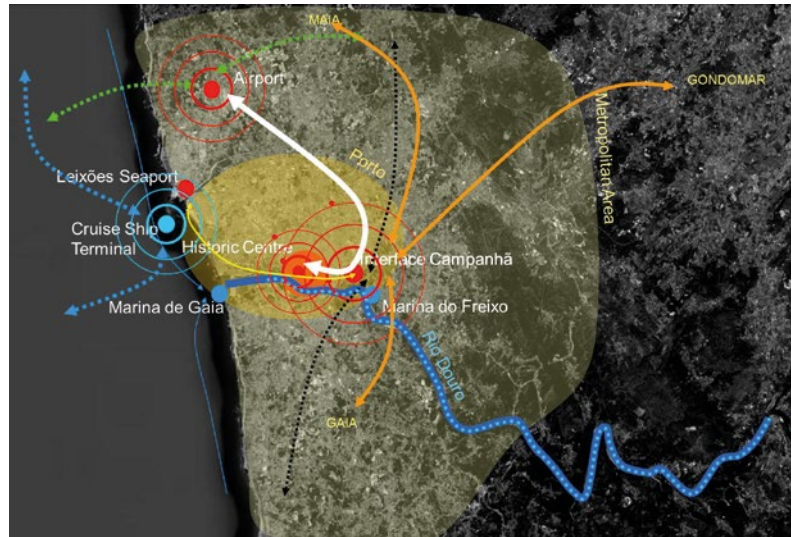
focus on key issues in this broad subject and make it more relevant a series of special themes are developed in this chapter related both to local mobility and corridor mobility: Tourism, Education, Retail and shopping, Industry and Labour mobility.

Structure of transport in Porto metropolitan area

Major Issues

Tourism

HSR makes cities more accessible, so a higher number of visitors should be expected. Nevertheless, this accessibility may reduce the number of overnight stays as cities can be visited in a single day. After 22 years of experience with HSR, Ciudad Real for example showed how the number of visitors has grown since 1992. During this time, the hotel network has also grown significantly. Thanks to HSR the city has become closer to Madrid (55 minutes), and new touristic products have been developed. For example, the AVE experience in cooperation with RENFE offers the tourists hotel accommodation + train tickets. This opportunity has been reinforced by the promotion of cultural events (fairs, gastronomic events, etc.) and medium size conferences (mainly national scale) that can be reached from Madrid. HSR makes it possible for most participants to visit the place in a single day, which does not favour hotels, but on the other hand, the good accessibility of the city in relation to the rest of Spain helps to attract visitors from all over the country.

In Ulm, located on a HSR corridor in-between two big cities, Stuttgart and Munich, cultural aspects have been identified as a potential for the attractiveness of the city for tourism. The city therefore needs a good range of hotels close to the train station. Porto has become a relevant destination. Each year, 2.2 million tourists visit the city, mainly arriving from within a 3 hour catchment area. HSR may help in attracting visitors from Portugal and Spain, thereby extending the number of people living in its 3 hours catchment area.

Girona is already a relevant tourism destination, and is near Barcelona which is also a major tourism destination. Girona has created events to attract some of the residents of Barcelona and also its tourists. The number of visitors coming by HSR also increased (+17% over 2013 -> 35.000 visitors), and also those coming from connected sites where the event has been promoted (Madrid +45%). This experience of Girona shows the importance of strategies to promote tourism potential regarding HSR. It also shows the positive impact of a joint strategy between local governmental entities, tourism sector and infrastructure managers and operators.

Education

New alliances in education should be developed with other cities connected by HSR in the corridor. These alliances may benefit students' and teachers' mobility: they may come from further away. On the other hand, other cities' universities and educational institutions may attract students. The university in Ciudad Real has developed greatly since 1992 when HSR arrived. Ciudad Real is a case where a strong link and synergy between HSR and the University can be found. Today, there are more than 9.000 students in Ciudad Real, a city of 75.000 inhabit- ants. The student/inhabitant ratio is high, and the university has a strong participation in the city economy (30% of the total of the students of the Castilla - La Mancha University are based at the Campus of Ciudad Real). The University of Girona has started collaborating with French universities linked by the HSR. This regional cooperation also happens in Ulm, where there is cooperation between the three universities in Ulm and Neu-Ulm which makes Ulm more attractive as a place to study at.

The Campus SUPSI logistic strategy of Canton Ticino, Switzerland: projects of universities next to railway stations in Lugano, Lugano VIganello and Mendrisio

SMART CLOTHES SHOPPING FLOWS IN 1990 · SMART CLOTHES SHOPPING FLOWS IN 2006
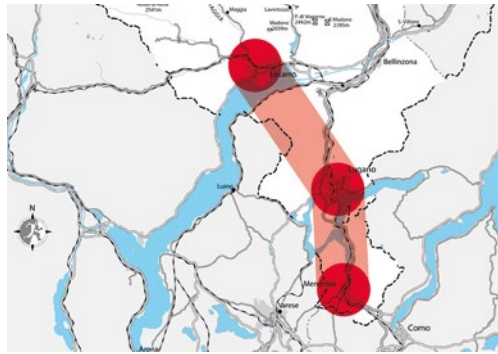
Retail and shopping

HSR makes large cities more accessible, so it is easier to travel to these cities for shopping. In the case of Ciudad Real, since 1992, the HSR has improved the regeneration of retail shopping. Many franchised new brands with modern shops have arrived in the city since then. In 2013 there were 1,515 retail shops what makes Ciudad Real the top city in Spain in commercial attraction (the hinterland of its commerce is very large). The commercial influence area reaches 526.000 inhabitants. In Ulm the quality of shopping is also a concern when HSR arrives and also there are clear synergies with cultural events: "Soon there will be
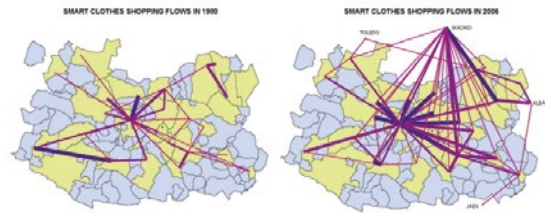
the new quarter of "Sedelhoefe" as an additional option for shopping. It may be necessary to establish a quality shopping experience. The customers who will arrive in Ulm by the high-speed rail link are expected to stay longer than customers from the surrounding area, who only want to do a quick shop. (Chamber of Commerce)". Girona has quality shops in the centre that attracts consumers from out of the city. In some cases, they come from Barcelona to buy high quality organic food, craft products, etc.

Commercial flows in Ciudad Real, comparison between 1980 (before the opening of the AVE station) and 2006 (that is after the opening of the AVE station in 1992)

Industry

Industrial companies may benefit from HSR accessibility. Ciudad Real is traditionally a service city related to public administration, health and education, which comprises 85 % of economic activity in the city. Alongside this, 220.000 m2 industrial area has been developed near the station, mostly related to logistics and commercial activities instead of the expected technological ones. HSR does not change the essence of a city. Once the connection with the Airport and the TGV network has been accomplished, Creil may become an attractive place for industry. But it needs a strategy, identifying the profile of activities to be attracted, and developing opportunities in the brownfields located in the centre. For Ulm, HSR will improve the connection with the airports in Stuttgart and Munich. This will be positive for business trips and for customers of local companies. The catchment area for workers will enlarge, and commuters from Stuttgart or Munich will be able to reach Ulm more easily.

The Mediopadana station in Reggio Emilia, located 4 km away from city centre and close to main industrial and fair areas

Labour Mobility

HSR allows long distance commuting, both inwards and outwards. The balance is important, and also, the profile of commuters in each direction. For example, it takes 55 minutes from Ciudad Real to reach the centre of Madrid by HSR. RENFE has developed a specific Regional HSR between Madrid, Ciudad Real and Puertollano to segregate this demand from the long distance between Madrid and Seville. HSR has opened up the Madrid labour market to the Ciudad Real citizens, allowing young professionals to keep living in their hometown while working in Madrid. On the other hand, high level commuters living in Madrid are able to work in Ciudad Real, mainly at the University and Hospital, allowing high level local services. In comparison to Stuttgart or Munich, Ulm has low real estate val-
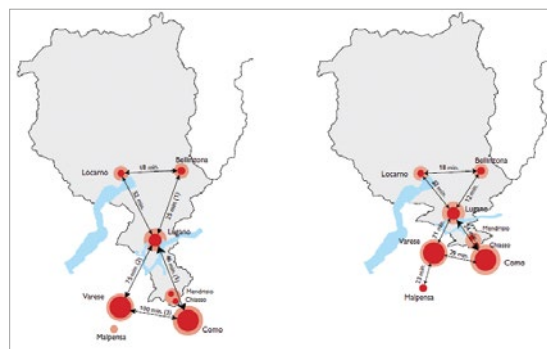
Time-space compression after upgrading of the train system in and around Lugano. Left shows the situation today and right is the projected situation in 2019

ues and this helps some commuters to settle. Ciudad Real also thought of this possibility, but experience shows that a high quality environment is needed to convince people to move from large cities to smaller ones.

10 RECOMMENDATIONS

1

BEFORE ANY PLANNING,
UNDERSTANDING THE CITY PROFILE
The citizens must understand what services
HSR can offer to the city: speed, prices,
frequencies, etc.

2

TERRITORIAL SITUATION OF THE CITY
The city must understand its territorial situation
in relation to the HSR network, there will be many
possible effects – e.g. the existence and size
of other cities in the corridor, the relative position
of diverse large or smaller cities, the distances etc.

3

ASSESS CATCHMENT AREA
The city must assess its catchment area for
HS trips, and take into account the existing
transport offer in order to identify the potential
demand, eventually improving the offer of public
transport, or car parking.

4

PLANNING MEASURES
BEFORE HSR ARRIVAL
Prior to HSR arrival, prepare the planning
measures necessary to get ready for the new
situation. This may include planning new land
developments in peripheral stations,
or urban renewal operations in central ones.
Also, new streets and roads connecting
the station to the city may be necessary.

5

MANAGING ACTIONS
WHEN HSR ARRIVES
Once HSR is there, it is necessary to establish
some management actions concerning transport
(at local, regional and national scale).
Public transport may need to be reconfigured,
regional transport may need to adapt to the new
high accessibility role, and new national links
may bring new opportunities.

6

PROMOTING ACTIONS
AFTER HSR HAS ARRIVED
Once HSR has arrived, promotional actions
may be developed. These may include tourism
promotion (attracting more visitors), real estate
promotions (attracting new inhabitants)
and economic promotion (attracting new
economic activities).

7

DEVELOPING SUSTAINABLE
LOCAL MOBILITY
Local mobility must be improved to encourage
movement towards more sustainable modes.
Station location may be crucial, as central stations
are often more accessible by foot or bike.
In peripheral stations more sustainable mobility
may also be achieved.

8

ANTICIPATE PARKING STRATEGIES
TO REDUCE THE USE OF PRIVATE CARS.
The mobility generated in the catchment area
is more private car dependent, as public transport
is less efficient in rural areas. Parking strategies
may include park and ride facilities, parking prices
management, etc…

9

DESIGNING STATION SURROUNDINGS
TO FACILITATE INTERCHANGE
The design of the station surroundings will be
crucial in enabling an intermodal seamless trip.
Parking (both for cars and bicycles), access
to buses and trams, should be well located
so users can find their way between modes easily.

10

COORDINATING ALL STAKEHOLDERS
All actions must include coordination between
all stakeholders, and indicators must be established
in order to evaluate the adopted measures.

Gare du Nord, Paris

GOVERNANCE & CITIZENS PARTICIPATION

PHILIP STEIN, THEMATIC EXPERT

From Government to Governance

The concept of Governance has been central in a change of approach to the management of city development in recent years - multi-level, multi stakeholder, multi-disciplinary, networked, participatory... governance. It is particularly important to understand such mechanisms that are becoming more and more influential in underpinning the development process. Similarly in view of the societal impact of Railway Hub developments (primarily positive but also certain potentially negative impacts), a clear picture is needed on how "Participation" is incorporated into the governance model. While the term governance would seem to suggest that participation is an integral component. Matthias Lievens of the Leuven Centre for Global Governance studies describes the resulting models of governance as "new modes of steering and regulating society by engaging cooperative networks of public and private actors (multi-disciplinary, multi-level, multi-actor perspective) to tackle well-defined concrete problems with a strong managerial or administrative focus[1]".

