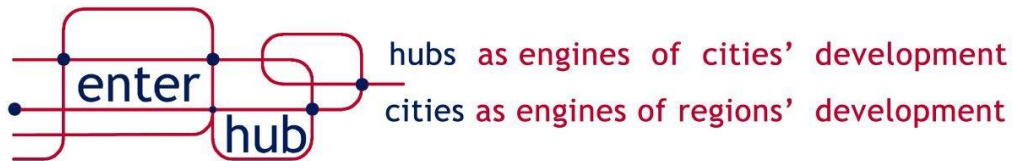


# ENTER.HUB

## European Network exploiting Territorial Effects of Railway Hubs and their Urban Benefits



The project intends to create a network of medium sized cities sharing the opportunities and challenges derived from the presence of existing or planned transportation hub of regional relevance, (i.e. high speed stations or major transport interfaces).

The network aims to support cities in re-defining their territorial, infrastructural and transport systems, planning functions and activities to satisfy the territorial needs and strengthen new linkages with different EU regions, as a base of competitiveness and innovation transfer.

Main issues to be addressed:

How a medium sized city can become competitive in the framework of EU cities and in this context of economic crisis?

How to exploit the benefits brought by the presence of an inter-modal HUB / interface, being at the same time a tool and engine for a sustainable urban and territorial development of the surrounding areas, at local, regional and EU level?

## Baseline study

### Glossary

BS	Baseline Study
LAP	Local Action Plan
ULSG	URBACT Local Support Group
LP	Lead Partner
PP	Project Partner
LE	Lead Expert

## ENTER.HUB on the finishing line !



final Transnational meeting Reggio Emilia - 19-21.2012

<b>EXECUTIVE SUMMARY</b>	
<b>0</b>	<b>INTRODUCTION</b>
0.1	The consortium ENTER.HUB
0.2	Site visits as constitutive element
<b>1</b>	<b>STATE OF THE ART: BACKGROUND AND OVERVIEW</b>
<b>2</b>	<b>PARTNER PROFILES</b>
<b>3</b>	<b>SYNTHESIS: CONCLUSIONS AND OUTLOOK</b>
3.1	Partner characteristics comparison
3.2	Roadmap
3.21	Cities' next steps and expectations
3.22	LAP - Local Action Plan
3.23	Themes, Macrothemes, Strategic-transversal themes, clustering
3.231	10 Themes and Clustering
3.232	Project Macrothemes
3.233	Strategic-Transversal Themes
3.234	Enlargement of the investigation field to relevant reference partner for themes
3.234	Partners' common challenges, according to cross cutting themes
3.3	ULSG - URBACT Local Support Group
<b>ANNEXES</b>	
1A	References
1B	Site visits - Programme type
2A	Partner and ULSG Presentations
2B	Partners' core group members
3A	Presentation on all partners and the project
3B	Outlines of Local Action Plans
3C	URBACT Local Support Group members
3D	Agreement City / ULSG members
3E	Organizational charts of partners
3F	Press reports

## Acknowledgments

AN URBACT II PROJECT



Many thanks to the  
**ENTER.HUB**  
Reggio Emilia team  
and the cooperation  
of the Partner city teams,  
and the URBACT secretariat



Connecting cities  
Building successes



Special thanks for the chapter 1 contribution “state of art” and parts of the LAP texts by Alessandra Carollo of the U.d.P. Area Nord - Comune di Reggio Emilia - Ufficio Progetti > KM129

## SYNOPSIS OF THE EXECUTIVE SUMMARY

The project is synthesized in **NINE GRAPHS** (3 of them double graphs) which constitute the executive summary.

These graphs and summary texts will later constitute a separate **PROJECT BROCHURE**

1 ENTER.HUB topic

2 ENTER.HUB keywords

3a ENTER.HUB partnership: geographical distribution and balance

3b ENTER.HUB partnership: partners' characteristics and roles in the project

4 ENTER.HUB catchment area and capitalisation effects

5a ENTER.HUB framework: contents and general organisation

5b ENTER.HUB framework: specific contents, from themes to actions and policies.

6 ENTER.HUB activities: Work process, Partner meetings and URBACT Local Support Groups' involvement

7 ENTER.HUB Urbact Local Support Groups and Local Action Plans

8 ENTER.HUB communication outputs

9 ENTER.HUB Frequent asked Questions

## SYNOPSIS OF THE ANNEXES

### ANNEXE 1A

#### References

The main **General References** and **Documentation of Partners** are listed

### ANNEXE 1B

#### Site visits - Programme type

In order to prepare well the site visits a guideline was established with a **Programme type**, a **Partner profile** PowerPoint template, the list of expected **Meeting results** and of the **Questions / issues** to be covered during the visit

### ANNEXE 2A

#### Partner Presentations (PPT)

Each partner prepared for the site visit a partner profile, accordingly to a template provided

Also many ULSG members presented themselves with PPTs  
an updated version was presented at the

TRANSNATIONAL FINAL MEETING 19<sup>th</sup> - 21st September 2012 - Reggio Emilia (IT)  
There are 12 partner profile and some 3 dozen ULSG presentations

### ANNEXE 2B

#### Partners' core group members

The core group members are listed with name, contact and photo  
This will serve for a "who is who" photo gallery

In the case of some Partners the core group members are included in  
**Annex 3C URBACT Local Support Group members**

### ANNEXE 3A

#### Presentation on all partners and the project (PPT - 300 slides)

A general presentation on the situation of each partner and with some comparisons between partners was prepared based on the URBACT guidelines, the ENTER.HUB templates and the partner's information (see **Annexe 2A**) also the aim of URBACT, the LAP, ULSG etc are documented as well as the work during the development and implementation phase

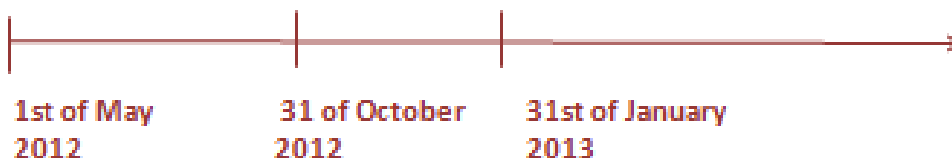
<b>0</b>	<b>INTRODUCTION</b>
<b>0.1</b>	<b>The consortium ENTER.HUB</b>

The ENTER.HUB project came about in the following context

- ✓ 2012 transition from past experiences to future programs (2014-2020)
- ✓ The 3<sup>ème</sup> and last call of URBACT II (2007-2013) serves as a launching pad for preparing for future calls and financing under the EU cohesion politic
- ✓ 82 projects submitted
- ✓ 19 selected
- ✓ FEDER co financing (70% competitive regions - 80% convergent regions)

## ENTER.HUB

### Partnership 1<sup>st</sup> and 2<sup>nd</sup> Phase



**6 month**  
**5 cities** (one lead city)  
 + Lead expert

**27 months**  
**8 à 12 cities** (one lead city)  
 + Lead expert



**Partnership development phase**

The ENTER.HUB consortium of the development phase was constituted by 5 partners (one partner - Craiova - Rumanian to exit in the very beginning).

**Partnership development phase (convergent / competitive status)**





## Partnership implementation phase

During the development phase 8 cities were added to the Consortium, bringing it to 12 Partners. To all but one (Gdynia-PL which joined the consortium in the beginning of October) we made a site visit (as we did for the development phase partners) in order to collect materials for the Baseline study, discuss the Partners expectations, define the roadmap for the implementation phase and to set up the ULSGs.

Ten of the 12 partners are cities (though in the case of Ciudad Real represented by the Municipal Institute for Economic Promotion, Training and Work (IMPEFE) and 2 are regional entities (Creil Agglomeration - FR and the Örebro Regional Development Council - SE)

In the following table and Figure represents the 12 partner consortium with the Matrix of partners/countries / status / population (city 10990/2010 and larger urbanized area 2010)

The cities are all small/medium sized (50-250.000 inhabitants) but Lodz (725.000). Most cities increased modestly during the past 20 years, 3 even decreased in population.

The regional population (continuous urban area - though the criteria about boundaries have not yet been refined) again is not very large (90 - 330.000 and one with 534.00 counting with the whole province) but in three cases where the population exceeds 1 million.

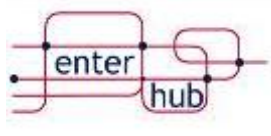
There is a good geographical and cultural spread with 12 cities in 9 countries and nine languages present, 5 convergent, 6 competitive and one neutral.

An important criteria of selection of partners has been the congruence with the project topic, different degrees of “state of the work” concerning and concerning the localization in the relevant territories and TEN-T rail corridors with High Speed lines or other main railway lines exiting or planned, implementation and development of the hub itself and, its insertion in the territory.

In different partner - and accordingly to their specific interests - hav chosen the core project teams from different departments/ specialities as can be verified in [Appendix 3E](#) where the organizational charts are presented

### NOTE

The Partners are presented - for the development and the implementation phase - in alphabetical order, being that Reggio Emilia as Lead Partner figures in the first place. From the beginning of the implementation phase all cities will be in alphabetical order, again but Reggio Emilia as Lead Partner)



EUROPEAN UNION



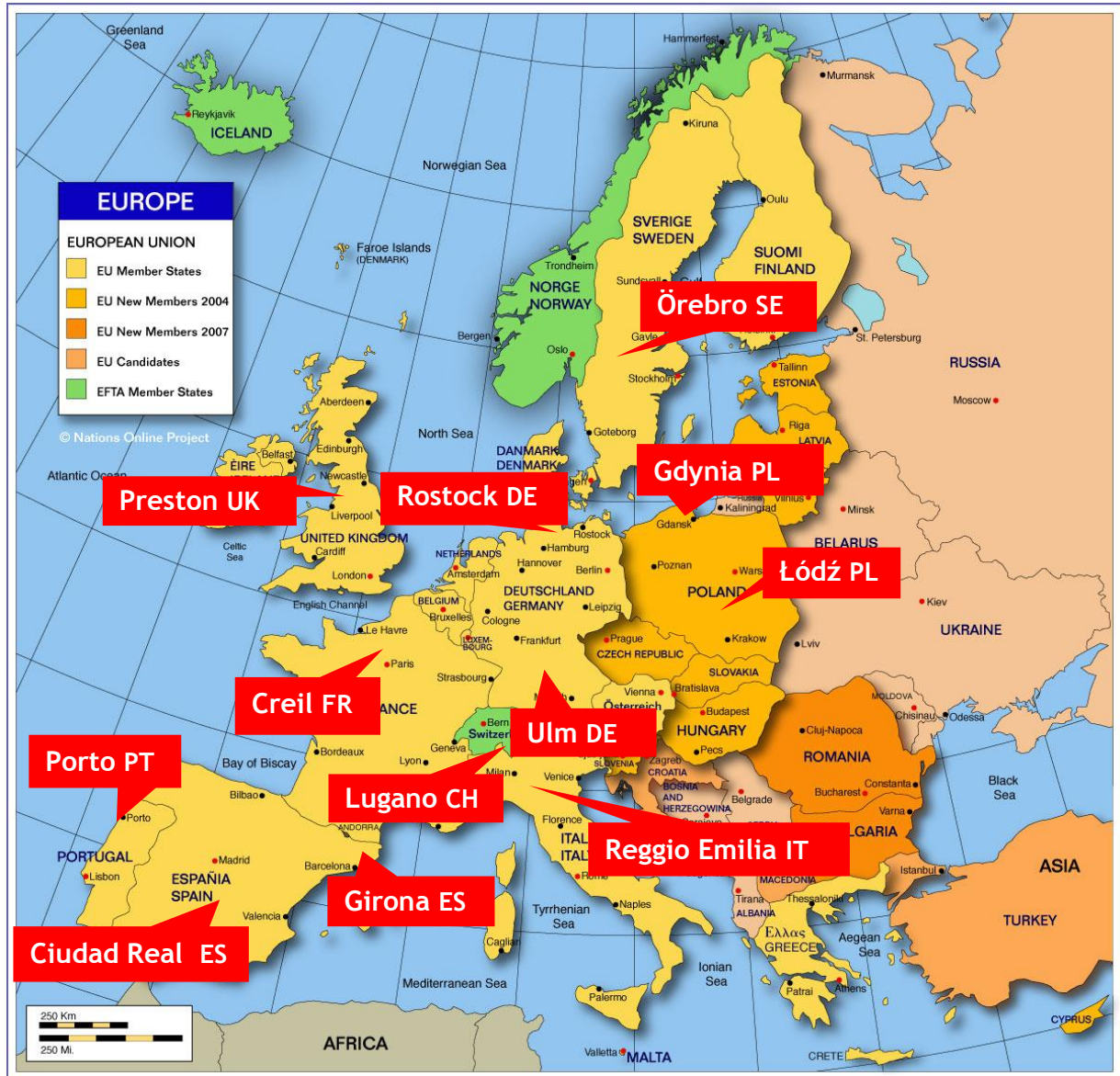
Final 12 Partner Consortium 2012 10 11

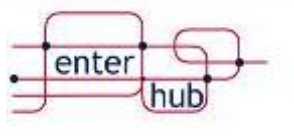
Matrix partners/ countries / status / population

DEVELOPMENT PHASE							
Partner	Com	Con	Population 2010	Population 1990	Metropolitan area (total, inclusive city)		
1 Reggio Emilia IT	Competitive region		170.000	132.000	534.000	Province	
2 Ciudad Real ES		Convergent region	75.000	58.000	89.000	+ Miguelturra	
3 Creil Agglomeration FR	Competitive region		73.000	69.000	118.000		
4 Ulm DE	Competitive region		120.000	111.000	170.000	+ Neu Ulm	
IMPLEMENTATION PHASE							
5 Gdynia PL		Convergent region	247.000	251.000	1.000.000	Tri-City agglomeration	
6 Girona ES	Competitive region		96.000	69.000	162.000		
7 Łódź PL		Convergent region	725.000	848.000	1.200.000		
8 Lugano CH	Neutral		54.000	46.000	142.000		
9 Örebro Region SE	Competitive region		137.000	121.000	282.000	Region	
10 Porto PT		Convergent region	238.000	302.000	1.287.000		
11 Preston UK	Competitive region		135.000	130.000	330.000		
12 Rostock DE		Convergent region	204.000	202.000	252.000		
	6	5					
	Total 12l						

Competitive region
Convergent region
Neutral

Final 12 Partner Consortium 2012 10 11





EUROPEAN  
UNION



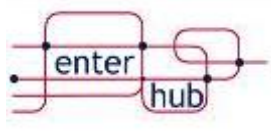
## **ENTER.HUB lead partner characterisation Reggio Emilia**

Reggio Emilia, located in the Northern side of Italy, in the Emilia Romagna region, is a middle sized city (170.000 inhabitants) which will have its High Speed Station built and in function at the end of year 2012.