In the Specific Case of the Railway Hub, the task of establishing or regenerating a transport node to function
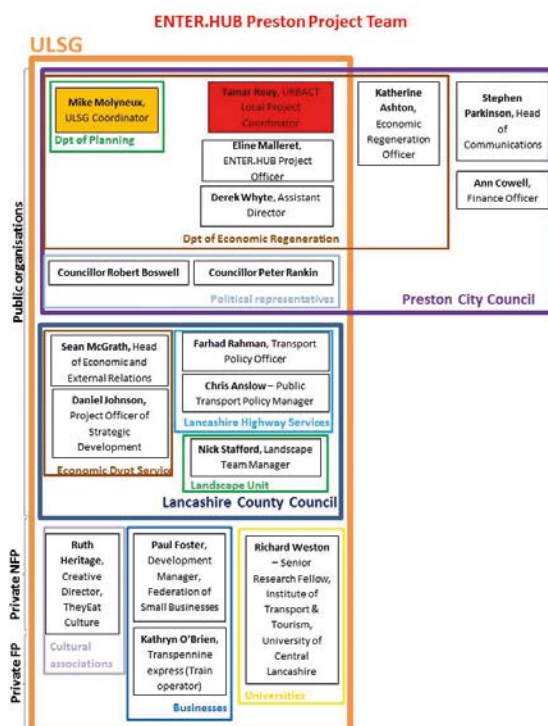
(above) The Governance model in Preston highlighting interactions between local actors and ULSG members

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1   Matthias Lievens, July 2013, *"Governance as a symbolic order and its relation to democracy"*, Working Paper No. 114 – Leuven Centre for Global Governance Studies – KU Leuven

as "a state of the art" Hub concept - maximising transport and communication, economic, societal, and environmental benefits - is extremely complex. It clearly requires the interaction of a broad stakeholder base, even simply considering issues: of scale (inter-national to local policy levels; high speed or only optimisation/integration of high performance networks); of location (inner city, inner city edge, suburban fringe or external "Greenfield"), or; "fit for purpose" levels of existing systems and practices. Transportation obviously remains core business, the initial motivation for development, but the "HUB" label implies a drive to concentrate new urban added value. Ancillary issues and functions (commercial, cultural, residential...) become more important and therefore also require adequate representation in the development management process. Many public authorities have identified the prime site position to align their sustainable development location policy with the unique opportunities presented by the existence or establishment of a key transportation node.

At the same time the emergence of the Railway Hub, provides us with an operational example typifying another characteristic of current governance constructions. This relates to the blurring of traditional relationships and roles in respect of delivering utilities and services. Long established competence boundaries have been put in question and transformed - where for instance the public authority becomes enabler rather than provider, the railway company is freed to act as property developer or real estate manager and the private sector is encouraged to contribute to enhancing the public realm... An atmosphere of co-production transcends the code of contractual convention with the changing intervention motivation of railway companies (traditionally always key stakeholders) representing perhaps the most remarkable and interesting aspect of the governance evolution. New forms of joint leadership are appearing in these types of project replacing or at least transforming the established "single driver" model.

ENTER.HUB Challenges

Two principal concerns emerge at Local Support Group level. Firstly the question of dealing with the role and position of railway agencies or companies. With a thematic focus on railway Hubs it is hardly surprising that the railway company is key, if not the dominant stakeholder in the field - as main service provider and net coordinator but often also as principal landowner and infrastructure manager. The key stakeholder role is not necessarily a guarantee that this agency is prepared to enter into a construction which might be perceived as diminishing a position of some considerable power. Fortunately in most cases the traditions of cooperation (frequently national railway company embedded in state institutional fabric) and mutual benefit are used to advantage to bring all parties to the table. However for a location embarking on a new initiative this is a bridge which always has to be crossed whether by process of regulation or negotiation. Today this is often further complicated by new independent status afforded to railway companies, able to function as private or semi-private operators, as well as the division of responsibility across different operators (either different companies as service providers through franchise systems or separate divisions created to manage infrastructure and passenger transport for example) in part in response to EU competition legislation.

The second main aspect that all partners have raised is the challenge of involving civic society, citizens and end-users, in the Hub development process. While some partner cities have even little experience with participation, all are interested in how participation can be applied in the HUB context to create added value and ensure that development responds to the real needs of affected communities. Here again the Railway Station Hub exhibits some particular characteristics in this respect, alongside the influence of the highly technical nature of certain activities, or the strong elements of market led or strategic development interest. For example, potentially affected or impacted populations (residents, shop-owners, travellers, commuters...) are not simply confined to the immediate locality but describe a much wider catchment area and a broad range of diverse interest groups. In this situation, which levels of participation can be envisaged and how can this be organised, also to make a constructive and responsive contribution to the governance model?

Major Issues

Challenges Facing ENTER.HUB Cities

- Establishing acceptance that "mobility" in the widest sense is a reference theme to focus integrated action and not single agency solutions;
- Agreeing on a common perspective for network development, for development of the immediate Hub area, for the station district, the city...
- Assessing legitimacy of organisations, defining the representative validity of potential stakeholders and identifying, engaging those with decisive power;
- Engaging with economic stakeholders: entrepreneurs to invest in the station area, and; those operating at scale levels wider than that of the locality or city, so that the Hub can be at the core of a wider scale economic dynamic;

- Understanding current territorial hierarchies and reconciling local vision with wider perspectives;
- Involving all necessary stakeholders (including end-users, specific relevant target groups, missing or unwilling but essential voices) – defining the roles they should play and developing appropriate participation tools and mechanisms within a Hub;
- Convincing people that they can really play a part, influence the decision making process;
- Creating strong, decisive leadership within the governance model, where plural forms of leadership often evolve;
- Working across administrative boundaries to deal with neighbouring municipalities or territorially structured service providers.

Link to Existing Process and Practice

Such integrated development projects should be embedded in the established processes and procedures of government and planning. However in reality this may not always be the case because of: the urgency and, or economic/strategic importance of the initiative; the particular nature of stakeholders implicated (scales of government, private and commercial interests, etc.); the increasingly independent status of service providers... In fact ENTER. HUB partner experience suggests that the trigger for Hub development may be linked to the emergence of a new opportunity, either planned or unexpected:

- Change in status of the station as part of National/ Regional or service provider transport strategy (high speed, express network or network expansion)
- The freeing of land for development in the immediate vicinity of the station
- Investment ambition of a specific stakeholder...

However it appears more common that indeed the Hub development is part of some coherent future oriented vision embedded in due planning, and often also consultation, process. Even if a moment of opportunity presents itself as result of a single agency or private initiative, it generally very quickly becomes incorporated in strategic policy and local planning frameworks. The absolute necessity of combining public and private interests and assets if such a project is to succeed surely plays a determining part in this.

In Creil, the master plan surfaces as a tool to focus and unite development ambitions. Here also the concep-tion of concrete proposals is fixed within the framework of existing planning instruments - the Regional Sustainable Development Scheme (which targets the building of new central functions around railway stations in Picardy and the establishment of the HSR connection Roissy-Picardy), the Strategic Plan for Creil Agglomeration and the Territorial Development Scheme centred on the agglomeration. The process to feed the master plan taps in to a local tradition of consultation by engaging 8 working groups involving a range of stakeholders interested in themes such as: mobility; landscape and public space; land and operational strategy; urban functions; economic development...

The initial aim of creating a "Transport Gateway" and interchange of more than regional significance in Preston is included as objective in the (regional) Central Lancashire Core Strategy which has already been approved and will be further detailed in the (local) City Centre Action Plan (currently under consultation). As already mentioned any concrete project to implement the Transport Gateway within a City Centre rehabilitation/transformation perspective will be required to develop a public consultation, participation trajectory.

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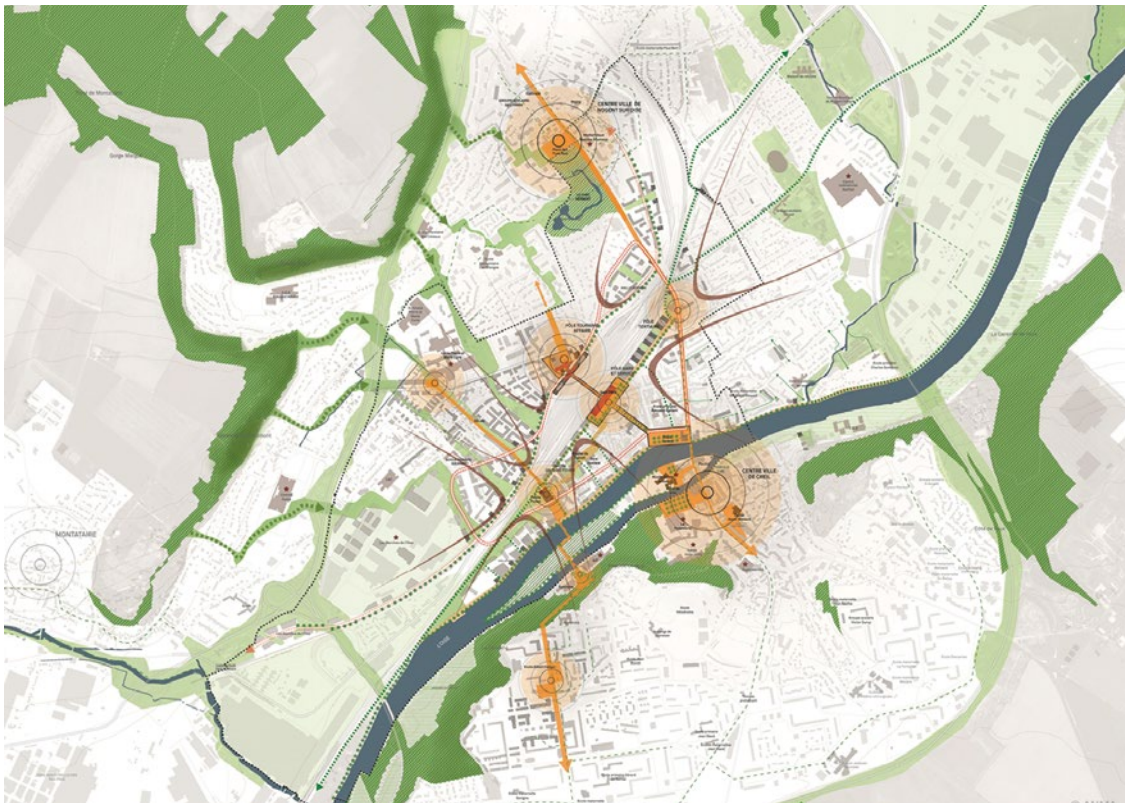
Master Plan anticipating
the arrival of HSR in Creil
Agglomeration

Key Partners and Stakeholders

The complexity of task is matched by complexity of team selection. It is crucial to understand how different authority levels, service providers, professionals, private developers and operators as well as end-users and local populations can combine to set a common programme and deliver the agreed concrete results. Who are the key stakeholders and at which stages are different stakeholders essential to development, realisation and on-going operations and management? In Creil the agglomeration has identified a range of stakeholders considered indispensable as actors to deliver the development of the station and station district. As in Leuven, Preston, Ulm, Łódź and Orebrö the interventions planned for the station are part of a wider urban improvement perspective.

The City of Łódź organised the workshop "stitching (the station to) the city" which engaged different stakeholders. The aim was to link the historical part of the city with the post-railway area and to improve the quality of public spaces in Łódź which perfectly describes these common ambitions. The Creil Agglomeration highlights the complication of working with 2 railway authorities SNCF (the railway operator) and RFF (the owner of the rail infrastructure) whose division of responsibility is sometimes unclear, or seems to overlap, and groups essential partners under 3 categories: land owners; transport providers; planning authorities. In what is a very parallel experience Ulm undertook a similar stakeholder analysis exercise to determine who should be ideally involved in the Forum construction designed to feed the permanent dialogue for the
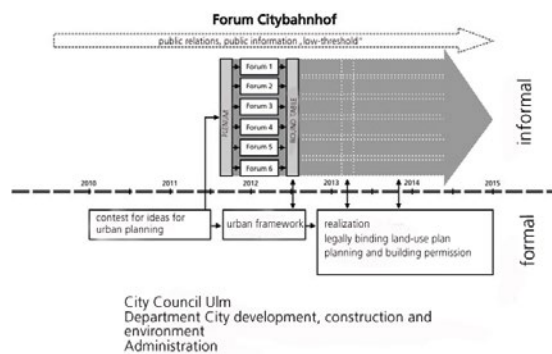
Ulm Stakeholders Forum:
after each forum roundtable,
elected members discuss
results and send them
to City Council for decision
on further planning

City Station Ulm project.

The general impression is that cities are perfectly capable of identifying who they need to work with, who can provide real added value (skills, expertise, finance etc.) and who should be involved to ensure that developments respond to real need and fulfil societal objectives. Difficulties are much more associated with how to engage with relevant partners, within which form of partnership and at which stages in the process. The Ulm experience provides a valuable insight into how this can be effectively organised, while the city of Łódź is very clear to make the point "not everybody everywhere". This was connected to the fact that Łódź is a much bigger city and some consultations have to be organised only in respect of given aspects (e.g.: urban transport; social issues). On the other hand the capacity to convince key stakeholders to join a project, and to negotiate to bring conflicting interests into a common vision are essential features to be mastered.

Leadership

Multi-level, open governance provides us with a vehicle to make goal setting and steering of intervention more efficient, more relevant and more accountable. However it should not be forgotten that in most cases ultimate decision-making remains the responsibility of an elected or executive body at an appropriate authority level. Neither does the integrated partnership or stakeholder model replace the need for strong leadership if the notion of good governance is to produce desired results (on budget, on time...). So how is the decision-making and leadership question represented in the Hub governance model? Multi-stakeholder involvement could easily be associated with complicated or even fragmented leadership forms. The governance model certainly opens the door to establishing joint leadership structures.

In the case of Leuven the leadership of the initiative was organised by establishing a core group represented by the 4 key stakeholders - railway, public transport, regional ministry, city. This type of management structure is comparable with the role of a tighter partnership between the city of Ulm and German Rail, and is also characteristic of the approach in Łódź and Creil. At the end of 2012 the City of Łódź created a new municipal institution (the Board of the New Centre of Łódź) to guide the implementation of the "New Centre of Łódź" programme (where the station area is an integral element) and continue a good cooperation between the City and national railway companies. In Creil Agglomeration the structure is rather different where a partnership protocol is in place, facilitated by the Urban Planning Agency and signed by the Creil Agglomeration, 2 constituent municipalities (Creil and Nogent-sur-Oise), the Regional Council, SMTCO (Public transport managing authority), SNCF and RFF.