The HS station of Reggio Emilia will be a sort of “pilot case” in Italy, of station located “in line” and out of the city centre. The main problematic seems to be the station position: being a station serving more than only one city, it has been located out of the city.

The main challenge for Reggio Emilia is to spread the HS station positive inducts by disposing of more efficient and “permeable” infrastructural systems serving the HS station to the benefit of the whole station catchment area.

The Project Coordinator is Mr David Zilioli, head of the Northern Area Project Unit, the Municipal Department dedicated to the works and activities linked to the arriving of the High Speed Line and station in the northern area of the city (see [www.km129.it](http://www.km129.it))

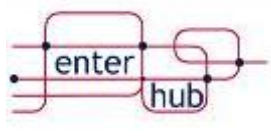


EUROPEAN UNION



## ENTER.HUB 1st phase city description

CHARACTERISATION		LOCAL CHALLENGES
1	Reggio Emilia	IT
<p>Reggio Emilia is internationally known as one of the first places in rankings on the quality of life, a city of young people and youth: infant schools and nurseries are universally recognized as the pedagogical approach designed and implemented around the world. Reggio is among the first in Italy for export and employment rate and a city in continued economic growth, thanks to various industries. In the circuit of the city of art, the city approaches to ancient monuments, works of contemporary art such as “I ponti di Calavatra”, “lo spazio Gerra”, works of “Invito a” and events like Fotografia Europea. In addition, the city is rich in cultural and social ferment due to a large number of organizations, services and the university implemented.</p> <p>Over the years, Reggio Emilia has established nine twinning agreements, six pacts of friendship and is linked to over two hundred international companies; It participates in numerous European and international projects including the “Intercultural cities” project (Reggio is the only Italian city to follow this project). Reggio is even the homeland of the “Tricolore” national flag, born in 1797 in the current city hall. The city is also Gold Medal of the Resistance.</p>		<p>Reggio Emilia would, thanks to ENTER.HUB, to promote the revitalization of economy and relations among people through: a real highway-high speed interchange junction, as the high way runs parallel the HSL and only 30 m away; a re-qualification and strengthening of the local railway lines, in order to get an efficient, sustainable, easily accessible and public transport system and to complete the already planned service made by the local bus lines.</p> <p>Often the problems faced concern the great number of public and private actors to be involved in the planning processes and decisions and the lack of tools specifically dedicated to the analysis and proposals in the context not of the single city or agglomeration anymore, but of the hub catchment area.</p> <p>At now, the Municipality of Reggio Emilia has developed feasibility studies and project hypothesis for facing these problematic, and at this point it really need a confrontation at an EU level for understanding how to proceed and in on what priorities to focus given the restraint budgets and other limitations resulting of the crisis.</p>
Managing authority		<p>General directorate productive activities, commerce and tourism            Direzione generale Attività produttive, Commercio e Turismo - Emilia Romagna Region</p>



EUROPEAN UNION



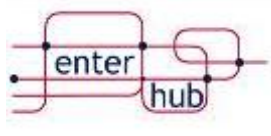
## ENTER.HUB 1st phase city description

CHARACTERISATION		LOCAL CHALLENGES
2	Ciudad Real ES	
<p>Ciudad Real is the capital city of the Ciudad Real Province in the region of Castilla la Mancha, comprising a total population of 74.798 inhabitants.</p> <p>It is located in the famous region of Don Quijote de la Mancha, the region of Castilla la Mancha.</p> <p>Just an hour away from the fervent Madrid and Barajas Airport by fast train, the city offers a wide range of touristic and cultural attractions. It is an urban centre focused on business development, tourism and services, construction, industry and agriculture.</p> <p>The city benefits from a dynamic young population, and its location at the crossroads of the railway network and the road to sunny Andalucía makes it an important railway hub.</p> <p>Its proximity to Madrid triggers an increase in culinary and cultural tourism and also pinpoints the city on the map of the place to be as far as Convention Centres, Business Meeting Halls, as the Quijote Ciudad Real Convention Bureau has just opened.</p>		<p>Ciudad Real has seen its internal balances completely changed because thanks to the HSL arrival Ciudad Real has been brought from 3 to 1 h distance from Madrid. A great demand on housing, a growing phenomenon of commuting push Ciudad Real to deeply work in order to avoid the risk of becoming a “dormitory city” only gravitating on Madrid, and strengthen on the contrary its own identity, becoming competitive and attractive through an increase of its economic, cultural and tourism potentialities by exploiting the HSL arrival.</p> <p>Another mayor challenge is the governance as innovative tool for facing with a multi-level and multi-disciplinary approach the urban, social and economical development: different agents are involved in the station settlement project (City Council, County, Regional and National governments and it could be difficult to have a fluent contact with them) and working together is the only possibility to carry on successfully this project and to manage a good territorial insertion of the station.</p>
Managing authority		General directorate of balance and community funds. It will be involved as member of the ULS

## ENTER.HUB 1st phase city description

CHARACTERISATION		LOCAL CHALLENGES
3	Creil Agglomeration	FR
<p>Creil Agglomeration gathers four middle-sized cities and 73.000 inhabitants. At only 25 minutes from Paris by train, it is located in the Region of Picardie.</p> <p>Although it may be compared to a suburban city under the influence of Paris, its identity is quite different: surrounded by a very green landscape and by touristic and attractive cities (Chantilly, Compiègne, Amiens)</p> <p>It is an urban post-industrial agglomeration which benefits from a dynamic young population and from an outstanding situation at the crossroads of the railway network, main highways and the Oise river.</p> <p>After the industrial crisis of 70's, Creil agglomeration has had to face an important urban and economic mutation which is still ongoing. In such a context, the future high-speed connection to the Roissy Charles de Gaulle HUB is a wonderful opportunity.</p>		<p>The overlapping of different authorities interfering on specific objects such as a train station and the difficulty to obtain a quick decision to improve basic services, intermodal information and shared-tariffs.</p> <p>The position of medium-sized city does not help to be fairly considered by national authorities or societies.</p> <p>To negotiate and buy grounds that are owned by the railway authorities is very difficult (everywhere in France), yet, reorganizing a high-speed train station in a dense and urbanized city means being able to develop the city on these abandoned spaces.</p> <p>Understanding and anticipating the planned development of Great Paris is very difficult when the city is under its influence but not in its administrative region.</p> <p>To prepare long-term issues and find financial resources for it while at the same time having to cope with daily important improvement issues in the train stations and its neighbourhood.</p> <p>Moneywise, to understand what financial public resources will be available in the next ten years to develop our project and/or how much private investment can we hope to create a real urban and social change.</p>
Managing authority		Prefecture de la Région Picardie. It will be involved as Associate partner.





EUROPEAN UNION



## ENTER.HUB 1st phase city description

CHARACTERISATION		LOCAL CHALLENGES
4	Ulm DE	
<p>Ulm, with a city population approaching 120,000 inhabitants, is a city in the southwest of the federal Land Baden-Württemberg in Germany.</p> <p>As a city by the river Danube has European connections with the cities alongside the river entering the Black Sea with important trade routes crossing.</p> <p>Ulm was always the centre of this part of Baden-Württemberg, is also the cultural, logistic and technology centre of the region. Ulm is a “Science City” with a Science park, which is run by the municipality. Important international enterprises like Daimler and Siemens are part of this Science City, but also start ups find their way to it. Science City exists since 30 years now. Ulm is part of many clusters around the region: life sciences, bio, automotive, logistic and more.</p> <p>The backbone of Ulm’s economy is the small and middle sized enterprises. Together Science City and SME offer 80.000 jobs in the region around Ulm.</p>		<p>The HS station will bring new demand of amenities and services to the city and the region. The challenge will be to exploit the demand for houses and service buildings (brought by the HSL arrival) to get strategies for sustainable housing and sustainable transport. It will be important also to guarantee a high quality of staying in the station area. The European aspect of the Magistrale HS line is also crucial. More travellers from Europe will mean a European level of acceptance.</p> <p>One of the challenges is also to combine the station with all kinds of means of public transport, preferably with sustainable one like trams, buses, e-bikes and car sharing facilities. It is important that there will be no social problems in the quarter because of gentrification. The other challenge will be to attract investors.</p>
Managing authority		

## 0.2 Site visits as constitutive element

The development phase is mainly constituted by 5 elements

- ✓ The URBACT training for Lead Partners and Lead Experts
- ✓ The Kick off meeting in Ciudad Real (July 2012)
- ✓ The site visits (in 11 of the 12 cities)
- ✓ The 2nd URBACT training for Lead Partners and Lead Experts
- ✓ The final transnational meeting (September 2012)

For its importance the site visit program is presented here; travel involved 40 days; the main results are presented in POINT 3 of this report; in Annexe 1B the “Site visits - Programme type” can be found as well as the Questions / issues to be covered during the visit and Content of Partner Profile presentation.

11 site visits + 2 transnational (kick off and final) meetings + 2 URBACT trainings

week <sup>α</sup>	month <sup>α</sup>	Monday <sup>α</sup>	Tuesday <sup>α</sup>	Wednesday <sup>α</sup>	Thursday <sup>α</sup>	Friday <sup>α</sup>	Saturday <sup>α</sup>	Sunday <sup>α</sup>	TOTAL-DAYS <sup>α</sup>	
									1 <sup>α</sup>	2 <sup>α</sup>
26 <sup>α</sup>	June <sup>α</sup>	18 <sup>α</sup>	19+20 Reggio Emilia <sup>α</sup>	21 <sup>α</sup>	22 <sup>α</sup>	23 <sup>α</sup>	24 <sup>α</sup>	2 <sup>α</sup>	1 <sup>α</sup>	
27 <sup>α</sup>		25 <sup>α</sup>	26 <sup>α</sup>	27 <sup>α</sup>	28 <sup>α</sup>	29 <sup>α</sup>	30 <sup>α</sup>	1 <sup>α</sup>	α	
28 <sup>α</sup>	July <sup>α</sup>	2 <sup>α</sup>	3 <sup>α</sup>	4-6 Ciudad Real Kick off + SV <sup>α</sup>		7 <sup>α</sup>	8 <sup>α</sup>	3 <sup>α</sup>	1 <sup>α</sup>	
29 <sup>α</sup>		9 <sup>α</sup>	10 <sup>α</sup>	11 <sup>α</sup>	12+13 Creil <sup>α</sup>		14 <sup>α</sup>	15 <sup>α</sup>	2 <sup>α</sup>	
30 <sup>α</sup>		16 <sup>α</sup>	17 <sup>α</sup>	18 <sup>α</sup>	19 <sup>α</sup>	20 <sup>α</sup>	21 <sup>α</sup>	22 <sup>α</sup>	α	
31 <sup>α</sup>		23+24 Coimbra <sup>α</sup>		25 <sup>α</sup>	26 <sup>α</sup>	27 <sup>α</sup>	28 <sup>α</sup>	29 <sup>α</sup>	α	
32 <sup>α</sup>	August <sup>α</sup>	30+31 Girona <sup>α</sup>		travel <sup>α</sup>	2+3 Lodz <sup>α</sup>		4 <sup>α</sup>	5 <sup>α</sup>	4 <sup>α</sup>	
33 <sup>α</sup>		6+7 Ulm <sup>α</sup>		8+9 Rostock <sup>α</sup>		10 <sup>α</sup>	11 <sup>α</sup>	12 <sup>α</sup>	4 <sup>α</sup>	
34 <sup>α</sup>		13 <sup>α</sup>	14 <sup>α</sup>	15 <sup>α</sup>	16 <sup>α</sup>	17 <sup>α</sup>	18 <sup>α</sup>	19 <sup>α</sup>	α	
35 <sup>α</sup>		20 <sup>α</sup>	21 <sup>α</sup>	22 <sup>α</sup>	23 <sup>α</sup>	24 <sup>α</sup>	25 <sup>α</sup>	26 <sup>α</sup>	α	
36 <sup>α</sup>	27+28 Porto <sup>α</sup>	29 <sup>α</sup>	29+30 Örebro <sup>α</sup>		1 <sup>α</sup>	2 <sup>α</sup>	4 <sup>α</sup>	2 <sup>α</sup>		
37 <sup>α</sup>	September <sup>α</sup>	3 <sup>α</sup>	4 <sup>α</sup>	5 <sup>α</sup>	6 <sup>α</sup>	7 <sup>α</sup>	8 <sup>α</sup>	9 <sup>α</sup>	α	
38 <sup>α</sup>		10 <sup>α</sup>	11-12 URBACT Paris <sup>α</sup>		13+14 Preston <sup>α</sup>		15 <sup>α</sup>	16 <sup>α</sup>	4 <sup>α</sup>	
39 <sup>α</sup>		17 <sup>α</sup>	18 <sup>α</sup>	19-21 RE Transnational <sup>α</sup>				22 <sup>α</sup>	23 <sup>α</sup>	
40 <sup>α</sup>		24 <sup>α</sup>	25 <sup>α</sup>	26 <sup>α</sup>	27 <sup>α</sup>	28 <sup>α</sup>	29 <sup>α</sup>	30 <sup>α</sup>	3 <sup>α</sup>	
41 <sup>α</sup>	October <sup>α</sup>	1+2 Lugano <sup>α</sup>		3 <sup>α</sup>	4 <sup>α</sup>	5 <sup>α</sup>	6 <sup>α</sup>	7 <sup>α</sup>	2 <sup>α</sup>	
42 <sup>α</sup>		8 <sup>α</sup>	9 <sup>α</sup>	10 <sup>α</sup>	11 <sup>α</sup>	12 <sup>α</sup>	13 <sup>α</sup>	14 <sup>α</sup>	α	
43 <sup>α</sup>		15 <sup>α</sup>	16 <sup>α</sup>	17 <sup>α</sup>	18 <sup>α</sup>	19 <sup>α</sup>	20 <sup>α</sup>	21 <sup>α</sup>	α	
44 <sup>α</sup>		22 <sup>α</sup>	23 <sup>α</sup>	24 <sup>α</sup>	25 <sup>α</sup>	26 <sup>α</sup>	27 <sup>α</sup>	28 <sup>α</sup>	α	
45 <sup>α</sup>		29 <sup>α</sup>	30 <sup>α</sup>	31 <sup>α</sup>	End development Phase <sup>α</sup>				α	
								TOTAL <sup>α</sup>	28 <sup>α</sup>	12 <sup>α</sup>

1 meetings ..... 2 travel ..... 1

## Site visits - Aims

To introduce URBACT and **ENTER.HUB** to partner city stakeholders

To find out more about partner city's policies and practice related to the theme

To collect data for the **ENTER.HUB Baseline Study** and discuss and preselect from the **10 Themes**

To have a first discussion about

- ✓ partner city expectations for **ENTER.HUB**:
- ✓ **Local Action Plan (LAP)**,
- ✓ **Transnational Activities**, scheduling of partner meetings

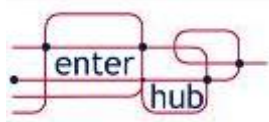
To have the first meeting with

- ✓ **Local Support Group (ULSG)**, including representative of **Managing Authority**

To meet

- ✓ **the politicians and the press**

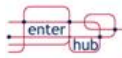
Below the site visits are illustrated by the cover slide of each Partner Profile presentation.