In these examples the public sector is still probably the most important driving force but it is not impossible to imagine this role being taken by another strong actor in certain circumstances, scales or phases of project. A major landowner for example or especially the main (rail) service provider, whose mission statement may no longer be simply limited to the provision of infrastructure and efficient movement of travellers? Equally these structures, as with consultation and participation, may adapt or modify over time as a project passes through different stages in the delivery process – vision; planning and design; implementation; operation; operational management and monitoring.

The ladder of participation

The very notion of a Hub means that the societal impact of such a complex extends beyond the limits of any former station perimeter. Even in terms of the nodal interface the connections become modified and highly integrated. So in an often international, economic and technical subject matter how can the voice of affected populations, passengers, consumers be a real part of the decision-making process? In terms of process the City of Ulm has developed a highly sophisticated system, to engage with a wide range of stakeholders through the Hub project lifecycle.

The city authority, aware of pitfalls exemplified by what is identified as the paradox of participation for example, has devised a cyclical system of consultation to feed input into different stages or critical moments in the decision-making trajectory. The city of Preston has used a number of techniques in recent years to reach out and involve communities in the decision making process, including: planning for real; evaluation for real; community street audit; community asset mapping, transect walks...

Three examples of how Łódź determines a programme of public consultation:

- An open but primarily expert workshop designed to explore the parameters of integrating station area development with the wider multi-functional city centre regeneration project
- Public consultations concerning improvement of public spaces, which gathered 500 people and generated 321 ideas, suggestions, opinions on development priorities linked to the expressed needs and wishes of citizens
- Consultation with key stakeholders to focus on the role of the project; to test vision against feasibility and; to identify potential barriers to development and possible solutions

The URBACT Local Support Group occupies a new position in this multi-faceted dialogue process (workshops, lectures, site visits, focus meetings, individual interviews etc.) where the position of the city is clearly expressed: "the quality of a plan lies in the participatory process which generates learning, positive behaviour and stakeholder commitment to joint objectives". In a very preliminary phase the City of Örebro is attempting to assess the desires,

Örebro region building first steps in a participation process: sequences of a video broadcasted on Internet

opinions and needs of its citizens, institutional and private stakeholders in respect of future station-linked development. This is considered a crucial part of a process to define city strategy in order to determine the options for a new linear development perspective, in alignment with the railway infrastructure fringing the centre of the city.

On-going Management and Monitoring

What happens after the "completion" of the HUB project? Of course such a project is never complete because of transport evolutions, modified needs and normal urban dynamics. So does the monitoring and maintenance of the zone and its operation, simply revert to falling under the traditional competencies of local authority, market processes and a return to core business for service providers. What are the ongoing governance models to be envisaged?

In answer to these points, none of the ENTER.HUB partners have yet reached this stage as their station, station district, city projects are still in the phase of planning or implementation. The general impression is that any future management and monitoring will revert to rely on

established systems so returning to a more compartmentalised model. This supposes the Railway company and responsible authority reporting on passenger figures, cost of service etc., the local authority role in evaluating general development becoming once again stronger, while private sector partners will make their own market-based cost benefit balance of their investment and activity. It is true that it is very difficult to find one agency which can give a comprehensive overview of the complete investment package and so analyse the full consequences of the governance model on the ground. The potential role of participative monitoring is also, at best, in a very formative position, not sufficiently understood, untried and untested.

10 RECOMMENDATIONS

GOVERNANCE

1

MAKE A COMPREHENSIVE MAPPING OF STAKEHOLDER INTEREST AND **IDENTIFY** KEY PLAYERS
– each Hub project will have its own context and specificities in this respect.

2

USE ALL MEANS AT YOUR DISPOSAL TO BRING ESSENTIAL DELIVERY PARTNERS INTO THE CORE GROUP
– convincing of mutual benefit, identifying win-wins, negotiation, political leverage, regulation, legislation...

3

PUBLIC AUTHORITIES AND AGENCIES CAN TAKE **AN EXEMPLARY LEAD**…
… in developing high performance cooperative working i.e. between region and city, between neighbouring municipalities, between railway and bus companies...

4

SET REALISTIC TARGETS IN TERMS OF DEVELOPMENT AND TIMING
– scale appropriate to catchment and throughput, some development processes need to be recognised as long term and also need to be communicated as such.

5

ESTABLISH AN EFFECTIVE LEADERSHIP STRUCTURE.
It can be a plural form of leadership or single agency driven but ultimately informed decisions need to be taken and put into operation.
"One has to be sitting in the driver's seat but plenty of others have to be in the car and say where they would like to go".

6

EXPLOIT THE OPPORTUNITY OF FIXING NON-NEGOTIABLE DEADLINES.
Complex projects like Olympic facilities are usually delivered on time because of the strong multi-level commitment, all faces pointing in the same direction - although it must be conceded not always on budget.

PARTICIPATION

7

BUILD A STRONG COMMUNICATION STRATEGY…
… making full use of existing and new (social) media opportunities

8

IF PARTICIPATION IS GENUINELY INTENDED TO INFORM,…
… input and co-produce then it should be incorporated at the outset and with a perspective of continuity (not necessarily at all times and on all issues). If participation is only introduced at a later stage or when difficulties arise there is a risk of obstruction, delay or even conflict which is then in contradiction with the principle of governance.

9

CLEARLY **SET OUT** WHAT IS POSSIBLE AND WHAT IS NOT.
The challenge is to explain what is possible and what the limits of the planning and participation process are.

10

DEVELOP A SYSTEM OF PARTICIPATIVE MONITORING…
… to ensure that development and service provision continues to respond to citizen needs and expectations – the primary role of a Hub facility is still to serve both travellers and the wider population.

Atocha station, Madrid

ECONOMY

ARES KALANDIDES, THEMATIC EXPERT

Partners and experts at work during the Transnational
Thematic Workshop in Rostock, May 2014

Scale and Regional Integration

The economic effects of railway Hubs should be considered at different geographical scales, from the surrounding plots, to the whole city, but also at a regional level, i.e. the interaction between a city and others: Does it compete/cooperate with neighbouring cities? Is it part of a larger network of places (cities, towns, villages, suburbs) in the surrounding area? How is it integrated in the broader region and what is the role of the Hub within this network?

Concerned with scale for example, Preston identifies the direct effects of the station on its surroundings. The location and layout of the current station dating from 1880 provides some problems in relation to car parking and public transport access. The main foot access to the station is through a narrow entrance building which funnels passengers and can lead to congestion at busy times. The station's economic influence arises from the number of people passing through the station. The station is located at the edge of the city centre (main retail area) and some distance from main commercial areas. Relatively poor public transport links within the city centre mean that many business visitors are either collected by private car or use taxis contributing to the cramped conditions in and around the station entrance. Preston's position in relation to other cities and regions is a central one. Preston is also served by motorway connections that give rise to a number of logistics businesses located on the edge of the city. Part of the overall economic focus is to attract businesses into the city centre to benefit from the sustainable con-

nections that are available there. Collectively these all give Preston an economic advantage, which the City is seeking to exploit.

The question of regional integration is also central in the cases of Örebro, Lugano and Rostock. Lugano estimates that the modernisation of the whole railway system will have an economic impact on macroregions, reducing travel duration over national borders. Visitors can reach the city for a one-day or for weekend trips, making it easier for business travellers, who will not need a car. This has several advantages for the traveller (who can travel light or work on the train), for firms or universities with high public transport (train) dependency and for tourism in general.

Örebro considers the direct effects of the station on its surrounding plots, where there are new buildings, offices, hotels, housing and shops. The existence of the station is considered essential for certain businesses (e.g. for the Swedish Central Statistics Office which is at 2 minutes walking distance or the Medical University at 10 minutes). It is becoming more attractive to live in Örebro and work in another city/town or vice versa as the reduction of travel times leads to more cooperation and integration along the Mälarvalley. One of the main issues for Örebro, is how to link different residential areas in the broader region with jobs. With the assumption that people would commute up to 60 minutes to go to work a faster train network, which is well connected to other modes of transport, links a larger workforce with more jobs. Of course, this is a ceteris paribus projection, i.e. one that consider jobs and homes immobile in spite of the upgraded railway system.
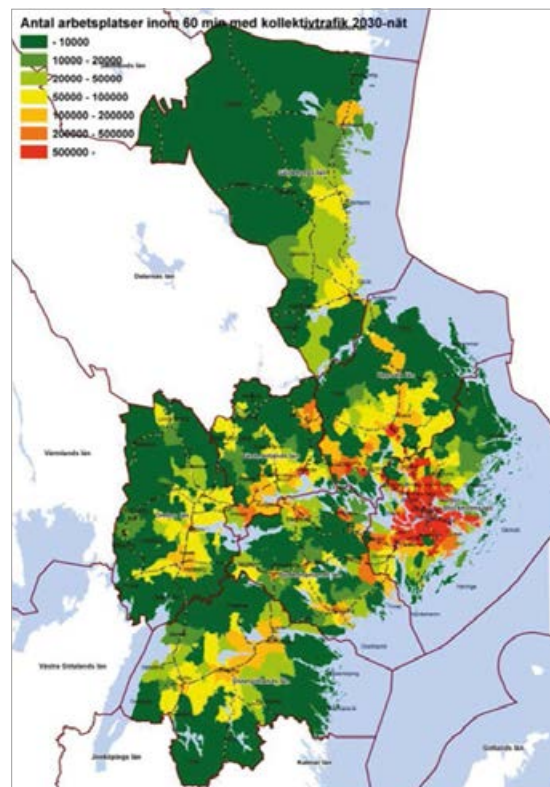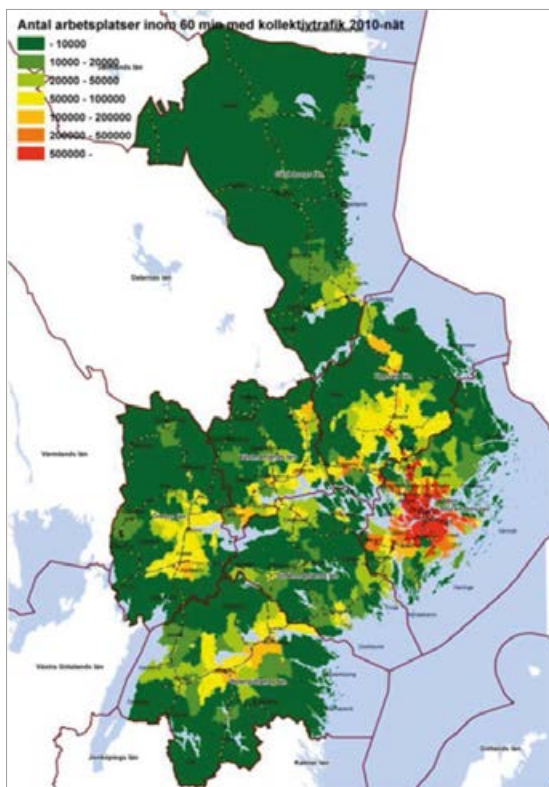
Number of jobs reachable with public transport within 60 minutes in Mälarvalley and the counties of Gävleborg and Östergötland: Comparison between 2010 and 2030

Major Issues

Participants were asked to consider the overarching vision and economic goals set by the city administration and how these fit or conflict with the development of the Hub. How does the city/region (plan to) position itself economically? Which particular branches/clusters is it promoting? How does it foster economic growth? Is there an emphasis on endogenous growth or in the interconnection between cities/regions? Is there a diverging strategy for the attraction of inward investments in particular branches?

Preston, e.g. sets out four overarching policy goals. The first one is to ensure economic growth in the City Centre and the wider local economy, building on the existing economic base of high value jobs, while creating agglomerations of industry. High value sectors in the area include aerospace manufacture (British Aerospace at Warton airfield and Samlesbury airfield on the edge of Preston) and nuclear energy (British Nuclear Fuels / Toshiba Westinghouse). In addition there is an intention to develop a creative industries sector based on the City Centre close

to the rail station. This will provide opportunities for business growth in connection with the relocation of a significant proportion of the BBC's television production from London to Salford (Manchester). The University of Central Lancashire (UCLAN) is developing expertise in this area, which will contribute to an agglomeration of businesses.

Preston's second goal is to promote its role as a medium sized city providing a counterbalance to the regional centres of Manchester and Liverpool in an area that has higher growth potential because of land availability, less congestion etc. The third goal is to promote employment restructuring in connection with the sectors identified above and to provide opportunities that retain graduates from UCLAN or attract graduates to employment from other areas. And finally, the fourth goal is the regeneration of older urban areas close to the city centre including areas around the rail station.

Łódź has set out five overarching policy goals which are a) to activate the economy, .../...

…/…   b) increase the city's competitiveness, c) attract new investors through the high-speed rail connection to the capital city, Warsaw and d) enhance the quality of life of the citizens. The latter needs to be understood as the overarching goal of every economic policy.

The region of Örebro has formulated a vision based on current and future strengths. Identified areas to work in are 1) "Knowledge and competence", 2) "Innovation and Entrepreneurship", 3) "Joyful meetings and experiences" and 4) "The open region". At a lower level, further targets are defined, some of which are strongly linked to ENTER.HUB, e.g. a) "Best location for companies depending on logistics", b) "Leading Administration City", c)"Best Neighbour" and d) "Attracting and keeping students". One

of the main challenges is to develop the whole region, not only the city centre and to interlink several fields of economic activity: Conferences, culture, services, production and tourism.