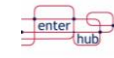
EUROPEAN UNION



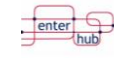
### The Project Partners cities



**ENTER.HUB**  
Baseline Study Site Visit  
Reggio Emilia (Italy)



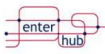
**ENTER.HUB**  
Baseline Study Site Visit  
Ciudad Real (Spain)



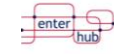
**ENTER.HUB**  
Baseline Study Site Visit, Creil Agglomeration (FR)  
12<sup>th</sup>-13<sup>th</sup> July, 2012



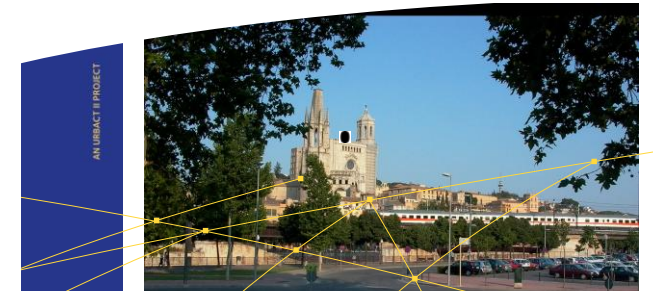
**ENTER.HUB**  
Baseline Study Site Visit  
Ulm (Germany)



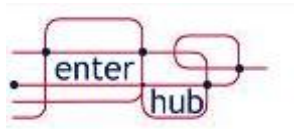
**ENTER.HUB**  
Baseline Study Partner profile Gdynia Poland



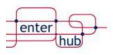
**ENTER.HUB**  
Baseline Study Site Visit, Girona (ES)  
30 of July, 2012







EUROPEAN UNION



### ENTER.HUB Baseline Study Site Visit - City of Łódź Poland



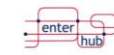
2012 - 08 - 02



### ENTER.HUB Baseline Study Visit Partner Profile – Lugano



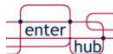
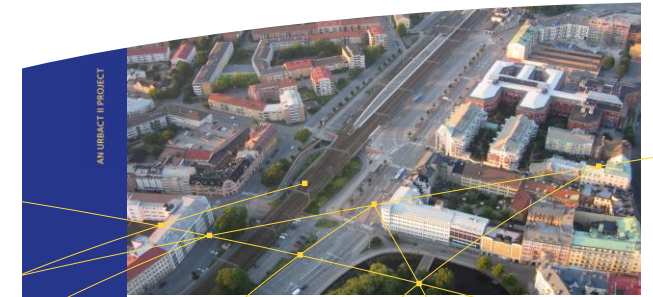
1-2 October 2012



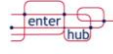
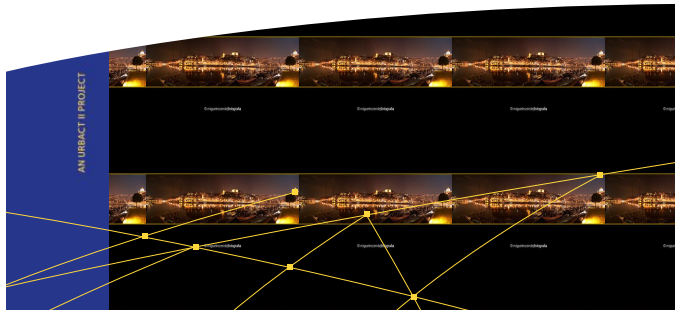
### ENTER.HUB Baseline Study Visit Partner Profile – Örebro (SE)



29+30 August



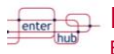
### ENTER.HUB Baseline Study Site Visit Porto (Portugal)



### ENTER.HUB Baseline Study Visit Partner Profile – Preston (UK)



13<sup>th</sup> - 14<sup>th</sup> September, 2012

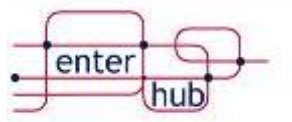


### ENTER.HUB Baseline Study Visit Partner Profile – Rostock (DE)



19<sup>th</sup>-21<sup>st</sup> september, 2012





EUROPEAN  
UNION



1

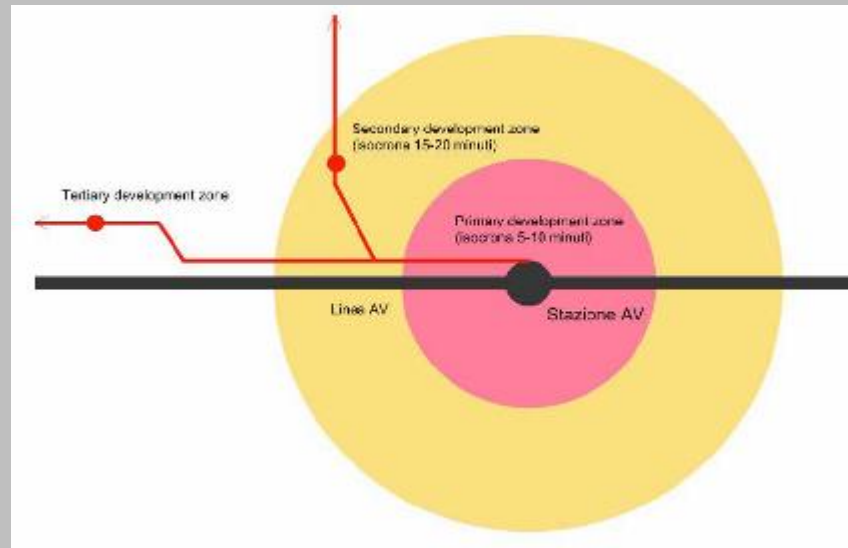
## STATE OF THE ART: BACKGROUND AND OVERVIEW

## STATE OF THE ART: BACKGROUND

### European Union objectives

To create an efficient transport system from the environmental point of view, to the service of all users and coherent both with the choices concerning the territorial asset and with the whole choices for the environmental, economic and social urban development (White paper, 2001)

### Development zones with hubs as centres



### High speed lines + TEN-T corridors + main railway networks

- ✓ A tool: a necessary but non sufficient condition
- ✓ An opportunity: if supported by interdisciplinary and far-seeing politics and inserted in a context of coordinated and integrated elements
- ✓ The presence of HS or other main railway lines and in particular the presence of an access junction to the line (a station) brings great potentials of development with consequences in the short and long period for the territory (asset, use, organisation) and for the people living in it (residential choices, work, free time, etc)

### One of the most meaningful study cases: Lille Euralille (FR)

“...for Lille this HS line was as a big river, a turbine was needed... a tertiary turbine...” (Pierre Mauroy)

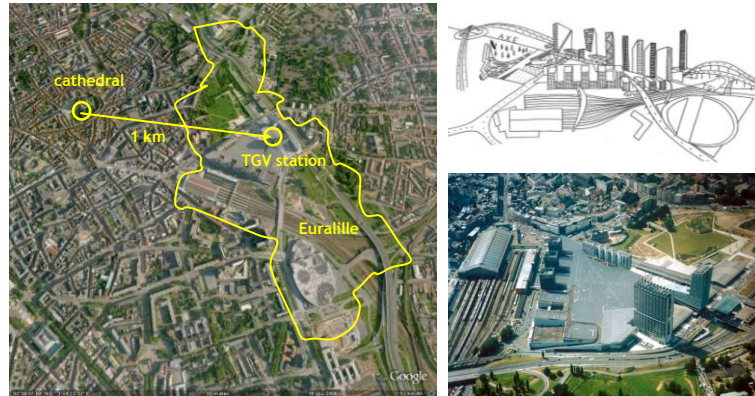
- ✓ The planned line did not pass in Lille
- ✓ Institutions and the main local actors convinced SNCF to modify the HS railway course (about + 30 km) and to plan a stop in Lille, with payment of the added costs of 122 mln of euros
- ✓ Station area requalification planning, with the collaboration of the public and private sectors
- ✓ Result: from 9.000.000 to 30.000.000 pax



## Case studies

### State of the art and the 10 themes

› **State of the art.** Some meaningful study cases.  
Lille (FR)

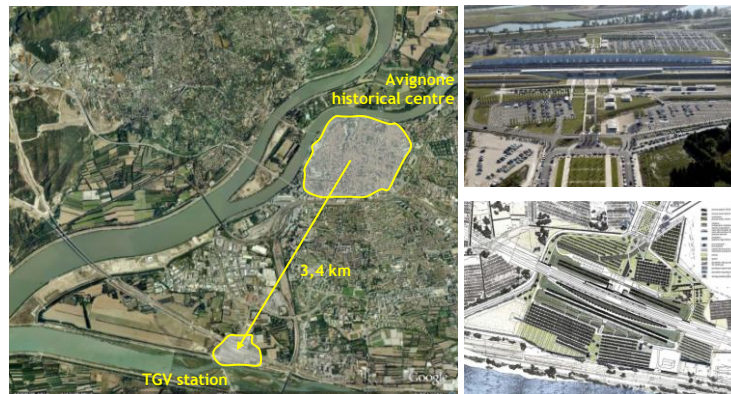


Kick off meeting | 5<sup>th</sup>-6<sup>th</sup> July | Page 10



### State of the art and the 10 themes

› **State of the art.** Some meaningful study cases.  
Avignone (FR)



Kick off meeting | 5<sup>th</sup>-6<sup>th</sup> July | Page 11



## Case studies

### State of the art and the 10 themes

› **State of the art.** Some meaningful study cases.  
Liège (BE)



Kick off meeting | 5<sup>th</sup>-6<sup>th</sup> July | Page 12



### State of the art and the 10 themes

› **State of the art.** Some meaningful study cases.  
Lyon Part Dieu (FR)



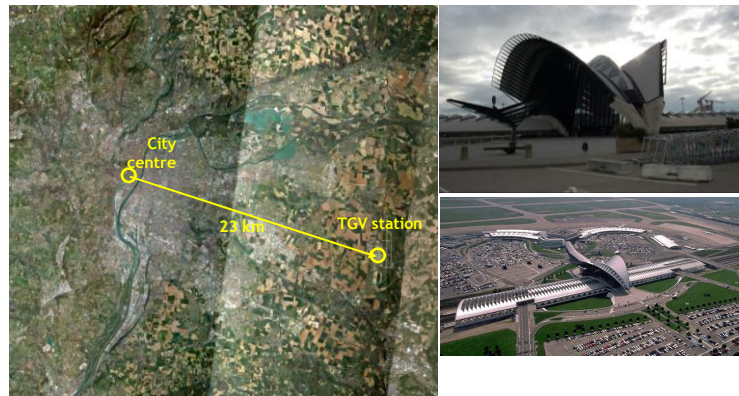
Kick off meeting | 5<sup>th</sup>-6<sup>th</sup> July | Page 13



## Case studies

### State of the art and the 10 themes

› **State of the art.** Some meaningful study cases.  
Lyon Saint Exupérie (FR)

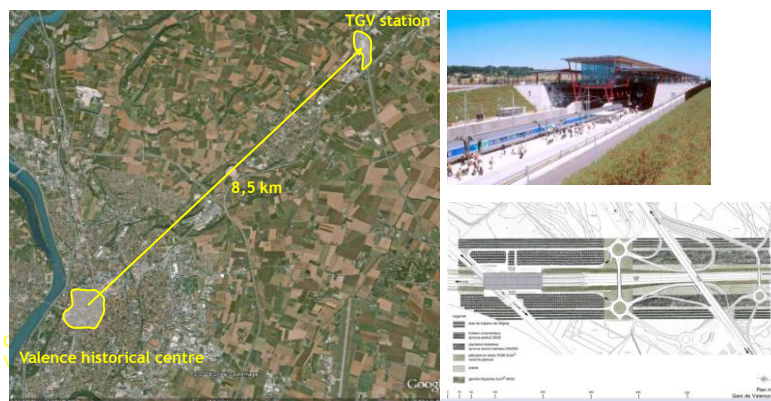


Kick off meeting | 5<sup>th</sup>-6<sup>th</sup> July | Page 14



### State of the art and the 10 themes

› **State of the art.** Some meaningful study cases.  
Valence (FR)



Kick off meeting | 5<sup>th</sup>-6<sup>th</sup> July | Page 15





## Case studies

### State of the art and the 10 themes

› **State of the art.** Some meaningful study cases.  
Aix-en Provence (FR)



Kick off meeting | 5<sup>th</sup>-6<sup>th</sup> July | Page 16



### Reggio Emilia (IT)

Mediopadana station intermodality and interchange.  
Connections with the historical center



## THEMATIC ABOUT HUBS OF REGIONAL RELEVANCE HUBS

- ✓ Urban effects
- ✓ Coordination among institutions
- ✓ Territorial/urban/tourism promotion
- ✓ Economic activities
- ✓ Quality of life
- ✓ Residential market
- ✓ Logistics / technology

Urban effects  
Such infrastructures (HLS, TEN-T corridors, main EU railway lines) can, of advisably sustained and promoted by urban, economical, social and cultural politics, give the opportunity to re-define the relations among the different centers belonging to the same systems

Coordination among institutions  
The reduction of distances among centres/hubs, in terms of time, give the possibility to re-design the places geography and to create cooperation relations among institutions, able, these relations, to widen and strengthen the positive effects of these hubs in the different contexts

Urban/territorial/tourism promotion  
These infrastructures affect on the tourism flux dimensions and on the travel modes, potentially allowing to give a bigger visibility to the historical-cultural heritage of the networked centers.



One good example: Euralille



good example: Le Mans



Carte de cooperation Lyon-Marseille

## THEMATIC ABOUT HUBS OF REGIONAL RELEVANCE HUBS

### Economic activities

The arriving of HSL and TEN-T corridors potentially affects on the goods trade, on the job market, with possible consequences on the choices and opportunities of employed and companies

### Quality of life

The quality of life as indicative function of many factors, has to be deeply analyzed with a multi and interdisciplinary approach. These infrastructure can, potentially, positively stimulate many involved factors

### Residential market

The emerging relation between HSL arriving and variations on the residential market is influenced and mediated by many and different factors. It is at now difficult to define clear and univocal indications

### Logistics / technology

These new lines are usually planned for allowing a promiscuous traffic (passengers and freight). These aspect can bring to particular urban and territorial assets (I.e. logistic platforms), sometimes with conflicts as the idea of the hub as urban place.

Lyon Part Dieu



: Avignone, La Courtine



Ciudad Real



: Zaragoza



## Multiplier effects of HS lines

### State of the art and the 10 themes

#### › Multiplier effects of HS lines and other main railway lines

From the EU study cases analysis developed in these last years on the HSL effects, in the economical, social, environmental, urban, cultural, residential fields, some MULTIPLIERS of positive effects have been stressed, potentially definable.

##### Urban multipliers:

- Urban politics for creating/individuating functional mix of structures and services near the railway interfaces
- Free areas availability
- To make attractive the areas surrounding the hub (first development area), by a deep evaluation of the functions to be installed
- Territorial requalification politics (architectural, urban, territorial, and environmental interventions)
- Integrative and landscape interventions of the infrastructures
- Largest permeability of the spaces and the connections



Kick off meeting | 5<sup>th</sup>-6<sup>th</sup> July | Page 26



### State of the art and the 10 themes

#### › Multiplier effects of HS lines and other main railway lines

From the EU study cases analysis developed in these last years on the HSL effects, in the economical, social, environmental, urban, cultural, residential fields, some MULTIPLIERS of positive effects have been stressed, potentially definable.

##### Political/institutional multipliers:

- Coordinating politics with the surrounding centres, connected thanks to these preferential railway connections for a re-definition of the hierarchic relations
- Governance: coordinating processes among actors, social groups and institutions, in order to answer, discuss and collectively define the objectives and to solve the problematics



Kick off meeting | 5<sup>th</sup>-6<sup>th</sup> July | Page 27





## Multiplier effects of HS lines

### State of the art and the 10 themes

#### › Multiplier effects of HS lines and other main railway lines

From the EU study cases analysis developed in these last years on the HSL effects, in the economical, social, environmental, urban, cultural, residential fields, some MULTIPLIERS of positive effects have been stressed, potentially definable.

##### Economical multipliers:

- Social/cultural politics for the training / specialization of the human resources
- Investment politics and tertiary field development (development of immaterial connections)
- Development and management politics for the job and goods market, able to positively exploit the easiness of displacement possible thanks to these connections (ex. sovralocal agreements, ...)



Kick off meeting | 5<sup>th</sup>-6<sup>th</sup> July | Page 28



### State of the art and the 10 themes

#### › Multiplier effects of HS lines and other main railway lines

From the EU study cases analysis developed in these last years on the HSL effects, in the economical, social, environmental, urban, cultural, residential fields, some MULTIPLIERS of positive effects have been stressed, potentially definable.

##### Cultural/tourism multipliers:

- Politics for the valorisation and promotion of the historical, cultural and architectonical heritage
- Development and promotion of cultural programmes and events in synergy with the connected and close centres (events involving various centres connected by the HS and main railway lines, integrated tickets and pass, ...)



Kick off meeting | 5<sup>th</sup>-6<sup>th</sup> July | Page 29



## Multiplier effects of HS lines

### State of the art and the 10 themes

#### › Multiplier effects of HS lines and other main railway lines

##### Technological/infrastructural multipliers:

- Increase and optimize the hubs accessibility, by inserting them in a connections system
- Connections with the local transport networks for counterbalance the weak capillarity of the HS and main railway transport systems (by avoiding the so-called "tunnel effect")
- Intermodal transport politics and reconversion of the local lines (timetable coordination, integrated tariffs, etc)
- Simplify and accelerate the moves among the different modes of transport
- Redundant accessibility of infrastructures and functions (to assure various points and various options of accessibility, private vehicle, public transport, bicycle)
- Compatible and uniform technologies at a national and international level
- Synchronisation, programming and planning of transport and trade forwarding.



Kick off meeting | 5<sup>th</sup>-6<sup>th</sup> July | Page 30



## Limiting effects

### State of the art and the 10 themes

#### › Limiting effects

- Lack of an interdisciplinary thought
- Lack of integration among politics
- Lack of coordination in politics and planning among institutions and administrations which are neighbours or operating at different scales
- Lack of coordination and integration with the local transport networks and with the private transport
- Inhability to manage/face conflictualities among institutions/cities/stakeholders
- Creation of "ghettos" in the areas surrounding the stations/hubs
- Lack of control in the ticket costs and as a consequence social fractures
- Reduction of the local transport lines
- Lack of politics of programming and integration of infrastructures and transports
- Lack of interest in the primary development zone (15 min walking from the station)
- Lack of interest in creating new, multiples, high quality and easy forms of accessibility to the hub



Kick off meeting | 5<sup>th</sup>-6<sup>th</sup> July | Page 32



Though in the state of art, many cases are reported (mainly from France) where the High speed stations pass outside the cities, sometimes at a considerable distance; in the ENTER.HUB consortium only one city has this situation - Reggio Emilia; in two cases, the Station is marginal to the centre - Ciudad real (1,5 km) and Porto (2km); in all other 9 cases, the HUB is located in the very city centre.

References: see Annex A1

**2****PARTNER PROFILES**

In this point summary information is given for each partner.

The information here presented is completed by the partner presentation (PowerPoints established accordingly a template) which contain very rich information, not all to be repeated here; they are an integral part of the Baseline study

This information is completed by information by the following annexes:

- 2A** Partner and ULSG Presentations (PPT)
- 2B** Partner core group members
- 3B** Outline Local Action Plans
- 3C** URBACT Local Support Group members

Important is however the comparison of the partners, which is made both in point 1 and 3 of this Baseline study.

Not all collected information is yet consolidated and much documentation exists and will serve as input for the work on the Themes and the ULSGs; Therefore the baseline study will doubtlessly be upgraded in the beginning of the implementation phase

### Partners characteristics

The main characteristics of each partner is compiled in the following table, detailing

- ✓ main partner's data
- ✓ hub characteristics
- ✓ partner's role in the project

Afterwards, for each city a few significant images are give nabout the geographical location and the situation of the HUB

## 1 - Municipality of Reggio Emilia, ITALY - competitiveness LEAD PARTNER

170.000 inhabitants, 534.000 inhabitants in the province

### LOCAL SITUATION REGARDING THE TOPIC

Reggio Emilia will be the only town between Milano and Bologna to have a High Speed railway station in line, 4 kilometres north from the historical centre. The station, designed by Calatrava and called “Mediopadana” because it will serve not only the city of Reggio Emilia but a wider area (the “Mediopadana” area), is in a building phase. The opening is expected for the end of year 2012.

Many planning and area development hypothesis (both internally and by ideas competitions), have been made, especially at a infrastructural level (rail and road connections with the city centre and with the territory served by the HS station) and at a economic-cultural level (by identifying the most suitable activities and functions to be installed in the surroundings). The PSC (municipality structural plan) has appointed the station area as Functional Pole 1, with a specific vocation in the new definition of the infrastructural and functional assets of the city.

The special role of the Northern Area Project Unit, in charge of following the works linked to the HS station arrival in Reggio Emilia, especially concerns projects of public works in the northern area and monitoring of the northern area and communication and dissemination activities through “Spazio km 129”(www.km129.it), a special office/exposition area/urban centre/laboratory.

### MAIN EXPECTATIONS VIS-A-VIS THE NETWORK

In terms of expectations, the city of Reggio Emilia, through the network expects to learn from the experience of the partners who have already completed and put into action their High Speed stations or intermodal hubs, how to make it a real engine of urban socio-economic development, making it a crucial junction able to collect and satisfy all the needs of the catchment area. In addition, it aims, being inserted in a wide and effective network at a Eu level, to manage to exploit the HS railway lines and the other railway connections for fostering its socio-economic relations.

### ISSUE / PROBLEM THE PARTNER WANTS TO ADDRESS THROUGH THE LOCAL ACTION PLAN

The scope of the LAP is mainly to implement and to put into practice the guidelines and the framework traced through the URBACT network project, in order to understand the right tools for exploiting the HSL service for a well balanced and sustainable territorial and urban development.

In particular Reggio Emilia would focus on the ENTER.HUB themes 1.a. interchange node and 1.b. intermodal node, of which it will also be coordinator in ENTER.HUB workshops.

The direct connection between High Speed railway and regional railway motivated Reggio Emilia to consider the Mediopadana station as a real Interchange node (railway-railway networking) especially thanks to the project of a train-tram regional network.

In addition, the direct connection between High Speed railway and the Milan Rome freeway and, at a second level, with the local road system, was decisive to consider the Mediopadana station also as a intermodal node (railway-road networking). The main idea would be to plan in front of the HS station a freeway service area directly connected with the station itself. The activities of the LAP should be also addressed to the definition of a draft for the terms of references for a tender of ideas. .

### HOW THE PARTNER CAN BENEFIT FROM THE NETWORK AND WHAT THEY CAN BRING TO THE NETWORK

The network will be the opportunity to be engaged in a wide EU dialogue on the chosen topic in other similar European realities, and learn from the other ones.

It also expects: to further investigate the weight of infrastructures (and in its specific case, of the new High Speed station) in the planning processes and in the urban development (with special focus in how linking the station, located in a peripheral area, to the city centre and to the territory gravitating on it in an effective way; to use an integrated (multi-level, multi-actors, multi-disciplinary) approach especially concerning: infrastructures optimization, functional choices, environment and landscape planning, communication strategies.

Thanks to its experience, the city of Reggio Emilia can provide its previous experience in terms of studies, territorial and economical analysis, and collection of good and bad practices, participatory planning organization, together with its experience in other EU projects.

## 2- Municipal Institute for Economic Promotion, Training and Work (IMPEFE) - Municipality of Ciudad Real, SPAIN - convergence -

75.000 inhabitants, 89.000 inhabitants (there is a small satellite town Miguelturra not accounted in this figure)

### LOCAL SITUATION REGARDING THE TOPIC

The new Ciudad Real Train Station is in operation since 1992. The train station was situated before in the very city centre, and it started to work in 1861. The new station has been built on the city limit. It is on the first high speed line in Spain: Madrid - Seville. Till now new dynamics have been established in Ciudad Real thanks to the presence of the HS station, especially in terms of relations between Ciudad Real and Madrid, mainly in terms of the residential and labour market and some in terms of tourism. Actually, the financial issue is probably the main challenge faced by the city in this moment. Ciudad Real has seen its internal balances completely changed because thanks to the HSL arrival Ciudad Real has reduced traveltime from 3 to 1 h to Madrid. A great demand on housing, a growing phenomenon of commuting push Ciudad Real to work hard in order to avoid the risk of becoming a “dormitory city” only gravitating on Madrid, and strengthen on the contrary its own identity, becoming competitive and attractive through an increase of its economic, cultural and tourism potentialities by exploiting the HSL arrival.

With the aim of going deeper in these issues, the project partner will be IMPEFE - Municipal Institution for Economic Promotion, Training and Work.

So far the City has tried to ensure a smooth cooperation between the different level entities involved in issue. Furthermore it has strived to access all available funding to finance and boost the HS station.

### MAIN EXPECTATIONS VIS-A-VIS THE NETWORK

IMPEFE expects: to develop a fruitful exchange of experiences and best practices; to avoid failures and defaults that may lead to delays and costs; to learn from the experience of the partners who have successfully completed and put into action their High Speed stations or Intermodal hubs; to set Ciudad Real on the Map of urban socio-economic development; to be part of a powerful innovative network at EU level; to promote HS railway lines and the other railway connections for fostering its socio-economical relations among European cities; to improve the economic performance of the city through a more efficient urban planning, taking as corner stone the High Speed Train Station.

### ISSUE / PROBLEM THE PARTNER WANTS TO ADDRESS THROUGH THE LOCAL ACTION PLAN

Through the LAP, IMPEFE aims at harmonizing new and old building styles/ living spaces. As access to the city has shifted from freeway access to railway access, it would be important to develop: a proper connection between the suburban bus station and the AVE Station; plans to build an intermodal station; a better connection between the province and the city of Ciudad Real so that all the cultural attractions can be fully taken advantage of these new connections. The LAP will also give Ciudad Real the opportunity to shift the focus from the city centre to the city inner limits, considering the need to create more pedestrian areas to reach the redeveloped AVE Station. All these proposals would surely be at the basis of a cultural and tourism regeneration of the city and its surroundings. For this reasons and local needs IMPEFE- Ciudad Real will also be - together with LUGANO - coordinator of theme theme 2.a. Tourism and cultural networks in ENTER.HUB workshops.