Lugano's economic vision is based on five pillars: a) finance & trading, b) education & research, c) tourism, d) arts & culture and e) biomedical business. The main idea is to combine different locational advantages, based on the principle of cooperation with neighbouring areas. (See above under "Scale and Regional Integration" for more details.) In both cases, Örebro and Lugano, the development of the Hub plays an important role in creating regional linkages and expanding the catchment area of the city itself.

Funding

The Business Improvement District in Preston leading to increased rental values of property in the area

There are different ways of involving capital in the development of the Hub and the surrounding area. What were financing tools that were used in the participating cities? (e.g. sell-&-leaseback, public-private-partnerships, add-

ed-value levy etc.). What are the experiences with such tools? The initial starting position for Preston is that the station is run by the principal train operator, Virgin. This company has a franchise to run inter-city rail services on the main line from London to Glasgow. The franchise was due to expire in 2012 but was extended by UK Government to November 2014 and subsequently to April 2017. There is a degree of certainty in the short term but long term investment remains at risk. The infrastructure (track, signalling etc) is provided by Network Rail a public sector company; work is contracted to three private companies, Amey/SECO, Balfour Beatty and Babcock First Engineering. Within the city centre, private investment is co-ordinated through local businesses through a Business Improvement District while Preston City Council and Lancashire County

Council provide investment in the public realm including current work on creating a shared space for pedestrians and vehicles on Fishergate, the main shopping thoroughfare. The main challenges are ensuring that all parties work together towards common goals, that the City Centre remains at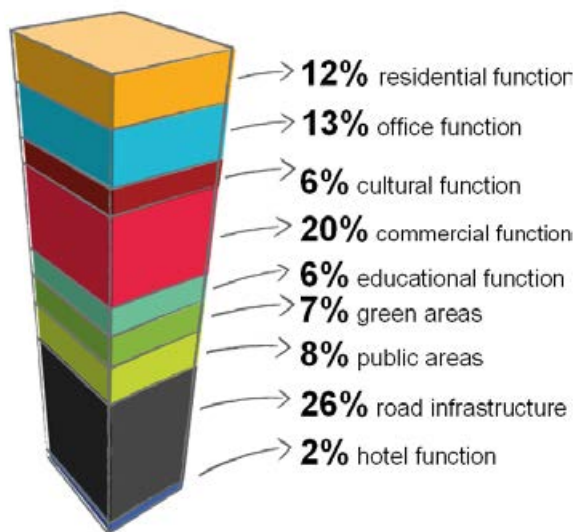tractive to a number of users and that links to outlying areas are maintained and enhanced. To ensure this, the City is preparing an overarching City Centre plan and design led solutions to creating an attractive centre. Indicators of success will be increased footfall particularly between the rail station and main centre and free-flowing traffic.

Real Estate

Is there a particular policy dealing with the development or real estate in the city? How does that apply to the railway Hub area? The new Łódź Fabryczna station is the key element of a larger development known as "The New Centre of Łódź". A station with four platforms and eight tracks will be constructed 16.5 metres underground. This programme for the regeneration of 100 hectares right in the heart of Łódź is a huge urban undertaking, the result of which will be the construction of a new district.

The New Centre of Łódź programme was established following the decision of the Municipal Council of Łódź in 2007. As a result of this, the huge space around the Łódź Fabryczna railway station, which has been dead for many years, will become a place for cultural, residential, service and office development. By implementing the NCŁ programme, the city authorities want to create a new functional central area connected with the historical heart of the city, based around the axis of Piotrkowska Street. Within the NCŁ programme the public sector is implementing over 50 projects whose value is close to PLN 4 billion. The design of a Special Cultural Zone, an investment area made available owing to the reconstruction of the Łódź Fabryczna railway station and its situation under ground, is a key element of the project. In Örebro there are multiple owners of the land around the station: the municipality, a private owner, the Swedish Transport Administration and Swedish Station Administration. The main challenge is to make everybody cooperate and develop something together through a common dialogue. At a larger scale, the development of a better public transport network is expected to have an effect on housing values. In certain areas of the region, houses have a lower value than production costs.

In Preston the City has a number of plans detailing the role of Preston City Centre as a location for growth and investment. The high-level strategic plan links growth to the City Centre's role as an administrative, business and retail centre with close proximity to public transport Hubs.

12% residential function
13% office function
6% cultural function
20% commercial function
6% educational function
7% green areas
8% public areas
26% road infrastructure
2% hotel function

The New Centre of Łódź: sample distribution of recommended functions in the new station area

This is followed through in more detailed plans for the City Centre and in measures such as establishing a Business Improvement District to provide business led City Centre improvements including improvements to real estate. Planning in the UK has to be evidence led (rather than policy led) and there is a substantial evidence base including retail and leisure studies and transport and viability evidence leading to master plans. The main challenge for real estate in connection with the rail station is to increase the amount of footfall from the station into the City Centre. This is monitored on a weekly basis (twice weekly counts in some places). Alongside this are a range of other challenges including increased take up of premises and investment in the City Centre leading to increased rental yields and improved attractiveness. The Council's role is in improving the public realm e.g. on Fishergate with success being measured by increasing numbers of people coming into the City Centre by rail. Private sector involvement through the Business Improvement District has a number of advantages including improved rents and attractiveness to investors, increasing trade and footfall, creating a positive image and links with public organisations as well as providing a voice for local businesses.

Retail

Hubs tend to become retail centres either directly in the station or with large discounters in the surrounding areas. How does that compete with retail in town centres? Is there a retail concept for the city? How does the development of the station fit/collide with this? The New Center of Łódź programmatically includes retail as part of a mixed-use scenario of the area. Based on the online available information on the project, this is very much in line with large urban development projects around the world, focussing on the supply-side of retail, i.e. on the necessary use mix for the creation of a lively area. What is not clear from the available information, are synergy or competition effects of this new retail development on the rest of the city. Only in the cases of Rostock (s. below) and Örebro was there a clear plan to avoid developing a retail centre around the station. In Örebro, both stations are located approximately 400m from the centre, i.e. very close, and the real challenge seems to be to how to maintain the density and mix of shops in the centre. In order to facilitate this, only a limited number of shop facilities are planned around the stations. Better guiding as well as more attractive walkways from the stations to the city centre and vice versa are however of importance in order to improve the accessibility of both city centre and stations.

Economic Activities Linked to Hub

Let's consider particular economic activities that are facilitated / impeded by the Hub, in particular the combination of economic and other activities (e.g. science, culture etc.) In Preston, there is very little activity in the station itself at present with the main challenges being the franchise nature of operation as well as the physical constraints provided by the layout and entrance to the station. A number of ad-hoc cultural activities are being proposed in the short term and longer term there may be opportunities for pop-up shops (i.e. temporary retail venues) and a business centre on the station providing a location where travellers can work while waiting for their train. In connection with the development of the HSR line from London to Manchester and Leeds, the preferred option for taking the line further northwards may be to bring it into the existing rail station rather than build a new HSR station on the edge of Preston. This involves investment to realign tracks and signalling to accommodate high-speed trains. There is an opportunity to align investment in the City Centre alongside this. 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.

Foreseen commercial
and cultural activities
around Reggio Emilia
Mediopadano Hub

Łódź considers the impact of the multimodal node on its surroundings to be a social and economic revitalization of the area with new public space arrangement around the railway station. The multimodal node is expected to have a huge impact on the economic and touristic revitalisation of the city, engaging social interest in the city's changes, attracting new investors due to the new high-speed rail connection. New investment providing fast and easy access to the city centre and new transportation links are expected to attract capital to the whole region.

Both the conference area and the planned culture quarter in Örebro are expected to profit immensely from the upgrading of the station because of their proximity to it. Örebro is as well known as one of Sweden´s most popular meeting places for countrywide conferences. Especially the closeness of the conference facilities to the stations is remarkable and a main factor for Örebro's high attractiveness as meeting point. The walkways from the stations to the conference facilities can however be improved. The increasing number of conference guests is requesting greater and better options to spend their leisure time. Partly as a result of that a new culture quarter is developed in Örebro, next to the conference facilities.

Tourism

It goes without saying that a better accessible city can profit more from a larger number of tourists. Nonetheless, it is well known in tourism economics that this is not the only criterion to measure the economic effects of tourism in cities. Important criteria also include the average expenditure of tourists and the relevant local value capture. Tourism planning and tourism management are important tools that can influence how much cities profit from a growing number of tourists. A railway Hub e.g. may play an important role in the management of tourism flows through the city. Although Örebro is well integrated into the broader regional tourist system, its main challenge lies in the access of the main tourist attraction from the station. A development of the guidance system and a reduction of barriers (e.g. major roads) can be major improvements in the way visitors reach the attractions.

Łódź, whose touristic concept is very much based on cultural/creative festivals (Łódź Design Festival, Fotofestival, Soundedit Festival, Fashion Week Fashion Philosophy Łódź Ballet Festival, International Triennal of Tapestry, Light Move Festival, International Festival of Comics and Games) may clearly profit from better accessibility through the new Fabryczna station. Finally Lugano which is already well integrated into the regional tourist system expects to see larger benefits as a result of HSR, with an impact in several economic fields).

Lugano economic benefits
from new connections
through tourism and other
spill-over effects
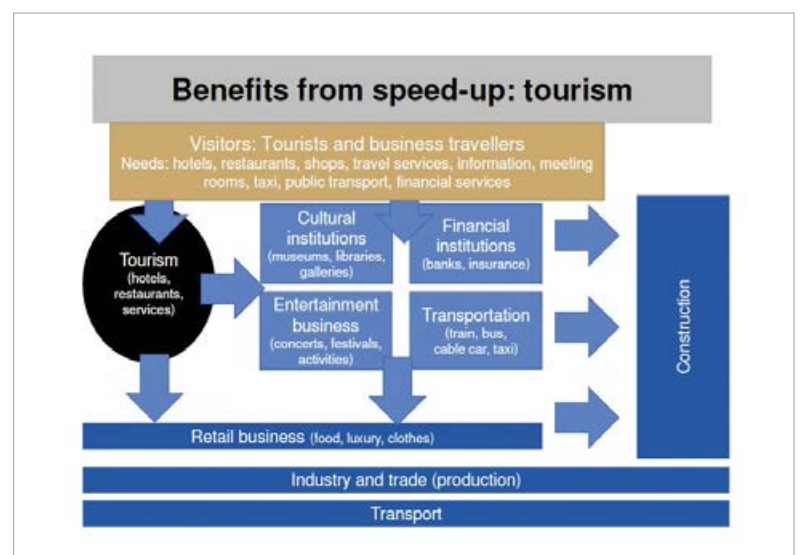
10 RECOMMENDATIONS

1
SCALE
Railway Hubs have economic impacts at several geographical scales – from surrounding plots to the whole city – the region or farther away. Administrations should consider effects even if they are beyond their direct territorial jurisdiction and transcend boundaries.

2
REGIONALISATION
Railway Hubs present a unique possibility for the integration of a region. Administrations should use that as an opportunity to link the city to an individually and flexibly defined region.

3
COOPERATION VS. COMPETITION
Linkages to other places demand a differentiated understanding of inter-territorial competition. Not all places compete with each other nor do they need to. Administrations should primarily look at possibilities of economic cooperation that open up through railway Hubs.

4
OVERARCHING ECONOMIC STRATEGY
Upgraded railway Hubs may profoundly influence the economic orientation of a city/region. Administrations should re-examine their broader economic strategy through the new possibilities that open up with an upgraded railway Hub. But most of all administrations need to keep in mind that the goal of every local economic policy is to improve the quality of life for the people.

5
CITY IMAGE
A place with an updated railway Hub has more chances to communicate an extroverted, interconnected identity. Administrations should look as how this can influence the place's image and if necessary take steps towards an integrated place branding strategy.

6
SUPPLY AND DEMAND SIDE ANALYSIS
Recent economic analyses tend to focus a lot on what places have to offer. It is highly recommended that places also look at where there is a demand for this supply. Railway Hubs offer new opportunities to access new markets.

7
RETAIL
Retail in railway Hubs should be planned with extreme caution and in accordance with broader retail plans. It may complement existing retail or it may compete with it. As most countries in the ENTER.HUB project have seen real available income stagnate in the past decade or more, there is little or no increase in demand for retail. Also, trends such as e-commerce are likely to have a strong impact.

8
REAL ESTATE
Plots around the railway Hub increase in value as soon as a restructuring of a Hub is planned. Administrations should find ways to profit from this value-added in which they are investing.

9
FLEXIBLE PROCESS
Economic development linked to a Hub may take time. It is important that administrations follow a flexible process with alternatives. Such processes may need to change occasionally and adapt to other shifting conditions.

10
DEMOCRATIC ACCOUNTABILITY
It goes without saying that administrations are accountable to the people who put them there. Who profits and who loses from the development of a railway Hub needs be transparent and part of a broader dialogue with the population.

Leipzig station

SMART TECHNOLOGIES

PEDRO FERRAZ DE ABREU, THEMATIC EXPERT

Partners and experts during a site visit of Lugano railway station, February 2014

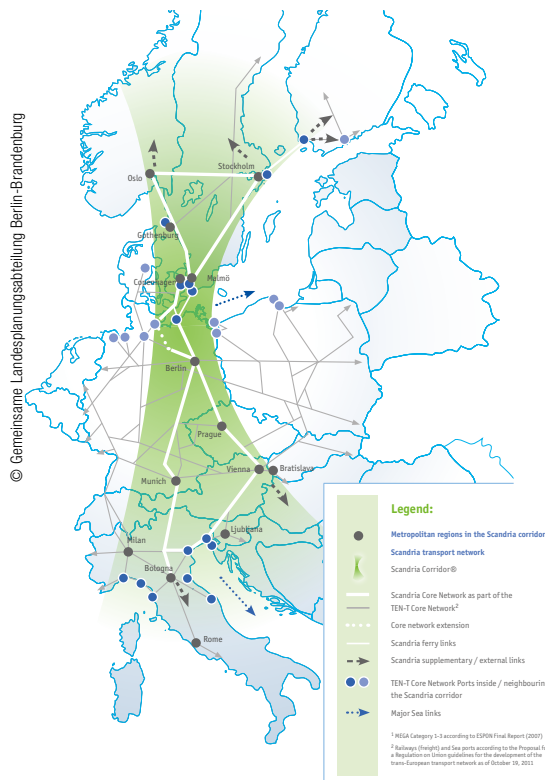## Smart Cities as Hubs

An integrated view of a Smart City

Some authors define a "Smart City" as a city seeking to address public issues via ICT-based solutions on the basis of a multi-stakeholder, municipally based partnership. The term "Smart City" is also used regarding the education of its inhabitants. A Smart City has therefore smart inhabitants in terms of their educational grade. In other literature the term Smart City is referred to the relationship between the city government and administration, and its citizen. Good governance as an aspect of a smart administration often also refers to the usage of new channels of communication for the citizens, e.g. "e-governance" or "e-democracy". In one or other way, the Smart City concept implies the use of modern technology in everyday urban life. This includes not only ICT but also, and especially, modern transport technologies. But it especially implies an integrated view of a city, where all components are well articulated, since they are interdependent in their functionality. Logistics as well as new transport systems are "smart" systems, which improve the urban traffic and the inhabitants' mobility, have a central role. But all other key aspects referring to life in a city, like security/safe, green, efficient & sustainable, energy etc. must be interconnected, or we cannot speak of a true 'Smart City'.

Composants of a Smart City

© Schneider Electric

Legend:

Metropolitan regions in the Scandria corridor[1]

Scandria transport network

Scandria Corridor®

Scandria Core Network as part of the
TEN-T Core Network[2]

Core network extension

Scandria ferry links

Scandria supplementary / external links

TEN-T Core Network Ports inside / neighbouring
the Scandria corridor

Major Sea links

[1] MEGA Category 1-3 according to ESPON Final Report (2007)
[2] Railways (freight) and Sea ports according to the Proposal for
a Regulation on Union guidelines for the development of the
trans-European transport network as of October 19, 2011

© Gemeinsame Landesplanungsabteilung Berlin-Brandenburg

Analysis of Rostock
transportation axis context

Connected Places have an Edge

Recent studies show that places that can be reached for day-return business trips have an advantage in today's economy. The network of such places in Europe shows a clear centre-periphery pattern. The same studies show that smart, connected places are not only urban. A wide range of rural areas belong to this group. Some benefit from high accessibility to urban centres, others combine unique local assets with direct and virtual connectivity into the global economy. The borderline between urban and rural is fuzzier around major metropolitan areas. More relevant is the ability to identify the density gradient of the space of human interaction. A first aspect to keep in mind is that connectivity is key, a second one is that no "smart city" is viable if it is not integrated in "smart territory", in particular in what concerns connectivity.

Smart City as a Gateway

The high population density of the European core and the short distances between major urban areas in that part of Europe, are an economic asset. Large labour and consumer markets confer on a trans-national scale some urbanization advantages typical of agglomeration econo-
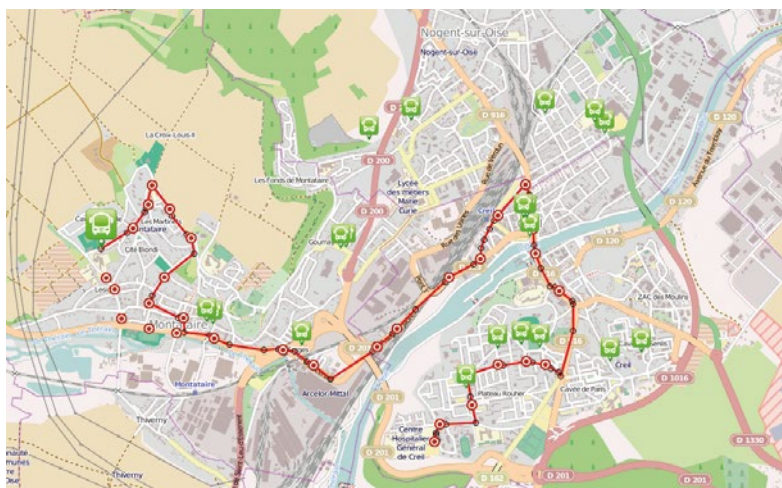
mies. The ability to connect quickly and reliably with suppliers, clients and customers is vital in today's just-in-time economy. It follows that the concept of potential accessibility is a very useful indicator. It shows how many people can be reached from a region weighted by the time needed to reach them.

Smart City as a Hub of information and a new Centrality

A major challenge in urban innovation is to meet the supply for the new demands of the citizens, resulting from technological developments. These include fast, accurate information, which is accessible from multiple sources. This is one of the factors that sparked the perception of need for 'smartness' in the city. Given the complexity of a city system, it is not easy to keep up with the constant upgrade of urban factors - people, institutions and technologies

Plan of real-time tracking
for Oise department
and Creil Agglomeration

– highlighting thus the importance of ICT integration and a compromise to sustainability. The term "Smart City" is used by some literature in a holistic way, describing a city with certain attributes, and by others to describe various aspects, which range from Smart City as an IT-district to a Smart City regarding the education (or smartness) of its inhabitants. With regards to the economy or jobs Smart City is used to describe a city with a "smart" industry. This relates both to industries in the fields of information and communication technologies (ICT) as well as other industries employing ICT in their production processes. Business parks or districts consisting of companies within this field also use the designation of Smart City more and more frequently. The most relevant factor concerning ENTER.HUB's approach towards a smart city as a Hub is that new ICT allows for a different dimension of centrality. One city may not be as "central" as another, in the classic measure of physical connectivity, but it may acquire a different centrality through investment in ICT infrastructure (information highways), and therefore acquire virtual centrality. If such ICT investment is strategically combined with an investment in physical connectivity (such as a modern multi-modal Hub), this can be a game changer.

Medium-sized Cities as a Turbine for the "Smart City" dynamic

The most significant cluster of cities in Europe is medium-sized cities. 40 % of all urban citizens in Europe live in nearly 600 cities, with a population between 100,000 and 500,000 inhabitants. This leads to the claim that these 600 cities are the key engines of economic development in the EU: that because of their large number they are the most decisive actors enabling Europe to become more competitive and at the same time making spatial development more sustainable. One of the most comprehensive overviews of cities or functional urban areas (FUA) in Europe is provided by the Espon 1.1.12 study incorporating almost 1,600 entities in Europe. Medium-sized cities are often also recognised as "second cities" on a European scale. These cities may not have the same visible relevance on a European scale as large cities, but often are of crucial importance on a national and regional scale. Even more than in the case of metropolitan areas, medium-sized cities have to be highly specific in their approach to attractiveness. There is no doubt the medium-sized cities represent a key profile from which important lessons learned on solutions and strategies to address problems and opportunities can be extrapolated – like the examples in the following table (IBM). The ENTER.HUB network, which fits neatly in this category, therefore has the potential to reflect, in a timely manner, the major issues and concerns in the type of cities that are, in fact, more representative of the urban Europe.

Measuring the Performance of a City

There are many models that try to capture all essential components of city dynamics, and the several fields of activity which are described in literature in relation to the term Smart City: industry, education, participation, technical infrastructure, various 'soft factors'. One example is an aggregation of indicators in six characteristics (table below.). For these criteria, a Smart City is a city which performs in a forward-looking way across all these six characteristics, which are built on the 'smart' combination of endowments and activities of self-decisive, independent and aware citizens. But it should be emphasized that we are currently only able to draw a picture of the present state of a city. It should be considered in further research that builds on time-series data.

Framework for Smart City indicators – Ranking European Smart Cities

SMART ECONOMY (Competitiveness)	SMART PEOPLE (Social & Human Capital)	SMART GOVERNANCE (Participation)
• Innovative spirit • Entrepreneurship • Economic image & trademarks • Productivity • Flexibility of llabour market • International embeddedness • *Ability to transform*	• Level of qualification • Affinity to life long learning • Social and ethnic plurality • Flexibility • Creativity • Cosmopolitanism / Open-mindedness • Participation in public life	• Participation in decision-making • Public and social services • Transparent governance • *Political strategies & perspectives*

SMART MOBILITY (Transport and ICT)	SMART ENVIRONMENT (Natural resources)	SMART LIVING (Quality of life)
• Local accessibility • (Inter-)national accessibility • Availibility of ICT-infrastructure • Sustainable, innovative and safe transport systems	• Attractivity of natural conditions • Pollution • Environmental protection • Sustainable resource management	• Cultural facilities • Health conditions • Individual safety • Housing quality • Education facilities • Touristic attractivity • Social cohesion

© Centre of Regional Science, Wien

Major Issues

The Smart City paradigm faces several challenges and has to face up to major issues that confront city planners, policy-makers and decision makers. While we cannot address them without further research and discussion, it is pertinent to identify the ones that have a closer relation with ENTER.HUB, and point to what they entail.

The Big Data sets problem

One of the consequences of the fast pace of the ICT revolution, is to submerge us with an incredible amount of data, in all kinds and forms, and in real-time. This is particularly true in the case of a city. Since most of this data is clearly an asset, we cannot just dismiss it. So we are faced with the question: how to handle trillions of data and different sources, formats, jurisdictions? Some of the key facets of the big data problem for ENTER.HUB are:

- Technology to handle big data sets, including special system architectures;
- Regulatory and Institutional Framework for a multiple-sources and multi-data sharing, management and use environment;
- Ethical issues, regarding privacy, transparency and accuracy;
- Economical issues: regarding data ownership, and added-value opportunities.

Integrated Systems vs. Distributed Intelligence

Smart Cities require integrated systems. This is one of the main selling points of the industry supplying technology and systems, pointing to it as paramount in a modern approach, and rightly so. But there are subtleties that may make a big difference:

- Integrated systems do not mean necessarily inter-communicability. As demonstrated by Rostock's experience, vendors tend to create closed-eco-systems, which are proprietary (vs. open) in data standards and protocols, and thus creating serious problems if a city does not want to be captured by a single supplier.

- Integrated systems can be centralized, favoured by industry suppliers of smart systems, but can also be decentralized, both technology and systems, based on collaborative sources from citizens and entities, e.g. sensors and apps in smart phones with qualified / deliberate citizen input. For instance, the Santander system in Spain, built 12000 sensors, to measure traffic, air quality, noise, etc.