### HOW THE PARTNER CAN BENEFIT FROM THE NETWORK AND WHAT THEY CAN BRING TO THE NETWORK

IMPEFE has a wide range of contacts not only at local level, with local social networks and associations, but also with the Local Pact (formed out of several key actors at local level). It also has a wide impact at regional and national level, throughout RETOS a network meant to promote social and territorial responsibility and the AVE CITIES network (<http://www.redciudadesave.es/>), a Spanish network which has developed for years in-depth studies about rail connection (especially High Speed railway lines) not only in the Spanish but also the EU context. Also the several studies by the University of Castilla-La Mancha about the impact of HS station in middle sized cities will be of help to the network. These great contacts mean that the results of this project can be easily and effectively disseminated and shared with a larger public, thus ensuring a bigger and more important impact.

The experience of Ciudad Real itself is one of our potential contribution. Ciudad Real was in 1992 one of the first cities in Spain to have high speed train and it has already tested which can be the consequences of the installation of such an hub.

### 3 - Creil Agglomeration, FRANCE - competitiveness

73.000 inhabitants, 118.000 inhabitants in the metropolitan area

#### LOCAL SITUATION REGARDING THE TOPIC

Creil train station stands at the crossroads of a rail junction that connects five different directions and reaches around 250,000 inhabitants. It is 25 minutes from Paris; 20.000 travellers convey through it every day. The national railroad developer (RFF) has recently decided to make a high-speed station out of it as it will be connected to the hub of Roissy Charles de Gaulle. Thus, in 2020, Creil will be 20 minutes from Roissy and part of the national and European high-speed network. Even without this new project of connecting Creil to Roissy and to the high speed network, Creil is an intermodal junction for trains, city and intercity buses, cars, cycles, pedestrians as well as barges going up and down the Oise river, that needs to improve its organization and its urban environment. It has been decided to hire together qualified teams of architects and urban engineers to design an ambitious global project embodied in a Master Plan for the station area. The winner will be appointed in the first quarter of 2013 and the Master Plan will be delivered by the end of 2013.

The new governance and partnership initiated in 2009 has been the way so far to prepare the territory for the arrival of high-speed trains, as a tool for negotiating and building a shared urban and intermodal project.

The local action matches perfectly well with the regional development plan that wants:

- to accompany the development of neighbourhoods of all train stations in Picardy to lead a special plan in Creil and its larger urban area to prepare the high-speed junction to Roissy.

#### MAIN EXPECTATIONS VIS-A-VIS THE NETWORK

It is expected that Creil Agglomeration will benefit from exchanges of experience, to learn from partners who face the same issues and challenges as we do, and to benefit from extra expertise, in particular to investigate and learn how to make the most of the station, in order to revitalize a quite deprived area and enable it to become a dynamic agglomeration. In addition: to get feedbacks on our local project, so that we can consider it with fresh eyes and enrich our reflection on urban renewal around a station; to give our project a wider scope that will help us, as a medium-sized city, to draw the attention of national key players on it; to get ready for the future bids for ERDF and ESF.

**ISSUE / PROBLEM THE PARTNER WANTS TO ADDRESS THROUGH THE LOCAL ACTION PLAN** The Local Action Plan will aim at anticipating the arrival of the HS line so as to deal, in an early stage, with identified issues, manage the impact that will be induced and maximize its economic, social and environmental benefit. The first meeting of the ULSG was the opportunity to help defining the appropriate framework and scope of the LAP.

2 main issues should be investigated:

- the accessibility issue (Creil Agglomeration will also be coordinator of themes 1.b. intermodal node and 1.c. public transport node in ENTER.HUB workshops). The arrival of the HS line will induce new challenges: ensuring good connexions between the different modes of transport, so as to ensure fluid trips at the railway node/living area scale and at the local scale, and to meet the targets in terms of sustainable development. Another aspect concerns the freight issue and the opportunity the reshaping of the railway infrastructures.

- the economic issue: the focus will be especially on how to set the ground for a sound economic development which the new train service cannot ensure by its mere presence. This means enhancing the economic and tourist attractiveness of the territory through land mobilization as well as territorial promotion (the HS line and urban project may be used as decisive arguments), strengthening the presence of universities, creating new relations with the other dynamic areas. This issue must be dealt with at regional scale, including the north of Ile-de-France region.

#### HOW THE PARTNER CAN BENEFIT FROM THE NETWORK AND WHAT THEY CAN BRING TO THE NETWORK

Networking and exchanging is a good way to avoid some mistakes that can have been made by our partners, to be careful about some aspects we would have shrugged off, to get new ideas on fields we are less used to or which are especially challenging (improvement of the city image, cooperation with our neighbours).

Concerning the Creil Agglomeration contribution, it has good practices to share with ENTER.HUB partners: its managing system of intermodality is renowned for being especially efficient; it is experienced in running a project with many other national and local stakeholders (cooperation, different scales) and can share some feedback;



it is currently working on practice solutions to develop the station district, in the frame of a shared and sustainable project, including urban, social, economic and environmental issues - which is perfectly in line with ENTER.HUB concern. Creil Agglomeration is a typical case of a dense station district that must cope with limited land resources which may interest some of our partners. It will be able to share its thoughts and solutions that will be sustained by local experts and by the team of architects working on our project, throughout the life of the network.

#### 4 - City of Ulm, GERMANY - competitiveness

##### LOCAL SITUATION REGARDING THE TOPIC

The station is in the developing phase along with the fast track railway Stuttgart - Ulm, under construction. It is part of the "Magistrale" Paris-Budapest and will be completed in 2018.

The planning process for the area around the station and the station itself has already been started with an ideas competition in 2011. Before 2011 there was already an information campaign of the city: a special part of the planning process is the participation of the citizens in the whole planning process. There were some public presentations and "Forum" workshops with the citizens. Since 2008 an information pavilion at the square in front of the railway station area was installed. A website for the planning process was established in 2011. [www.citybahnhof.ulm.de](http://www.citybahnhof.ulm.de)

The results of the ideas competition was discussed in the city council and there will be a competition for the implementation will follow 2012.

An urban and territorial replanning of the railway station and the area surrounding is in planning: the decision to have the fast track railway to Ulm has massive consequences on the planning. It brings Ulm nearer to the capital of Baden-Württemberg and nearer to the next airport. There will be a new and high demand on housing and it will make Ulm a center for services, much more than it is now. Part of this demand has to be developed on the area of the station.

In 2012 there will be multiple realisation competition for several aspects of the planning. The main emphasize will be on the station building and on the passages towards the inner city and to the west.

##### MAIN EXPECTATIONS VIS-A-VIS THE NETWORK

From the network we expect the possibility to learn from other cities which are more advanced in the planning and building of a new station and of the surrounding of a station. We are interested in the various planning rights situation in Europe and how we can do this planning quicker and better through the comparison with other European cities that have a high speed train station. We are also interested in the change that these planning processes bring to the service character of a city.

##### ISSUE / PROBLEM THE PARTNER WANTS TO ADDRESS THROUGH THE LOCAL ACTION PLAN

The URBACT program will be used to bring European ideas from other cities with similar problems, similiar challenges and also from those partners that have more developed plans than in Ulm .Some stations in Europe are already in construction and we hope to share the experience with those that are ahead. Fresh ideas concerning the participation of citizens are also most welcome for us in Ulm.

Main points for the LAP:

- The changing needs of mobility and the increasing dimension of mobility will change the image of the city in an very special way. The focus of this development will be around the important hubs.
- The project "City - Station" Ulm has the aim to develop the whole area on both sides of the station into an urban quarter. This means that the areas which lie around the station will be developed into new quarters for living/housing and working.
- Seen in the context of the city as a whole, these changes will be as important as the great historic development steps of the city. These changes will position Ulm as an important partner in the European context of the main railroad Paris-Budapest.

Given these main points of investigation, Ulm in its LAP will specifically focus on theme 3.b. improvement of the hub image - improvement of the city/region image.

##### HOW THE PARTNER CAN BENEFIT FROM THE NETWORK AND WHAT THEY CAN BRING TO THE NETWORK

Ulm can bring the experience of an extensive planning process in our City, over many years, which gave us the experiance of a planning in difficult and vulnerable areas and central hubs of the city and also the experiance

of a very detailed participation of citizens into the planning process. The project is called "The NEW MIDDLE" and has won several prizes for excellent planning and outstanding architecture. We can also bring in its experience about tram extensions and combining public transport in a traffic hub.

From the network Ulm expects the possibility to learn from other cities which are more advanced in the planning and building of a new station and of the surrounding of a station. Ulm is interested in the various planning rights situation in Europe and how we can do this planning quicker and better through the comparison with other European cities that have a high speed train station. Ulm is also interested in the change that these planning processes bring to the service character of a city.

Ulm also expects to get new ideas about the station as traffic hub for sustainable transport means like e-bikes, e-bike sharing, trams and carsharing. We also hope to find good strategies to attract investors

## 5 - Municipality of Gdynia, POLAND - convergence

247.000 inhabitants, approx. 1.00.0000 in the Tri-City agglomeration

### LOCAL SITUATION REGARDING THE TOPIC

Gdynia Główna (Gdynia Central) is a transportation hub providing train connections on a local, regional, national and international level. It is connected to local suburban train, local bus and trolleybus transport and regional bus transport. Gdynia Central is in the city centre with close access to Gdynia's shopping centre, business centre and tourist attractions. The station has a regional and national relevance for public transport and freight transport with regard to nearby harbour.

The issue is high on the city's priority list. There is an ongoing initiative to re-design the area. One intersection within the transportation hub area will be rebuilt next year - namely in 2013. There have also been some concepts of re-defining the area, but none accepted. The concepts of redefining of the area are being elaborated by the City's Urban Planning Office and then they need to be accepted by the Department of Design Coordination of Road and Green Areas Management. The local transport authority also takes part in the consultations. The latest concept has been developed by an external designing company for the city's urban planning office and it is to form a basis for elaborating a re-designing plan of the hub area.

### MAIN EXPECTATIONS VIS-A-VIS THE NETWORK

We aim to achieve better cooperation between local stakeholders, actively involve stakeholders and the public, get the knowledge and know-how on how to redefine city's hub. Moreover, we are looking for inspirations and know-how on innovative and user-friendly travel information systems. Through the above mentioned and other knowledge transfer activities within the network we also expect to achieve higher synergy with the city, stimulate tourism and urban and environmental insertion.

There is a need for much closer cooperation between stakeholders - city's urban planning, road and green areas management, public transport authorities and public consultation to achieve an integrated approach and elaborate a commonly approved concept of re-defining the area.

### ISSUE / PROBLEM THE PARTNER WANTS TO ADDRESS THROUGH THE LOCAL ACTION PLAN

In Gdynia there are some small initiatives undertaken within the area of the Gdynia central transportation hub, but they are not yet integrated and synchronized into one unified plan of re-defining of the hub area. Through the Local Action Plan the first and most important issue to be addressed is to elaborate it in a way which can later be a part of approved SUTP (Sustainable Urban Transport Plan). The issues/problems addressed within it will for example involve: the re-design of the infrastructure of the hub area; the reorganization of the Public Transport services; the implementation of ICT and ITS solutions; the improvement of innovative and user-friendly travel information systems.

Seen these 4 main points of investigation, Gdynia is also coordinator of theme 4.a. synergy with the city in ENTER.HUB workshops.

### HOW THE PARTNER CAN BENEFIT FROM THE NETWORK AND WHAT THEY CAN BRING TO THE NETWORK

We claim that we can benefit from the network by achieving better cooperation between local stakeholders, actively involving stakeholders and the public, gaining the knowledge and know-how on how to redefine city's hub. Moreover, we are looking for inspirations and know-how on innovative and user-friendly travel information systems. The benefits from the network we aim to disseminate to other Polish cities as well as to the UBC members.

We can contribute to the network by forwarding our knowledge and capitalizing it in order to achieve common project's aim and support the consortium partners.

## 6 - Girona City Council, SPAIN - competitiveness

96.000 inhabitants, 162.000 inhabitants in the metropolitan area

### LOCAL SITUATION REGARDING THE TOPIC

Girona has accepted the fact that the high-speed train will arrive in 2013 (completion of building work for the new line and construction of a new provisional station), but has not evaluated its consequences, nor has a city strategy been developed to face the challenge of placing the city in the context of high-speed rail.

The only planned actions regarding the impact of the high-speed train on the city refer to the process of redevelopment of the area where the new station is located, in the centre of the city (to be drawn up 2012-13).

There's no coordinated design of policy of transports integrating the main mobility centres (airport, railway station, urban and interurban bus, parking deterrent parking for private vehicles, bicycle networks, routes for pedestrians...).

The location of the new station at the same place that the current station is (in the geographical centre of the city) poses a challenge in terms of accessibility to this point.

We must consider the relationships Girona-Barcelona as an opportunity, in the context of complementarity and possible systemic interdependencies. In this sense, the activity of the city linked to tourism, leisure and congresses, sees the arrival of HS as an important engine. Aware of the need to define a strategy to be able to locate the attractiveness of the city between two extraordinarily powerful poles of attraction such as Barcelona (100 km) and the Costa Brava (30km).

### MAIN EXPECTATIONS VIS-A-VIS THE NETWORK

ENTER.HUB is an essential opportunity to coordinate the needs, wishes and criteria of the range of social agents affected, led by Girona City Council especially about the evaluation of experiences in intermodality and complementarity strategies about large metropolitan areas. Also an analysis of the regional effects on mobility, economic activity and qualitative effects to determine territorial changes in the functional integration of cities with HSR and its reorganization and territorial hierarchy, seems widely necessary.

The aspects of the new design of local and regional mobility require wide consensus socially. As a result, the need to develop a new generation, local strategic action plan is being considered (territorial strategy and relational governance), based on 5 key terms: strategic framework, cooperation, citizen involvement and culture to face the challenge of managing high-speed rail.

Although the arrival of the HST is something imminent in the city (2013), in general there is a lack of awareness of this fact and therefore, a broad dialogue on how to deal with the consequences and opportunities of a new infrastructure (HSR) and a new communications node (Station) has not been raised between all social and economic sectors.