On the other hand, technology trends point clearly to distributed, portable devices.
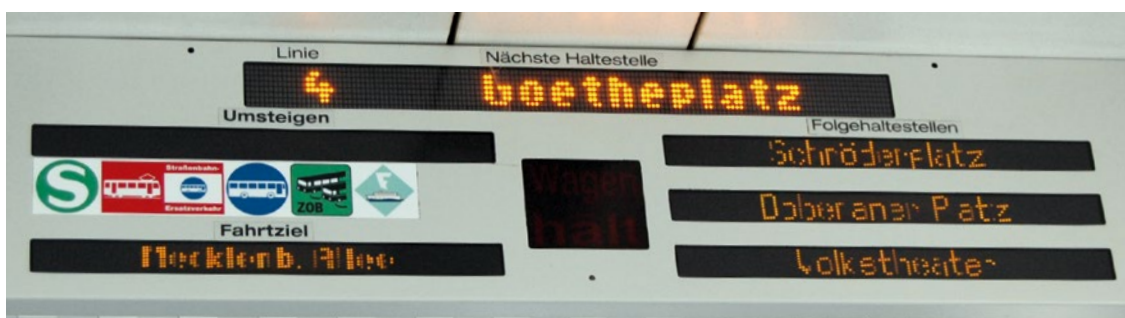
Rostock Cross border real time multi-operator information system
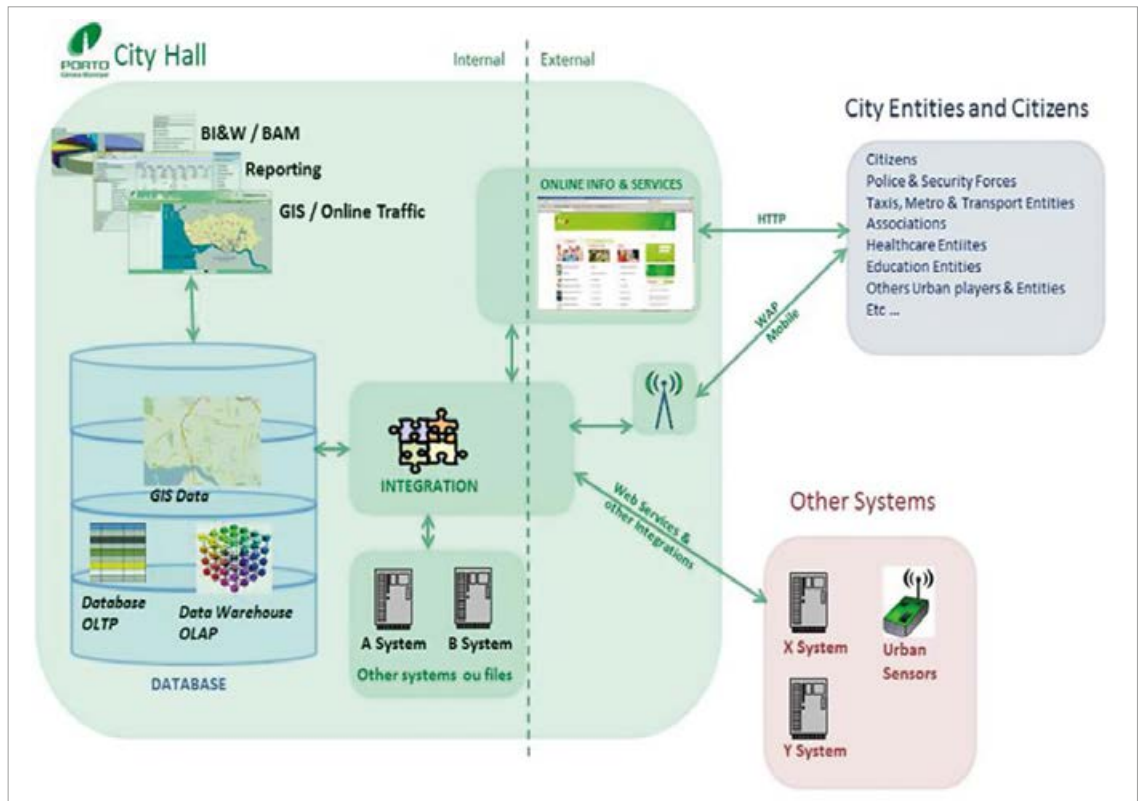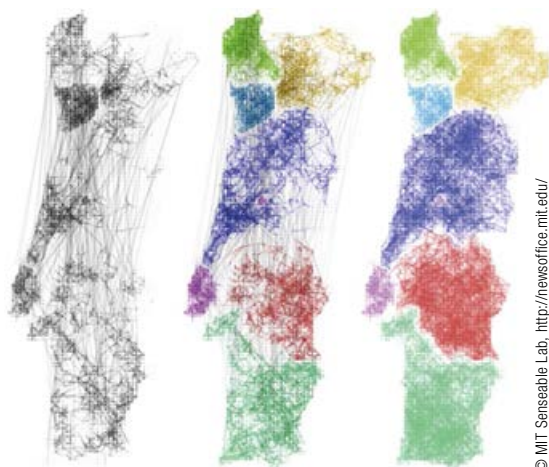
Digital inclusion or aggravating the digital gap

There is an on-going important debate, expressing the concerns of many that the trendy push for high-tech in smart cities is bound to aggravate inequalities and increases the digital divide. One thing is certain, we need to be careful and deliberate in our options, because any solution that does not promote digital inclusion is not sustainable in the long run. On the other hand, the argument "High Tech is for High Income, Low Tech is for Low Income" may, as a paradox, aggravate the social exclusion, by directing advanced research and development resources away from solving the digital inclusion problem. An excellent area where ICT can make all the difference, in terms of favouring inclusion, is the area of special mobility needs. The project "Trails of Accessibility" (www.e-planning.org, www.citidep.net), promoting use of smart phone apps to engage citizens in the process of identifying obstacles to mobility, is one of many good examples in this area.

Smart Cities vs. Smart Territories

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the need to bring to the table another dimension that does not fit strictly in the 'smart city' agenda. Two components have special relevance for ENTER.HUB:

- The weight of territorial cohesion in inclusion and sustainable development, without which no city can be competitive, let alone 'smart'
- Connectivity, be it physical or virtual, relies upon a physical infrastructure, and such infrastructure cannot connect cities without connecting territories.

A good example is a recent study that shows how "distance" relationships between territories in Portugal change significantly, when we consider the reality of economic and social interaction based on phone calls and data transfers. The map below on the left represents communication flows in Portugal (continent); the one in the middle, represents such flows, merged with traditional historical regional borders; the one on the right, shows the new regional borders, if we consider the current communication flows.

One of the major issues for smart cities is the rural surroundings. Can a smart city be sustainable within a territory that would not be that smart? Evidence from many studies point this is not the case. So, we are faced with

10 RECOMMENDATIONS

1

PRESERVE CITIZENS' SECURITY, IDENTITY AND PRIVACY

This is one of the great challenges of modern, ubiquitous ICT, and a serious requirement for any sustainable process.

2

REDUCE INEQUALITY BY UNIVERSAL ACCESS TO TECHNOLOGIES

Universal access implies adequate choice of technology and its deployment, comprehensive user-needs assessment, with a clear effort to consider special needs, such as low-income citizens and other situations.

3

USE ICT FOR ACCOUNTABILITY AND TRANSPARENCY

Balanced agendas imply good governance control and auditing tools, but also tools to promote and secure a participatory process, open to all citizens / stakeholders.

4

DEVELOP INTERNATIONAL COOPERATION FOR REGULATORY FRAMEWORK

Alongside regulatory frameworks at local and national level, globalisation in major transport networks can be an important constraint for city Hubs, such as ENTER.HUB.

5

PROMOTE OPEN DATA STANDARDS VS PROPRIETARY DATA

In many procurement areas in developed countries, it is a well-established practice to mandate for open standards, when public monies are at stake. Experience shows this is a key factor to avoid the capture of public interests by private interests, in what concerns the smart city industry.

6

FAVOUR INTEGRATED, DECENTRALIZED / DISTRIBUTED ARCHITECTURES.

While centralized systems may in some cases allow for better integration, and be the most adequate, distributed systems tend to be more flexible, easier to maintain and to engage users. Decentralized systems require, however, open data standards enforcement for real integration.

7

UNIFY LOCAL AND REGIONAL TRANSPORT WITH A COMMON TICKETING SYSTEM

Integrated ticketing systems ("one trip – one ticket") are at the core of any rational, integrated, multi-modal transportation system. It also allows for true market-driven efficiencies, facilitating multiple operators without hindering the system. Such unified ticketing system requires tools that give responses to a Query (Origin – Destination) structured for the citizens to use.

8

INTEGRATE ICT INTO A GLOBAL URBAN STRATEGY BEFORE HARD INVESTMENTS

One potential good approach is to establish a 'Smart City Officer' at the municipality.

9

PROMOTE TERRITORIAL COHESION FOR TRUE "SMARTNESS" IN A CITY

When planning for smart infrastructures, non-urban areas must be accounted for.

10

MAKE SURE THAT THE NEW TECHNOLOGIES ANSWER TO A TRUE NEED RATHER THAN A PERCEIVED ONE

ICT utilization depends on integrated policy and communication, and the evolution of ICT-related procurements should be followed through a long-term contract which can be easily monitored.

DEFINING A HUB FOR MEDIUM SIZED CITIES

DEFINING A HUB FOR MEDIUM-SIZED CITIES

JEAN-JACQUES TERRIN, LEAD EXPERT

Everywhere in Europe, the arrival of HSR represents an event which impacts strongly on the urban renewal of the hosting city and its wider catchment area. The longstanding railway station is transformed into a Hub and becomes the heart of such a renewal. Large metropolitan areas are taking advantage of these recent establishments. Medium-sized cities too are doing so, in a very specific sense, and the ENTER.HUB project provides an opportunity to develop this concept further.

AN URBAN & ARCHITECTURAL ICON

Designing an HSR HUB does not just involve designing a contemporary railway station. It is a process of reconfiguration of a large accessible shared public space connecting the Hub with the city and giving priority to walking and biking activities, and to public transportation. Defining a Hub is a way to connect local and global, to connect speed and slowness, city centre and catchment area, middle-sized cities and metropolitan areas. That is to bring together all kinds of people, places and activities.

(top) Creil,
(below left) Strasbourg,
(below right) Liverpool,
(bottom) Łódź

© photo Kai-Uwe Schulte-Bunert

Reggio Emilia Mediopadano Hub

The implementation of the High Speed railway station in Reggio Emilia has represented, thanks to the agreement between TAV and the local governments, the opportunity to improve and plan the infrastructure on the northern side of the city. The invitation to plan an intervention on an urban scale has been accepted by the architect Santiago Calatrava, who has introduced a full proposal of urban regeneration with the project of the station, of three bridges on the new route Reggio Emilia - Bagnolo and of the tollbooth: therefore, all the main gateways to Reggio Emilia.

The decision to not build a "standardised" station but to design it as a new landmark, as an architectural not simply an infrastructural object, is as a result of an overarching need to improve that area, in order to make it more readily accessible and at the same time more recognizable, with its own identity.

The works plan suggests a comprehensive solution, which will bring together the different shapes of the sails for all the projects. Therefore the final shape of the Mediopadana Station has become a range of waves, in order to enhance the idea of movement perceived by car travellers driving on the highway. The tollbooth has an upside down arch; the lateral bridges have taller thanks to hyperbole shaped stays; finally, the central bridge arch has been projected perfectly orthogonal to the planking.

Calatrava's projects for the HS Mediopadana Station in Reggio Emilia:
(top)
1, Detail of the entry shelter
(left)
2, Overall view: the station and the 3 bridges
(bottom left)
3, View from the platforms
(bottom right)
4, View from the freeway
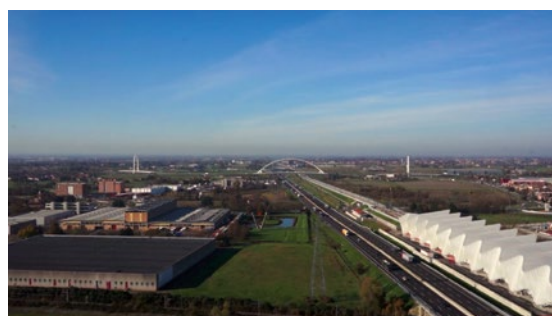
© photo Giordano Lanzoni

© photo Giordano Lanzoni

AN URBAN BACKBONE

Defining a Hub is a way to connect local and global, to balance / connect speed and slowness, city centre and catchment area, middle-sized cities and metropolitan areas. A Hub brings together all kinds of people, places and activities into a universal walking public space.

Projects of urban axis developed starting from railway and stations projects: (top) Łódź, (right) Ulm, (far right) Mixone Rotterdam, (bottom) Torino La Spina
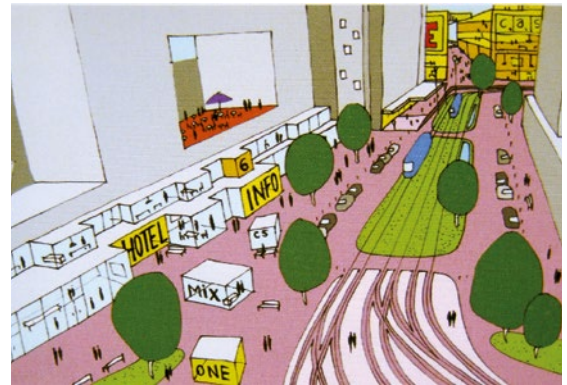

© Rients Dijkstra (Maxwan)
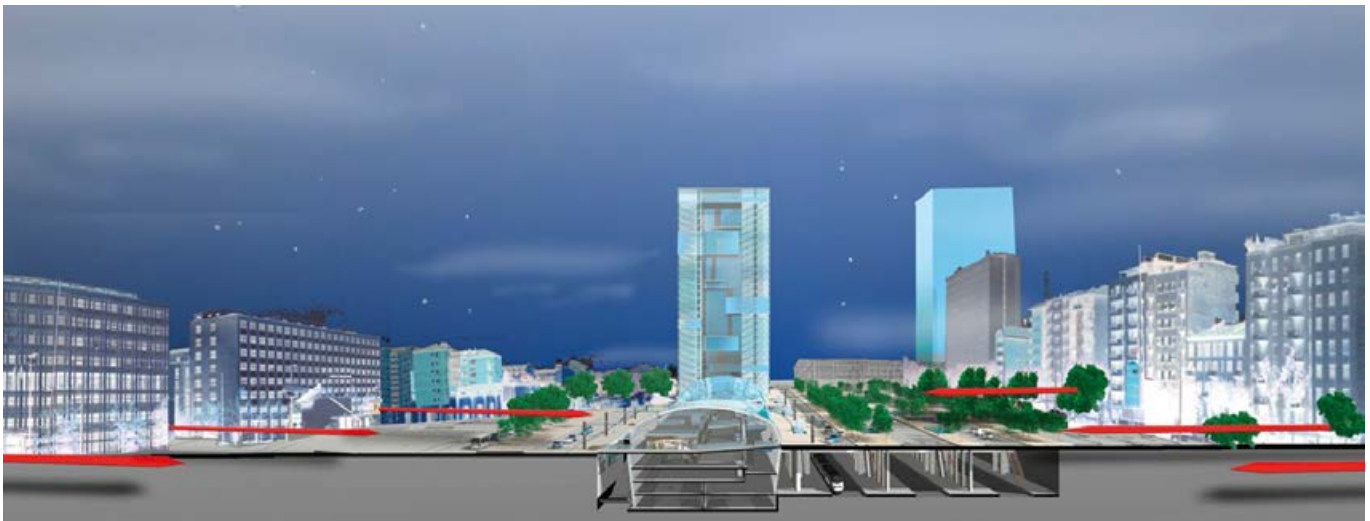
© Città di Torino, Settore Progetti di Riassetto Urbano

The two Örebro Stations

The city of Örebro has two train stations which are located remarkably close to one another; around 1 km apart. The Central Station was redeveloped as late as 1998, but certain other plans for the railway area and its development are not yet finalized. The Southern Station is run down and has low safety standards: the platforms are narrow and pedestrians cross the tracks on ground level.