ENTER.HUB should serve to consolidate a sectorial roundtable on the impact of the HST in the city: to the present, the ULSG (MAYBE substitute with participative planning?) is the only provided element in the open debate, and the only area of revitalization proposals

### ISSUE / PROBLEM THE PARTNER WANTS TO ADDRESS THROUGH THE LOCAL ACTION PLAN

The local Action Plan should be a framework document for defining actions as a result of high-speed rail and, and has to be placed in relation to facts, challenges and initiatives by the city and its urban area regarding the new train. Without this reflection, there is a risk of loss of opportunities and reduced competitiveness in comparison with other structuring metropolitan areas (Barcelona, Montpellier).

The arrival of the high-speed train to the city is of great local and regional impact. It goes beyond the need for the urban remodelling of a new central space (the station), as it represents an opportunity for revitalisation and improvement to the economic fabric of the area. The territorial effects of the arrival of HST will also be perceived at a wider level. The focus will be on how such junctions spread its influence in the territory gravitating on it.

In this sense, a conceptual review of the scope of the criterion of region will be necessary accordingly with the territorial effects of HSR : Accessibility, catchment area and dimensioning, both from the functional (commuting) and organizational (administrative) perspective. With this aim, Girona will also be coordinator of

theme 4.b. synergy with the region/the catchment area in ENTER.HUB workshops.

#### HOW THE PARTNER CAN BENEFIT FROM THE NETWORK AND WHAT THEY CAN BRING TO THE NETWORK

The different organizational, legal, political, territorial and economical situation of the cities from the network, while their relationship with the HSR is in different stages of implementation; will allow us to evaluate different criteria, especially in city and urban area development initiatives.

The city of Girona was partner in the project “Assessing the socioeconomic impact of high-speed rail in the border area 2003-06” in the framework of the project Interreg III A. The project analysed the effects of high-speed rail in medium-sized towns and cities.

The network of towns and cities for high-speed rail is currently made up of many Spanish and French cities and has, from 2008, the aim of positioning and contributing to public opinion and political debate regarding the connection of the Spanish and French States by HSL across the Pyrenees. It has become an observatory for the implementation of the objectives of the European network TEN-T.

ENTER.HUB represents an opportunity to extend perspectives on the impact of the high-speed train into a wider arena, assessing positioning strategies for medium-sized cities in terms of high-speed rail, and defining proposals for action in accordance with shared experience and criteria in the framework of the new network of towns and cities

### 7 - City of Lodz, POLAND - convergence

725.000 inhabitants, 1.200.000 in the metropolitan area

#### LOCAL SITUATION REGARDING THE TOPIC

The completely new underground station is planned to be completed by 2015.

The project encompasses the construction of the multimodal hub next to the renovated Łódź Fabryczna Railway Station, which will constitute the target public transport transfer node for the entire Łódź agglomeration together with accompanying infrastructure. The key element of the system is the construction of the multimodal underground railway together with the cross-city tunnel passing through Łódź, constituting the heart of the agglomeration’s railway system and the planned High Speed Railway system “Y” V300 Warsaw-Łódź-Wrocław/Poznań, forming part of the railway route Rail Baltica connecting Germany, Poland and the Baltic States.

Creating the multimodal hub complies with the programme “New Centre of Łódź” consisting in transforming the central part of the city into an area characterised by numerous transport opportunities, as well as thriving social and business activity. The area covered by the project has been divided into two zones: zone 1 (approx. 30 ha) - this area will primarily perform cultural and transport functions. New walking routes and streets, as well as an open square will be constructed in this zone. The square will compensate for the lack of a traditional old town in Łódź. Zone 2 (approx. 60 ha) - commercial undertakings will be carried out in this zone.

#### MAIN EXPECTATIONS VIS-A-VIS THE NETWORK

through ENTER .HUB it is foreseen to: investigate processes of creation multimodal hubs; research the processes of rebuilding the city around the train station; analyze the advantages of creating the high speed rail connections, the means of strengthening the social support for the investment program and the methods of managing the multidimensional implementation process.

In particular it is expected to implement appropriate urban planning around the multimodal hub; to understand how to regenerate the city centre around the multimodal hub and how to cooperate with public (railway company) and private (investors) partners; to implement management tools in public administration regarding big infrastructural projects; to understand how to integrate the local, regional, national and international means of transport.

#### ISSUE / PROBLEM THE PARTNER WANTS TO ADDRESS THROUGH THE LOCAL ACTION PLAN

The main issue to be developed through the LAP is for Lodz to create sustainable transport policy in Lodz. For this reason Lodz will also coordinate theme 1.c. public transport node in ENTER.HUB workshops.

The aim will be to create an integrated, sustainable, safe, convenient, and accessible transport network, that responds to the municipality’s unique style and character, minimizes impact on the environment and overall amenity, enhances liveability, promotes well being, vitality and prosperity and benefits all users.

The sustainable transport policy will be guided by: reducing car dependence and its impacts; improving pedestrian, cycling and public transport connections and accessibility; improving safety; raising the profile of

walking, cycling and public transport and the health and environmental benefits; involving the community in the development of strategies, plans and initiatives; advocating for the provision of services, facilities and infrastructure which are outside of City Council's control; building relationships that promote sharing of knowledge and resources; providing leadership through Council programs and activities; developing monitoring regimes to measure behaviour change.

Local Action Plan will be a roadmap for the process of implementation policy of diversification in use of means of transportation in Lodz. Multimodal hub is a chance to rebuild the whole system of public transport in Lodz and to focus more on use of buses, trams and bicycles. The goal of the policy is to encourage citizens to use public transportation and not cars. To achieve this goal it is important to adjust and rebuild the public transportation system.

#### HOW THE PARTNER CAN BENEFIT FROM THE NETWORK AND WHAT THEY CAN BRING TO THE NETWORK

Łódź is the city which has just started the process of building the multimodal hub. We would like to learn from the other cities how to conduct that kind of processes and what kind of mistakes can Łódź avoid from the experiences of other cities in the network.

We hope to learn from the other cities how to create a well-functioning rail-road system within the boundaries of the city and to benefit from the existence of a multimodal hub at the heart of the city.

Our contribution can show the way of cooperation between national and regional partners, especially our cooperation with Polish Railway Company which is a national example of good cooperation between city and railway: we intend to exchange our experience in the field of establishing a fruitful cooperation between the city and the railway company.

### 8- Municipality of Lugano - SWITZERLAND - neutral

54.000 inhabitants, 142.000 in the metropolitan area

#### LOCAL SITUATION REGARDING THE TOPIC

The station is already working for regular rail traffic. The high speed traffic will begin in 2016 (AlpTransit Project).

Works for the upgrading of the station infrastructure have already begun. In the next years the station will be directly connected to a new tram network (project is being finalized, works are expected to begin in 2016) that connects the city centre to the entire region (including Lugano Airport). Another project intends to install a new campus of the University of Applied Science next to the station.

If in the past the scale of projects was in line with the dimension of the city and a passive coordination between city offices was sufficient to ensure the success, today this new scale brings the challenge of being able to lead the development of new and bigger planning projects (e.g. the intermodal transportation system connecting the train station to the tram requires a tight cooperation between the City and all the regional stakeholders), with the effectiveness of an active and cross-disciplinary coordination between different entities being a major issue.

#### MAIN EXPECTATIONS VIS-A-VIS THE NETWORK

Expectations towards the networks are two-fold: on one side we would like to learn how different cities in Europe dealt with the issues we are facing in order to gather insights on best practice solutions. On the other side, we see the network as an opportunity to further develop our coordination and cooperation skills, both regionally (with the University of Applied Science) and internationally (partner cities).

The new mobility implementation will shorten the distance from Zurich and Milan but will also connect the whole region on a HS/tram intermodal base. Lugano wants the new mobility system to act as a catalyst in improving the City attractiveness on all levels (business, living, tourism & culture) by "linking" all the planned and ongoing development projects and by lowering the need of private transportation. To make this process more effective we will work on the horizontal and vertical integration and coordination between City offices (Economic promotion, urban planning, Tourism and Culture) and external partners (Railway company, Universities, Private entities). Given this aim, an exchange at an EU level will be essential in order to learn good practices of planning processes.

#### ISSUE / PROBLEM THE PARTNER WANTS TO ADDRESS THROUGH THE LOCAL ACTION PLAN

The Local Action Plan will produce several guidelines on how the City of Lugano can improve its offers as regards to the tourism industry and the city/region image.



We would like the Local Action Plan to focus on the role of mobility as a catalyst for the overall City attractiveness. This should be especially exploited to improve the global quality of living (both for residents and tourists).

The scope could be a network of players (Economic development, planning, transport and mobility, tourism and culture) with different skills and competences working on a framework aimed at empowering the City brand as a liveable City, with a special focus on tourism and culture.

According to the “gateway” macrotheme definition, the LAP will take into account all aspect of mobility for tourism: accessibility, sustainability, ecc. The intention of coordinating, in ENTER.HUB workshop, the theme 2.a. Tourism and cultural networks (macrotheme 2. gateway) will help us in the LAP activities.

The “Tourism” aspect will be analysed in two different subgroups: Business Tourism and Culture&Leisure Tourism. The characteristic elements of the two different kind of tourism (Infrastructure, communication, environment, Event, Museum, etc.) and its mobility framework will be analysed and compared with the existing best practice and the ULSG set of needs: The GAP analysis. The key element of this analysis will be the new sustainable mobility system. The LAP, will also take into account the fact that one kind of tourism is functional to the other, so it will be also possible to develop integrated strategies for the two existing realities.

The guidelines will also profit by the transnational activity by understanding best practices in Europe and elaborate them according to Lugarno’s specific situation.

#### **HOW THE PARTNER CAN BENEFIT FROM THE NETWORK AND WHAT THEY CAN BRING TO THE NETWORK**

The network can be a platform where different experience and ideas could be exchanged in relation to the selected topics. This means to benefit from the experience built by each partner in the particular and specific conditions they had to deal with. The analysis of best practices examples in the network could lead to the individuation of specific path of development for our city. In such a platform Lugano can bring its contribution based on unique characteristics, which led to the “creation” of a city in a limited territory (bounded by mountains and the lake), between two highly different but complementary urban agglomerations such as Zurich and Milan.

### **9- Örebro Regional Development Council, SWEDEN - competitiveness**

280.000 inhabitants (region)

#### **LOCAL SITUATION REGARDING THE TOPIC**

The Örebro region is right in the middle of the dense populated Sweden, halfway from Stockholm to Gothenburg and Stockholm to Oslo : it is The Heart of Sweden. It is the region where the national rail and road corridors crosses north-south and east/west. The logistic centre for railroad transport in Scandinavia is Hallsberg with the largest facilities for interchange of freight wagons to final destinations. The Örebro region’s importance is growing as national centre for maintenance and repair of trains, wagons and other railway rolling stock. One of the two future post terminals in Sweden is under construction in Hallsberg during 2012-13. Several national companies have their national distribution in the region of Örebro - in short Örebro is the logistic centre of Sweden.

The Region is working with its neighbour regions in the corridor between Oslo and Stockholm to develop the high speed railway through Örebro and Karlskoga, the two main cities of the region, both for passenger and freight traffic. The region need to redefine its passenger stations and its logistic areas in order to gain a more efficient transport system. Presently Örebro has 2 stations, both located near the city centre and 1 km apart, while Karlskoga has no station anymore but would really need it.

#### **MAIN EXPECTATIONS VIS-A-VIS THE NETWORK**

As we lack practical experience of regional planning for High Speed trains, we can learn from partners that already are connected to functioning lines. Same thing goes for Bus Rapid Transit and other technical and administrative systems concerning public transport. On the other hand we have, as a region, a strong position and knowledge in handling of freight transport systems and facilities according to for instance “Green Corridors”. The ENTER.HUB project gives us opportunities to expand or network and our performance as logistic centre region in Sweden and Northern Europe.

Participating to the ENTER.HUB project also provides an opportunity to address all the issues related to cooperation with the neighbouring local authorities to cross the administrative borders, and the need to get in touch with the stakeholders of the core cities and regions in the corridors of Stockholm Gothenburg and Stockholm-Oslo. In first corridors the interregional cooperation is to improve capacity and standard on the

existing railway in the next 10 years, in the other to anchor a new fast railway line to be built in future, something that needs immediate actions to be put in national plans for implementation and finance.

#### **ISSUE / PROBLEM THE PARTNER WANTS TO ADDRESS THROUGH THE LOCAL ACTION PLAN**

Our Local Action Plan will aim at working with short and long perspectives at the same time. Improving the regional and interregional transport system of today and preparing for the systems of tomorrow.

Örebro city as the future regional/interregional interface for public transport is a key issue to be solved. Coming discussions and planning procedures will be of the highest importance for how the future standard and attractiveness for public transport can be accomplished in the Örebro region. The issue of a new station in Karlskoga is also a fundamental topic.

The region of Örebro will in future be transformed from two influence areas for work, education, leisure and social activities into one. Time for commuting within the market/catchment area with public transport will be less than 30 minutes from all parts of the region. Time for commuting to neighbour market areas will be less than 1 hour. Where to live, work and spend leisure time shall not be hindered by lack of attractive and effective public transportation system. Public transport shall meet the standards of common people, entrepreneurs in transportation and promote sustainable development in the region. In addition, Örebro needs to face its key-role as logistic centre of Sweden.

The LAP will deal with all these issues, most of all the synergy between the hub/s and the region and the importance of passenger and freight traffic. Therefore, Örebro will be coordinator of the 2 themes 1.d. Logistic node and 4.b. synergy with the region/the catchment area.

#### **HOW THE PARTNER CAN BENEFIT FROM THE NETWORK AND WHAT THEY CAN BRING TO THE NETWORK**

The main reason for Örebro Regional Development Council to participate in the ENTER.HUB project is the “learning and earning” effects that actually buys time to the regional comprehensive planning process and enhance the effects of big projects concerning public transport an implementing new infrastructure such as new and fast railway traffic.

We hope to find good solutions and good contacts for the future, together with the network: for future demand we have to redefine the functions around the hub and we need to do a regional development plan. We need to plan for better public transport from/to the city and rural area by bus and trains and the labour market region need to be better connected so more people get well paid job and the business sector get competent labour. We also need to attract more business we need to redefine the logistic areas (today we have several areas - in the future there must be more specialized and connected in the areas) and to invest in infrastructure.

The ENTER.HUB integrated approach to urban planning process, which is innovative and participatory will help Örebro in reaching its objectives.

We can contribute with our experience, knowledge and network all over Europe.

### **10 - Municipality of Porto, PORTUGAL - convergence**

238.000 inhabitants, 1.287.000 in the metropolitan area

#### **LOCAL SITUATION REGARDING THE TOPIC**

The city of Porto is the main transport “hub” in the northern region of Portugal; it has a large representation in respect of commuting to and from the city. It is also the point of departure and arrival of national and international transport. It has an excellent public transport networks (by bus, metro, train and plane) and good connections with all the cities located in the metropolitan area and at national level. The heavy passenger road transport in the city, both in terms of public operators, and both in terms of private operators is not integrated with each other and may improve its offer in a logic of complementarity with the light and heavy rail transport.

The municipality is developing a project that foresees the relocation of interfaces and/or bus terminals for heavy road passenger transport, as well as the construction of new interfaces in sites that can make possible the connection with other means of transport.

The main hub that will be object of improvement in the next years will be the Campanhã station, the station located outside the city centre but bringing the long distance trains to serve the city and real intermodal and interchange node, needing a complete renewal for a better insertion in the surroundings.

#### **MAIN EXPECTATIONS VIS-A-VIS THE NETWORK**

We expect to achieve the essence of URBACT: the cooperation and benchmarking and learning from others; the transnational exchange and learning; the exchange of good practices between the various European countries;

the opportunity to know other dynamics of Mobility, in a different cultural and socio economic context. We expect ENTER.HUB will help us in improving our urban planning in order to consider all the urban and traffic requirements that are needed for planning an intermodal infrastructure. With these tools it will be easier to meet the public transport and user's needs.

#### **ISSUE / PROBLEM THE PARTNER WANTS TO ADDRESS THROUGH THE LOCAL ACTION PLAN**

Currently we observe the excessive movement of vehicles (heavy road passenger vehicles) with radial penetration to the city centre carrying few passengers and stopping by request from their clients. This poor operation causes serious environmental damage and is disintegrated with the network operation of STCP and the Metro of Porto. We hope to sensitize all stakeholders on the benefits through the creation of intermodal stations.

As a starting point of the LAP we could consider the Municipality Project: "Relocation of heavy road passenger transport interfaces".

The guiding principles of this project are: Sustainable Mobility, Accessibility, Intermodality, Fare integration, Operational integration, Environment, public health and traffic safety.

The Main objectives are: the city traffic decongestion; Shutdown of three garages in the city centre; Intermodal platform; Increase of individual public transport solutions (car sharing). This project includes among other measures, the construction of an infrastructure unto the Campanhã station. For this reason Porto will coordinate theme 3.a. urban and territorial insertion in ENTER.HUB workshops.

#### **HOW THE PARTNER CAN BENEFIT FROM THE NETWORK AND WHAT THEY CAN BRING TO THE NETWORK**

We can benefit from ENTER.HUB in the understanding on how exploiting territorial effects and urban benefits of the city hubs and promote their economic sustainability; on how to promote cultural and tourist potential of these infrastructures and their synergy with the region.

Porto already has some experience with this kind of project through our participation in CIVITAS project.

### **11 - Preston City Council, UNITED KINGDOM - competitiveness**

**135.000 inhabitants, 330.000 in the metropolitan area**

#### **LOCAL SITUATION REGARDING THE TOPIC**

Preston is on the UK's west coast mainline, equidistant between London and Glasgow. The station forms a hub between the main line and east-west links between the Fylde coast (west) and Yorkshire (east). Owing to the size and role of its railway station (which dates from 1880 and is Grade II heritage listed), its comprehensive bus services and its location, it is considered a "transport gateway" to the wider Lancashire sub-region and is a significant focal point at the western end of the city.

There is a need for improvements within and around the rail station to create a more attractive sense of arrival. Within the city centre, development of the Central Business District will be supported by pedestrian and cycle improvements to the corridor linking the railway station, CBD and University.

Improvements to Preston Station have been identified as needed as part of its role as a "transport gateway" both into the City Centre itself and to the rest of Lancashire via bus and road links.

The Central Business District Spatial Development Plan includes a re-planning of the rail hub to enable improvements to the access points for the station / pedestrian accessibility; bus / rail interchange / improved cycle access. This is in the process of being developed with local public /private sector stakeholders. The infrastructure / public realm relating to improved road access and pedestrian / cycle access is the subject of an ERDF funded expression of interest being submitted on behalf of Preston by Lancashire County Council (August 2012) through the North West Operational Programme.

#### **MAIN EXPECTATIONS VIS-A-VIS THE NETWORK**

The territorial and urban actions and strategic and transversal policies to be addressed by the project are all relevant to Preston's role as a rail hub / node and economic centre both for the city and within the Lancashire sub-region and wider North West region. Preston would like to learn from partners' experiences with high speed rail stations, particularly with regards to the economic benefits of being a hub / node and how these play out in relation to being close to larger cities and economies.

Preston will explore how to deliver a coherent policy and operational approach in a polycentric and multi-level authority, in particular looking at issues of governance and economic competitiveness. Issues to be explored include: how will Preston capitalize on links to High Speed (HS) 2; what impacts will rail decentralization have

for the city with the possible devolvement of decision making to local transport authorities; how Preston can benefit from the proposed Northern Hub? (<http://www.networkrail.co.uk/asp/6472.aspx>); how Preston can ensure that the role of transport is integrated with meeting both Preston's and Lancashire's economic needs, enabling the development and delivery of business competitiveness and higher-value added business activity.

#### ISSUE / PROBLEM THE PARTNER WANTS TO ADDRESS THROUGH THE LOCAL ACTION PLAN

The issues / problems to be addressed through Preston's Local Action Plan are to be determined but will include the issues relating specifically to territorial and urban actions 3 (hub as a urban centrality) and 4 (hub as a turbine, especially 4.a. synergy with the hub and the city, which Preston will coordinate), and strategic and transversal policies A (Communication/Governance/Participation), C (New technologies / smart cities), D (economic tools) and E (ENTER.HUB and EU policies). These will include governance issues around long term provision of services benefitting the city region, economically, socially and culturally in the context of franchise of rail services and decentralization of decision making. In particular this will focus on how the role of Preston as a sub-regional hub for Lancashire can be developed further. The Local Action Plan will link in with the new city centre masterplan currently under development and due to be included with the statutory Development Plan scheduled for approval by summer 2014.

#### HOW THE PARTNER CAN BENEFIT FROM THE NETWORK AND WHAT THEY CAN BRING TO THE NETWORK

Preston will lead on the territorial and urban action of synergy with the hub and the city (4a).

Preston can contribute in particular to the territorial and urban actions of urban centrality (3) and the hub as a turbine (4), and all of the strategic and transversal policies. Our potential contribution lies in sharing experiences of the governance and economic challenges faced in a polycentric context where there is a multiplicity of urban players and key stakeholders and an absence of strong collective governance priorities (strategic and transversal policy C and D).

We expect to learn from other cities' regarding the issues they have faced or are facing in developing their hubs and surrounding areas for example. The territorial and urban actions and strategic and transversal policies identified and to be explored through transnational exchange all have relevance to Preston's position as a rail-hub for the wider Lancashire sub-region.

## 12 - City of Rostock, GERMANY - convergence

204.000 inhabitants, 255.000 in the metropolitan area

#### LOCAL SITUATION REGARDING THE TOPIC

We expect finishing the upgrade of the railway track to the capital Berlin until 2015. We already have one high speed connection by ICE. A competitive railway connection to Hamburg already exists.

Rostock Main Station represents the main Hub for passenger transport in Mecklenburg-Vorpommern. Its importance results on the one hand on the 500.000 inhabitants and the growing number of working commuters and on the other hand of the enormous growing number of tourists. We need a strategic position for our railway system how to connect with the ferry harbour and the airport in higher quality. We define the regional relevance also towards our south Baltic partners.

In addition, Rostock is one of the few growing regions in former eastern Germany, ideal located in the metropolitan city triangle (Berlin-Hamburg-Copenhagen).

#### MAIN EXPECTATIONS VIS-A-VIS THE NETWORK

The main railway station was developed in 2002/03 by ERDF grants. The hinterland of the railway station is an underdeveloped (aprox. 110 ha) area with high urban development potentials. The development of the area was started in the early seventies. It hasn't been finished yet.

This area is one of the last larger underdeveloped areas in Rostock nearby inner city and well connected by public transport system (local, regional and far). The thematic is very complex. Only local expert staff experience is not enough to cover the challenges and potentials of the location.

We have just started first thoughts about a structural development plan for the area near the station.

Therefore we need to be network partner and to get external support to elaborate the URBACT methodology (with LAP and ULSG to get more inspiration and harmonized engagement and to bridge over the gap between spatial planning and investment).

We have already generated innovative development approaches using the URB ACT methodology. Therefore we applied for being URBACT network partner.

We would like to elaborate an integrative comprehensive urban development approach (parallel using multi level governance experience). Rostock participates in Interreg IVB BSR transgouv project up from 9/2012; it's about relations between transport policy and multi governance development policy.

#### **ISSUE / PROBLEM THE PARTNER WANTS TO ADDRESS THROUGH THE LOCAL ACTION PLAN**

South of the Rostock main station, there is a 110 acres sized area. The area we focus on, is composed of cultural use, industry, transport facilities, housings, public administration offices and many fallow grounds. All tries in the past to systemise and develop the area failed, however.

Today we work again on finding the right answers for the development of the last huge free inner-city area of Rostock, well integrated by public transport. That's why Rostock will coordinate theme 3.a. urban and territorial insertion in ENTER.HUB workshops.

The development could be important and will be one of the last steps towards a fully improved core of the city.

Our public transport system and our main station as a HUB is very well structured.

The aspects out of this existing well defined HUB could be a big contribution.

What we should further develop through the LAP and for reaching our objectives is: definition of targets; definition of partners an their roles and responsibilities; involvement of new partners in the planning and development process under focus of the hub and interface functions; raw evaluation of budget in private and public entities.

#### **HOW THE PARTNER CAN BENEFIT FROM THE NETWORK AND WHAT THEY CAN BRING TO THE NETWORK**

As contribution Rostock can give its contribution as very special hub with enormous potential in intermodal passenger transport dimension whose tram system has increased in a not comparable dimension (doubled, firstly linked with main station) and with an increased number of working commuters by decreasing the unemployment rate from more than 20 to apr. 12 %, a growing number of tourists using the attractive railway and tram and demographic change and energy costs cause change of using transportation systems.

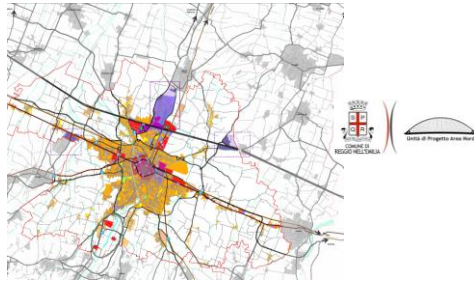
Rostock also aims to: benefit from the exchange of experiences, the development of fresh ideas and conceptions, the implementation of join project outputs onto a European platform; to influence the EU policy of federal state; to create a think tank for new and modern transportation use; to have some relevant budget to enable described tasks



## Reggio Emilia

### ULSG URBACT Local Support Group

Functional geography. Main features - PSC (local structural plan)  
Excellence poles and infrastructural asset (old and new rail infra and freeway)



Connecting cities  
Building successes



### ULSG URBACT Local Support Group

Mediopadana station intermodality and interchange.  
Connections with the historical center



Connecting cities  
Building successes



### ULSG URBACT Local Support Group

Mediopadana station catchment area  
2.000.000 persons



Connecting cities  
Building successes

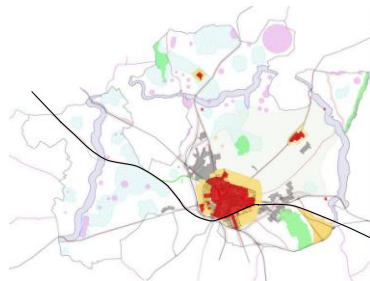


Bacino stazione AV Mediopadana 75' min (60' auto+15' attesa)  
Bacino stazione AV Bologna 75' min (45' auto+15' a piedi+15' attesa)  
Bacino stazione AV Milano 75' min (45' auto+15' a piedi+15' attesa)

## Ciudad Real

### ULSG URBACT Local Support Group

Ciudad Real - Line and HUB localization



Connecting cities  
Building successes



### ULSG URBACT Local Support Group

> 20 year old high speed station (Sevilha line)

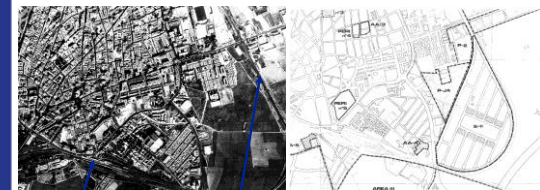


Connecting cities  
Building successes



### ULSG URBACT Local Support Group

situation



Plan General de Ordenación Urbana 1988  
General Urban Plan 1988

Original situation  
Current situation AVE

Base line Study Visit 1 4<sup>th</sup> July | Page 20



Connecting cities  
Building successes



## Creil Agglomeration

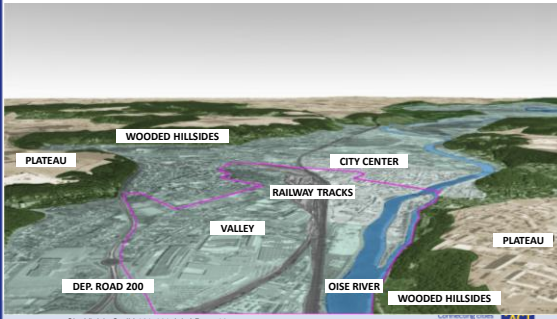
### Creil Agglomeration



Une agglomération forte pour un territoire solidaire

#### Key facts:

- Functional geography- main features



Site Visit in Creil | 12h-13h July | Page 13

### ULSG URBACT Local Support Group

Creil with station



Connecting cities Building successes

### ULSG URBACT Local Support Group

Hubs and networks structure

- Picardie-Creil-Roissy Project
  - Construction of a new 10-kilometers line on the north of Paris-Charles-de-Gaulle airport that will connect the high-speed line serving the airport to the Paris-Creil-Amiens line.
  - Introduction of high-speed trains from Amiens to Roissy, stopping in Creil,
  - Introduction of regional trains from Creil to Roissy