Currently, the railroad is acting as a barrier which separates the city. At the same time it is an artery which offers fast connections to other places in Sweden and the world. Therefore a project was started in 2011 in order to develop the artery along the railroad.

The project is to develop the city along the tracks, to minimize the railway's barrier effect, to link the stations closer to the city centre and to increase the quality of the stations. Through these actions the municipality can contribute to a smoother and more attractive public transport offer. The project includes different activities: investigations and analyses concerning the physical circumstances; a dialogue between the municipality and the citizens as well as other stakeholders; proposals from different architects for the stations and the area around the railroad tracks; and a detailed comprehensive plan with strategies for the land-use.
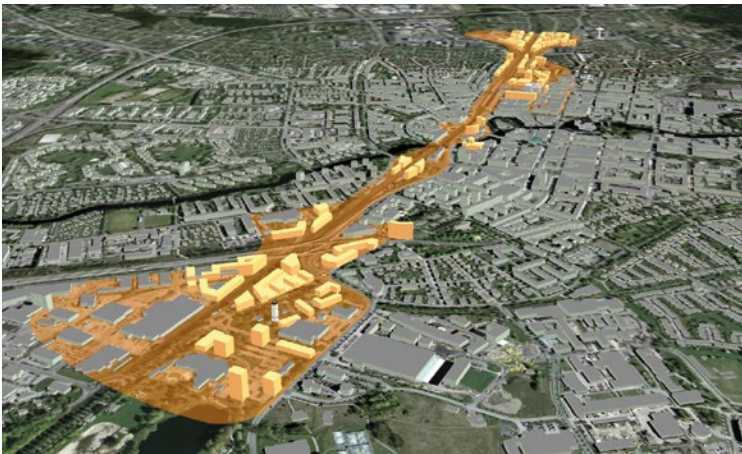
The two Örebro Stations:
(far left) the artery
connecting the two stations
and proposals for Örebro
Central station
(left and below)

A PLACE FOR ALL STAKEHOLDERS AND USERS

The programming and the design of an HSR HUB is every stakeholder and user's business. This statement needs strong political and professional will to set up a participation system from the very beginning and all along the project process especially before any decision making. This process is the unique way towards appropriation of the final implementation by all users: all categories of citizens, tourists, service providers, business companies, etc.

(top) Paris, Gare du Nord, (below right) Rotterdam Centraal, (below left) Montpellier St Roch, (bottom left) Marseille St Charles

City Station Ulm 2013:
(top and left) Information
Pavilion in front of the station,
(below left) Architectural
proposal for the station area,
(bottom) Forum scheme

Ulm Participation System

When the new ICE track between Stuttgart and Ulm is completed in 2021, Ulm will become closer to the most important economical centres in the southern part of Germany. The station and its surroundings therefore have great potential for urban planning. The task is not only to build a new station building which will become a landmark for a new urban centre which is of a high standard concerning the use, architecture and public space, 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, so that access for bikers and pedestrians is improved, but also the urban space (mainly the area in front of the station) needs to be redesigned.

The process of the redesign of the City Station is combined with participation of citizens. The discussion took place in 6 groups. After each roundtable discussion in a forum, elected members of each forum will discuss their results. These results will then be sent to the Ulm city council that will decide on further planning.
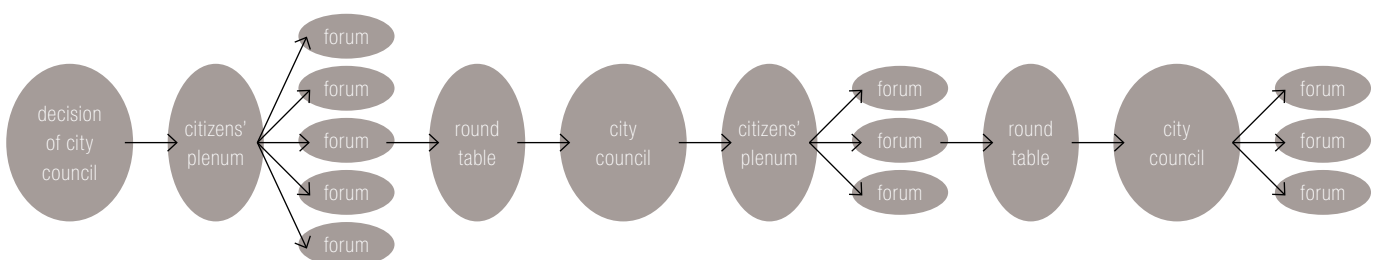
A NET
OF SERVICES

An HSR Hub produces new services inside and in its neighbourhood, some of which are linked to mobility but most of them are dedicated to business, retail, leisure, tourism... It attracts people, offers them diverse activities and brings added value to these services. The Hub is no longer a mere facility dedicated to mobility, its interior space becomes public and widely open toward the urban space, its borders becoming imprecise.

source: het nieuwe instituut
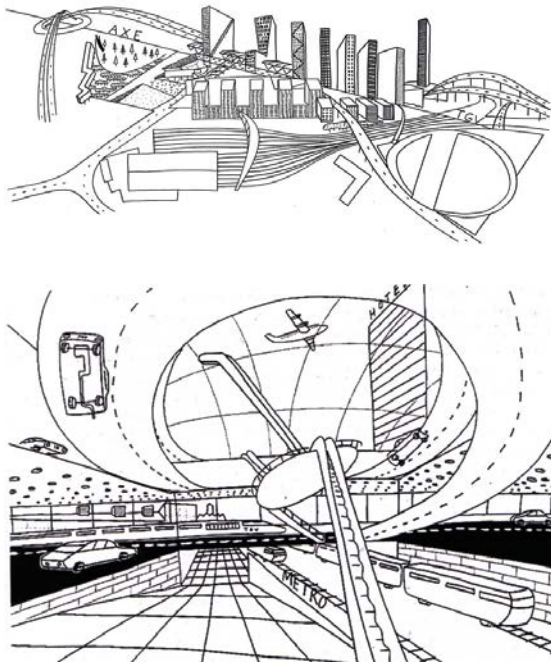
(above left) Euralille,
(top right) Lisboa Oriente,
(above) Bordeaux S. Jean,
(right) Rostock Railway Station

Preston Retail Strategy

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.

The actions developed are the following: Prepare high level plans – Central Lancashire Core Strategy, Central Lancashire Highways and Transport masterplan; identify funding opportunities through City Deal and Business Improvement District, Private investment in rail infrastruc-

ture; implementation through preparation of an action plan. This work creates an opportunity to align investment in the City Centre and surroundings with investment in the station 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.
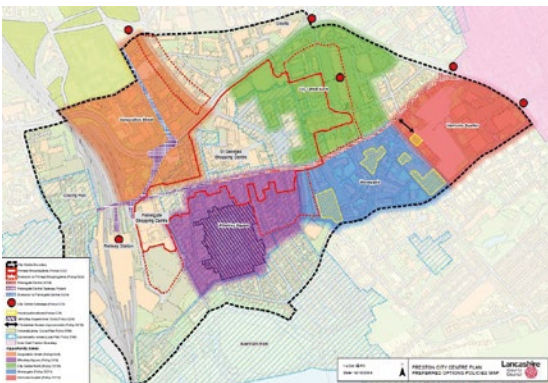
Preston's station and retail plans:
(top) retails inside the station,
(above left) Preston City Centre Area Action Plan,
(right) Preston's Main street

A RED CARPET

An HSR HUB has an important function to regulate the flows of circulation and to link together all kinds of traffic. Still, one of its main issues is to give priority to pedestrians and other green modes. The result for the visitors as well as for the residents should be to get the feeling that a "red carpet" has been permanently rolled out for them. A concept of a red carpet is an invitation to walk or cycle along the main resources of the city and penetrate easily and pleasantly into its heart.

(top) Amsterdam Red Carpet, (above left) Zaragoza Delicias, (above center) Avignon La Courtine, (above right) Ciudad Real, (below left) Girona, (below right) Lugano

© ANMA

Creil Agglomeration and interfaces

The High-speed train will arrive at the station of Creil in 2020. This connection will allow the agglomeration of Creil be 20 min from the Charles de Gaulle Roissy Hub. In this context the project "Gare, coeur d'agglo" aims to capture this opportunity and to prepare the agglomeration for the arrival of this link through a regeneration and a densification of the area around the station (270 ha) and of the station itself.

© ANMA

Different studies have identified the main objectives of the Hub in Creil which include:

- Opening the Hub North by building an urban footbridge;
- Building a station north to reach the town of Nogent sur Oise;
- Providing services and shops to animate the Hub and public spaces;
- Pedestrianising the front of the South Station, the street leading to the station to increase pedestrian flow, and quality of the station and its forecourt
- Gathering all mobilities near the station and developing alternatives to the private car,
- Creating a link between the station and the Oise river and soft modes,
- Making safe, designated and commented pathways to promote their use,
- Using brownfields and railway land in order to make the area attractive and increase the quality of the living environment.

© ANMA

Creil Agglomeration master plan and connections between main and peripheral centres: (top) Master plan, (above right) The valorisation of the Oise banks; (bottom left) Living in urban corridors

A CITY LOUNGE

The development of an HSR HUB can transform the inner city into a "city lounge". Inside and around the station, the public space becomes a high quality place for locals, residents, business travellers, etc. based on an attractive and better public space, including programme objectives such as: smart economy, city centre living, culture and leisure or connected city.

(top) Madrid Atocha,
(above left and right) Berlin Hauptbanhof,
(below) Montpellier St Roch

Gdynia Glowna, a station,
a theatre, a museum:
(left) Gdynia Heineken,
(below left) Gdynia Glowna
Theatre 2013,
(bottom) Night of Museums,
May 2013

Gdynia

As a result of the renovation of Gdynia's Glowna Hub which was finished in the end of 2012, many spaces were opened to citizens and travellers.

The managing authority of Gdynia Glowna Central Station, in cooperation with different private and city's institutions propose a rich offer of cultural events for various audiences. This aims to improve the Hub, its image and economy by attracting business, private sector and artists in untypical spaces to present their achievements and collections.

Several events have been organized in the Gdynia Glowna Hub. Among the most meaningful:

- "Night of Museum";
- Small stage during Heineken Open'er Festival;
- "Theatre Gdynia Glowna;
- "Show box" exhibition.
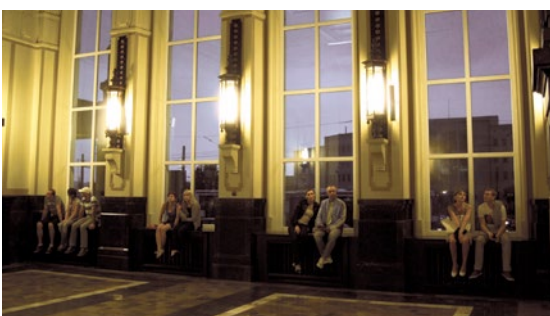
SOME FINAL OUTCOMES

SOME FINAL OUTCOMES

JEAN-JACQUES TERRIN, LEAD EXPERT

At the end of this project, taking advantage of their common and sharing experiences over a three year period, all ENTER.HUB partners and thematic experts agree on following conclusions regarding HSR Hubs HSR considerably increases the **accessibility** of cities, especially European medium-sized ones, bringing them closer to large metropolitan areas, enlarging their catchment areas and amplifying local opportunities. But whilst this is clearly the case for large towns, HSR may also fragment territories located between two large metropolitan areas and become a threat to the development of smaller cities. Therefore, an HSR Hub should be considered in these medium-sized cities as a lever to increase economic, social, educational and cultural **attractiveness** in the framework of an ambitious local and global urban integrated strategy. In this sense, an HSR Hub should be designed as a major milestone fitting into an urban **public space** favouring walking, biking and public transportation, and as an accessible place for people and companies, connecting local, regional, national and international networks.

Such a strategy should be based on a comprehensive **participative governance** including stakeholders: administrative institutions, public and private service operators as well as economic stakeholders, not only those who are directly engaged in the development of the Hub area but also those operating at larger territorial scales. This mode of governance must definitely involve essential **end-users** of the Hub, that is not only local travellers and commuters but also all those who take part in the activities of the place, its surrounding districts and all the diverse circles of the urban area. Such a **transdisciplinary** and **collaborative management** approach requires sophisticated tools and appropriate methods, and must be set up at the very beginning of the project, and carefully linked to decision making processes. It requires good and independent mediation and negotiation skills.

Most components of an HSR Hub are in **constant evolution**, not to talk about revolution, and this will still be true over the coming decades. Mobility is in constant motion: vehicles, their size, comfort, accessibility and manoeuvrability will transform the place dedicated to private and public transportation. Changes of energy resources are leading to new services, transforming the economy of mobility, and bringing a new sense of multimodality. ITC will also progress considerably, modifying the perception of information in the city, increasing the role of social networks and giving a larger place to knowledge.

For these reasons, a Hub needs to be **flexible and adaptable**. It must be able to change easily and keep being of its time, different during the day and at night, during the week and on weekends, in summer and in winter, and above all be able to adapt over time to host new functions, new services, and new ways of life. It should therefore be designed in co-production with all stakeholders including end-users in order to respond to the constraints of present and future needs. As says the Catalan sociologist Manuel Castells: « the space of flows and timeless time are the material foundations of a new culture[1] ».

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1 Castells, M., 2010. *The Information Age: Economy, Society and Culture Volume 1: The Rise of the Network Society.*
2nd ed. Oxford: Wiley Blackwell. p.406

ANNEXES

MAYORS' PROTOCOL OF INTENT

SUPPORT AND COLLABORATION FOR THE DEVELOPMENT OF SHARED APPROACHES STRENGTHENING AND EXPLOITING MOBILITY HUBS IN EUROPEAN MEDIUM-SIZED CITIES

The ENTER.HUB partners: Creil Agglomeration, IMPEFE–Ciudad Real, Gdynia, Girona, Łódź, Lugano, Region of Örebro, Porto, Preston, Reggio Emilia, Rostock, Ulm.

ENTER.HUB policy makers signing the Protocol of Intents in Girona, July 2014

Considering that:

- The ENTER.HUB partners are involved in an URBACT II project, knowing that URBACT II is a European exchange and learning programme promoting sustainable urban development, part-financed by the European Regional Development Fund, under the framework of the European Cohesion Policy. URBACT enables cities to work together to develop solutions to major urban challenges, reaffirming the key role they play in facing increasingly complex societal changes.

URBACT helps cities to develop pragmatic solutions that are new and sustainable, and that integrate economic, social and environmental dimensions, and enables cities to share good practices.

- ENTER.HUB is an URBACT II project promoting the role of railway Hubs/multimodal interfaces of regional relevance in medium-sized cities as engines for integrated urban development and economic, social and cultural regeneration. Being placed, or aiming to be placed along TEN-T core network corridors, ENTER.HUB network partners redefine their territorial systems around these Hubs to bring them closer to other European cities, to focus their citizens towards all kind of activities and to strengthen connectivity at a local, regional and EU level. This program will help cities to become more competitive, to attract population and business.

The ENTER.HUB partners agree in committing the local bodies they represent by:

- Supporting and promoting a global vision of transport and territorial development, considering mobility, transport networks and in particular the TEN-T as a European backbone in terms of connections and interaction but also in terms of territorial development;
- Promoting sustainable, common and easily available transport systems all over Europe, to make cities and regions more accessible, more attractive and more competitive;
- Sharing practices and using an exchange and learn approach in order to enrich their common and strategic vision of future Europe at different territorial scales, also in view of the new

financial programming period 2014-2020, concerning urban and infrastructures development.

In particular, The ENTER.HUB partners acknowledge:

- The key role of URBACT II and ENTER.HUB for increasing the awareness of such themes in the context of European middle sized cities and regions;

- The opportunity offered by URBACT II and ENTER.HUB to contribute to a reciprocal development of cities and regions involved;
- The specific challenge of the project, in its investigation on how a territory can exploit the benefits brought by a transport Hub of regional relevance, for a well-balanced and sustainable urban and territorial development, taking into consideration the economic, social and cultural issues at local, regional and European level;
- The importance to foster the impact of the project activities at a local level;
- The need of getting further EU financial support to networks like ours to concretely implement local projects linked to the development of railway Hubs and urban revitalisation (i.e. the Local Action Plans developed through ENTER.HUB). This financial support should be in form of direct funding for investments or for local studies.

The ENTER.HUB partners agree in asking URBACT, the European Commission and the DG Transport to renew their attention and focus on these topics, from the large scale of TEN-T corridors project, to the smaller scale of urban sustainable development, in the occasion of coming calls and common activities and to support their cities and regions by giving preference to URBACT Local Action Plans while defining local projects to be implemented through European financing.

Signed in Girona, Spain,
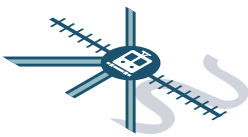on the 11th of July, 2014.

SUMMARY OF PARTNERS'

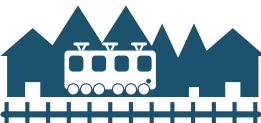|	PARTNER	LAP AIMS & OBJECTIVES	LAP ACTIONS
1	REGGIO EMILIA, IT	• Improving the direct connection between High Speed Station and highway • Improving the railway connection between High Speed Station, other urban poles (included city centre) and other urban centres belonging to the catchment area • Regenerating the station surroundings and improving the city attractiveness.	• **Action 1.** Interchange node (railway-railway networking): valorisation of the local existing railway (FER), for instance by transforming it in a train-tram service; valorisation of the urban area crossed by the FER; implementation of the FER service in order to create an integrated system (HS + national railways + regional/local services) • **Action 2.** Intermodal node (railway-road networking): directly connecting between HS Station and A1 highway with implementation of a proper service area and pedestrian connections between service area and HS Station and direct local road connections and access to HS Station and service area.
2	CIUDAD REAL, ES	• Improving interactions between the Hub (rail station), the city and the hinterland in order to promote tourism, to maximize the city amenities and to strengthen the relations with the University and the other main urban nodes • Reinforcing the HSR station as an activity pole • Promoting economic regeneration of SMEs, • Encouraging information and communication connections between the HSR station and the city.	**Short Term Projects:** • Agreement with the HST National Company to organise concerts and expositions inside the station. • Agreement with a new delicatessen shop to place a tourist information point inside the shop, placed in the hall of the station. • Agreement with the HST National Company to reduce the price of the tickets for congress and events celebrated in the city. **Long Term Projects** • Pedestrian and bicycle road to connect the station with the centre of the city and the university. • Intermodal Station.
3	CREIL AGGLOMERATION, FR	• Developing awareness on environmental friendly transport • Developing urban and transport solutions and services • Working with local stakeholders to develop secondary stations • Promoting the creation in all fields • Facilitating access to employment for local workers • Making our cultural diversity richness.	**Actions on Mobility:** • Creating of a coordination committee of supply • Reflecting on the prospects for Roissy Hub and for the star railway system • Elaborating a SUMP (Sustainable Urban Mobility Plan) at the scale of the catchment area. • Creating a bicycle parking near the station • Developing security and safety around the station for everybody: make a diagnosis by walking and perform the necessary works **Actions on Human capital:** • Implementing a very proactive policy in favor of creation and this in all fields (business, art, etc.) • Creating a platform grouping devices in creating • Identifying the lacks • Providing a district of all the culture of the agglomeration (around 100) • Creating a committee between employers, employees and training organizations.

LOCAL ACTION PLANS

	PARTNER	LAP AIMS & OBJECTIVES	LAP ACTIONS
4	GDYNIA, PL	• To boost participation in planning the Hub • Increasing the functionality of the Hub • Increasing safety and sense of safety • Creating pedestrian friendly area • Introducing Bike&Ride and Park&Ride systems • Treating the Hub as red carpet bringing the Hub closer to city centre.	• Developing a traffic research and analysis together with prognosis of traffic volume in the Hub area; • Measuring of the intensity of pedestrian traffic and research on travel behavior • Adopting the spatial development plan for Konstytucji Square (2015-), giving priority and space for vulnerable road users and passengers of public transport • Elaboration of an urban concept of Hub modernization.
5	GIRONA, ES	• **Local scale:** improving and promoting sustainable accessibility to the station and its surroundings. • **Regional scale:** promoting HS as a valid alternative to private vehicles for passenger transport, in their daily displacements. • **International scale:** taking advantage of the geographical position between two potential centers of attraction in the context of international tourism, through good, easy and fast connections with this areas.	• 1. Transforming the station and its immediate surroundings: defining uses for the main spaces around the station, improving mobility around the station and integrated management of transportation to allow a real intermodality, make the station a real city gate • 2. Fostering governance and participation: preserving the continuity of the ULSG and its philosophy; providing the citizenship with tools for participation and debate to validate projects • 3. Treating the station as an element of economic dynamization.
6	ŁÓDŹ, PL	• A long-term, sustainable growth and overall functionality of the Łódź Fabryczna Station as well as its surroundings, especially by: • 1. Creating a fresh image of the new city centre as a zone where much attention is paid to the quality of life and attractiveness of public spaces • 2. Stimulating and livening up the city center and increasing the benefits connected with the construction of a multimodal Hub • 3. Boosting new approaches towards mobility information and communication.	• 1. Creating around the new multimodal station attractive temporary public spaces which in future will be systematically replaced by the target investments. Enhancing spatial and functional connections including the new transportation plan • 2. Creating a communication LAB, aiming at conducting regular research on the station's users in 8-year perspective: creating a database of knowledge concerning passenger flows and transport behaviours of railway passengers linked to the Łódź Fabryczna station; producing rail transport passenger flow forecasts; producing analysis of relations between development/increase in passenger transport standards and the development of multimodal Hub zone (new city centre).

SUMMARY OF PARTNERS'

	PARTNER	LAP AIMS & OBJECTIVES	LAP ACTIONS
7	LUGANO, CH	• Satisfying the logistic needs of the two universities: the University of Applied Sciences and Arts of Southern Switzerland (SUPSI) and the University of Italian Switzerland (USI) in order to deal with the increasing number of students, teachers, researchers and staff. • Promoting sustainability, through choosing to place two of the three new campuses close to major railway stations in Canton Ticino.	Three projects for a total surface of 46'475 square meters are: • A SUPSI Campus at Lugano Station; a SUPSI Campus at Mendrisio Station; a USI/SUPSI Campus in Lugano Viganello. • These three new centres will be built in line with concepts from urban planning to mobility and from energy planning to eco-efficient and sustainable management of its academic buildings, also in line with the City development strategy.
8	ÖREBRO REGION, SE	• Developing the regional preconditions in order to enable a High Speed Railway between Oslo and Stockholm • Developing the travel center in Örebro in order to manage the increasing need for public transport in the region • Developing the areas surrounding the travel center in Örebro in order to increase its effect as turbine, node and gateway and to reduce its effect as a barrier • Developing the public transport system to and from the travel center in terms of time, attractiveness, capacity, comfort and security.	• Organizing NodeCity Seminars in the cities of Västerås, Örebro, Eskilstuna and Karlstad • Reconstructing the travel center in Örebro • Producing a detailed comprehensive plan with strategies for the land-use around the railroad tracks. • Introducing an infotainment system on the busses which is linked to a new real-time information system, also including other communication to the citizens • Introducing an improved ticket system.
9	PORTO, PT	• Improving the quality of life and environmental quality, attracting investment and promoting accessibility and territorial cohesion • Boosting cultural events in public space, bringing people to street life • Increasing the economic vitality in the area and promote interaction with local players • Improving the connections to the inner-city through more shared spaces and better quality corridors for walking and cycling • Improving technological systems for intermodality • Promoting low-cost car parking for residents, 'P+R and events.	• Creating front door street platforms, low speed zones and private parking network • Developing green ring road territory, multimodal quality corridors and electric bus-shuttle connection between interface level and river side • Increasing information systems between speed train Hub and LAP area • Promoting permanent events platform and artistic residencies • Enhancing mobility and citizenship project.

LOCAL ACTION PLANS

	PARTNER	LAP AIMS & OBJECTIVES	LAP ACTIONS
10	PRESTON, UK	• Increase interchange options and information • Generate more footfall through links with the city centre • Integrate Hub in the local and regional economy • Increase cooperation between multiple stakeholders • Develop an integrated strategy with other local plans • Raise interest from local businesses and communities.	• Improve design of the station • Improve/relocate entrance to make it more attractive to business users • Promote more economic and cultural activity on the railway station • Link to developing creative industries sector • Improve physical connections • Improve connectivity to outer areas and ensure that these are linked to plans for the City Centre.
11	ROSTOCK, DE	• Upgrading southern railway station area as a passenger traffic Hub • Utilization of the location advantage as a Hub for the creative entrepreneur scene, addressing University and creative milieus and freelancers of the surrounding "Regiopol" region • Connecting the Südstadt to the city centre and different parts of the city, fostering bike and pedestrian traffic and making use of the location within the rail network as well of long distance busses • Connect technology oriented disciplines with other strengthening green mobility (train/tram/bike/pedestrian-oriented).	• Developing a potential and demand analysis and workshop with key stakeholders • Setting up an INTERREG project for the development of a creative Hub in Rostock • Integration of the topic in the Wissenschaftskonzeption (Masterplan Science) in 2015.
12	ULM, DE	• Keeping on the citizens' participation in the CityStation Ulm project • Improving the quality of the Station Square • Improving the local mobility system • Improving connections with the two sides of the city.	• Redevelopment of the Station Square • Reorganisation of private and public transport • Construction of a new passage/ garage under the square • Construction of a new station entrance hall • Development of a new service center for trade and commerce • Extension of the underground passage under the tracks toward the quartiers behind • Gradual redevelopment and revitalization of the urban areas surrounding the traffic node.

THE ENTER.HUB NETWORK

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ÖREBRO REGION • SE

PRESTON • UK

ROSTOCK • DE

GDYINIA • PL

ŁÓDŹ • PL

ULM • DE

CREIL AGGLOMERATION • FR

LUGANO • CH

REGGIO EMILIA • IT

PORTO • PT

GIRONA • ES

CIUDAD REAL • ES

Map of Europe with Partners' localization

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 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

Reggio Emilia (Italy), Lead Partner; IMPEFE – Ciudad Real (Spain); Girona (Spain); Ulm (Germany); Rostock (Germany); Łódz (Poland); Gdynia (Poland); Creil Agglomeration (France); Lugano (Switzerland); Örebro Region (Sweden); Porto (Portugal); Preston (UK).