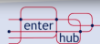
Connecting cities Building successes

## Ulm

### ULSG URBACT Local Support Group

Ulm main station and city centre

citybahnhof ulm



Connecting cities Building successes



### ULSG URBACT Local Support Group

New HS line Stuttgart – Ulm

new track for high-speed trains | will be opened in 2020



#### Finance and construction:

- Federal Ministry for Transport, Building and Urban Development (Bundesministerium für Verkehr, Bau und Stadtentwicklung)
- Land Baden-Württemberg
- Verband Region Stuttgart and city of Stuttgart
- Deutsche Bahn AG (responsible for construction)

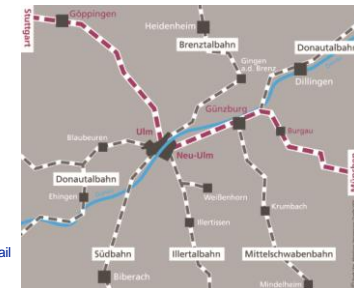


Connecting cities Building successes



### ULSG URBACT Local Support Group

Ulm - rail network



- interregional rail
- regional rail



Connecting cities Building successes

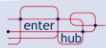




## Łódź PL

### ULSG URBACT Local Support Group

- › new Center of Łódź – master plan
- .Regeneration of the city center around the multimodal hub

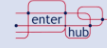
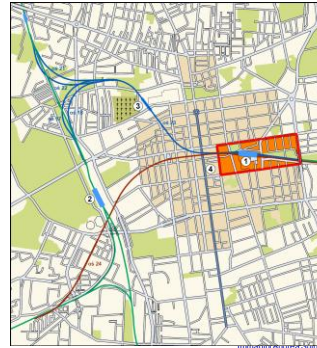


Connecting cities Building successes

### ULSG URBACT Local Support Group

#### Tunnels

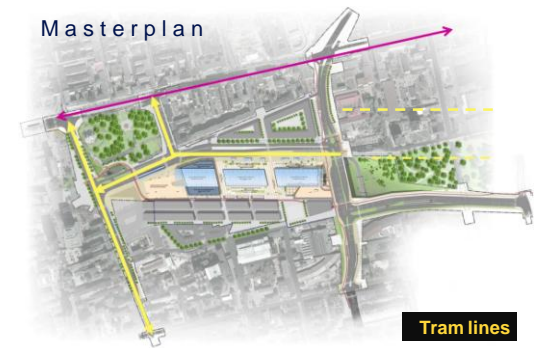
- Construction of underground tunnels
- Conventional rail tunnel: 7850 m
- High Speed rail tunnel: 5200 m



Connecting cities Building successes

### ULSG URBACT Local Support Group

#### Master plan



Connecting cities Building successes

## Lugano CH

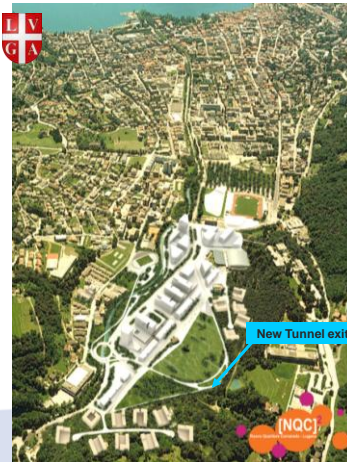
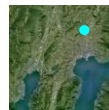
### City of Lugano



Connecting cities Building successes

### City of Lugano

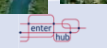
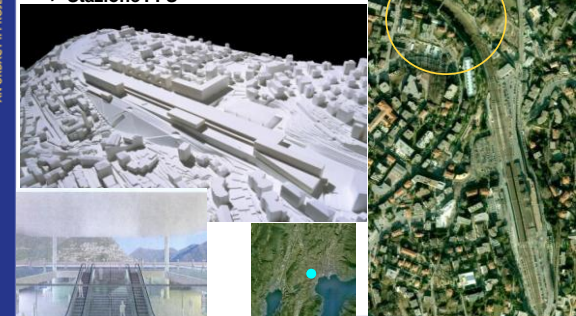
- › Nuovo Quartiere Cornaredo
- <http://www.cornaredo.ch>



Connecting cities Building successes

### City of Lugano

- › Stazione FFS

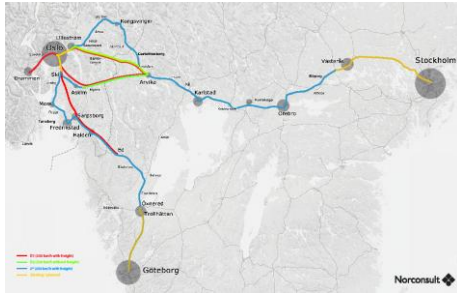


Connecting cities Building successes

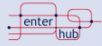
## Örebro Region SE

### ULSG URBACT Local Support Group

> Future HS railway Oslo – Stockholm (medium-long term)



Norconsult



### ULSG URBACT Local Support Group

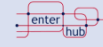
> Örebro region



Work commuting between municipalities in the Stockholm-Mälardalen region

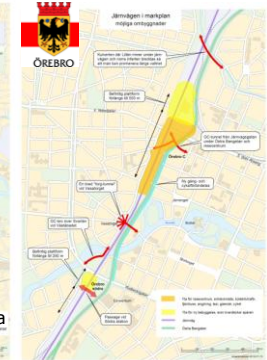
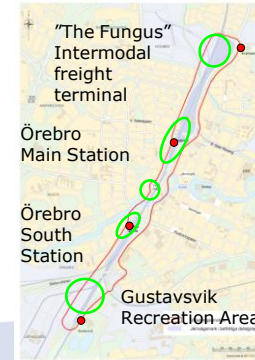


Train + BTR connections Örebro region



### ULSG URBACT Local Support Group

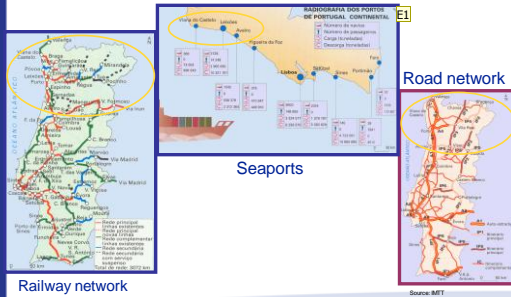
> Örebro situation and development potential around the railway



## Porto

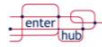
### Porto Site Visit

#### Functional geography



Railway network

Source: BMT



BS Site Visit 27<sup>th</sup>-28<sup>th</sup> August | Page 12

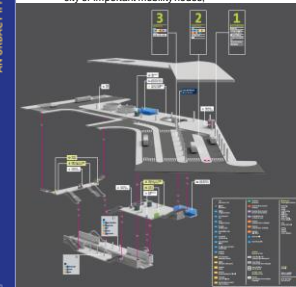
### Hub Campanhã (intercity and regional trains)



### Porto (PT)

#### Multimodal Interface - Casa da Música

> A solution: the changing of these bus terminals to a local, nearby the administrative boundaries of the city or important mobility nodes:



#### MULTIMODAL INTERFACE

- Light rail
- Urban bus
- Inter urban bus
- International bus
- Kiss & Ride
- Car Sharing
- Taxi
- Parking bollards
- Bike and Ride
- Coffee Shop
- ANDANTE store



Transnational Final Meeting - Reggio Emilia - 19<sup>th</sup>-20<sup>th</sup>-21<sup>st</sup> August | Page 12





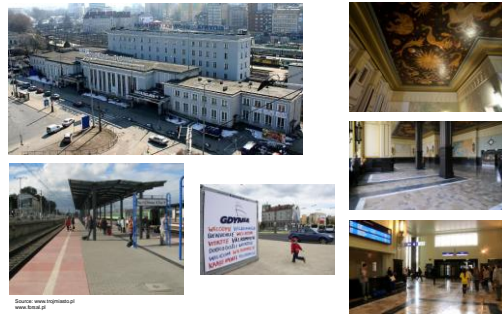
## Gdynia PL

### CITY OF GDYNIA

- › The city was chartered in 1926
- › With Sopot and Gdańsk forms the Tri-City agglomeration
- › Port city
- › Gdynia has 250 000 inhabitants
  - Population density: 1 844 / 1km<sup>2</sup>
  - The working age population: 65%
  - Unemployment rate: 3.1
  - Employment structure:
    - 77.1% administration, trade, services, transport
    - 22.6% industry and building
    - 0.3% agriculture, forestry, fishing
- › Total area - 135 km<sup>2</sup>
  - Forests and agricultural areas constitute – 62.4%
  - Transportation areas – 9.8%
  - Living areas – 11.0%
  - Industrial areas – 3.3%



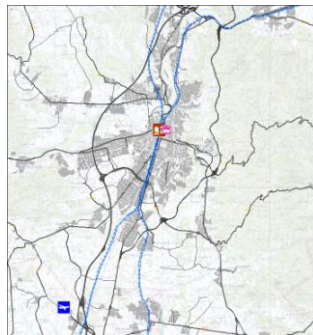
### GDYNIA GŁÓWNA RAILWAY STATION



### GDYNIA HUB

## Girona ES

### ULSG URBACT Local Support Group Mobility/Transport



- Xarxa viària
- Tren
- Estació tren
- Estació bus
- aeroport

### ULSG URBACT Local Support Group Spanish gauge line (elevated) and high speed (European gauge) line in tunnel



### ULSG URBACT Local Support Group Existing HUB and new underground HS station



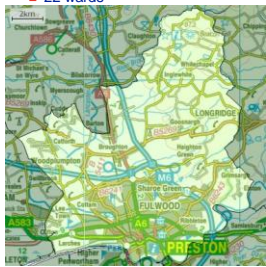


## Preston UK

### Preston (UK)

#### Population

- Preston: 135,100 inhabitants
- 22 wards



To view photos of your city, download the mobile app for your smartphone. To download the app, go to the enter hub website. To download the app, go to the enter hub website. To download the app, go to the enter hub website.



Site Visit Preston 13<sup>th</sup>-14<sup>th</sup> September 2012



### Preston (UK)

#### Images of your city



To view photos of your city, download the mobile app for your smartphone. To download the app, go to the enter hub website. To download the app, go to the enter hub website. To download the app, go to the enter hub website.



Site Visit Preston 13<sup>th</sup>-14<sup>th</sup> September 2012



### Preston (UK)

#### Images of your city

Preston Station 1966



2007



1966



2009

To view photos of your city, download the mobile app for your smartphone. To download the app, go to the enter hub website. To download the app, go to the enter hub website. To download the app, go to the enter hub website.

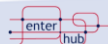


Site Visit Preston 13<sup>th</sup>-14<sup>th</sup> September 2012



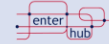
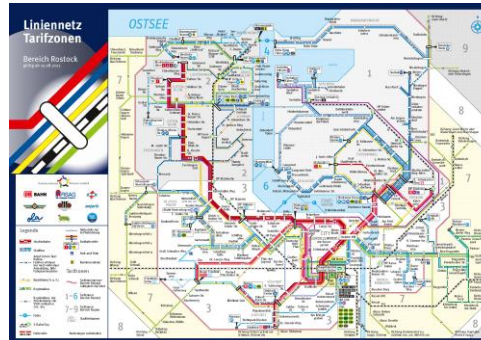
## Rostock

### ULSG URBACT Local Support Group



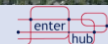
### ULSG URBACT Local Support Group

#### Integrated public transport system



### ULSG URBACT Local Support Group

#### "south city"



### 3

## SYNTHESIS: CONCLUSIONS AND OUTLOOK

### 3.1

## Partner characteristics' comparison

Some key data are collected for comparison of cities like

#### Characteristics of

- ✓ HISTORIC CENTRE
- ✓ PEDESTRIAN AREAS
  
- ✓ GDP
- ✓ COMMERCE/ INDUSTRY
- ✓ UNIVERSITY AND HIGHER EDUCATION
  
- ✓ HIGH SPEED LINE
- ✓ HUB / STATION
- ✓ HIGH SPEED LINE
- ✓ TRANSPORT MODES PRESENT AT NEW / MAIN HUB
  
- ✓ AIRPORTS
- ✓ PORTS
- ✓ RAILWAYS

#### City Drivers

- ✓ MOST IMPORTANT INDUSTRY TYPES
- ✓ MOST IMPORTANT AGRICULTURE PRODUCTS
- ✓ MOST IMPORTANT SERVICES OR COMMERCE
- ✓ IMPORTANT PERSONALITIES
  - HISTORY
  - SCIENCE
  - CULTURE
  - CITY SLOGAN

The matrixes **Miscellaneous data GDP**, **other HUBS**, **n urban structure/transport** and **Drivers** are still being assembled.

### HUB and Lines situation

City		TRADITIONAL LINE						HIGH SPEED LINE *						HUB / STATION				
		city centre	exterior	distance km	level			level			city centre	exterior	distance km	existing	to be refurbished	to be enlarged	new	to create multimodal HUB
					viaduct	at level	tunnel	viaduct	at level	tunnel								
1	Reggio Emilia											4						
2	Ciudad Real			1,5								1,5						
3	Creil Agglo																	
4	Ulm																	
5	Gdynia																	
6	Girona																	
7	Łódź																	
8	Lugano																	
9	Örebro																	
10	Porto			2								2						
11	Preston																	
12	Rostock																	

### Miscellaneous data GDP and other HUBS

City		GDP * €/capita	RAILWAYS				AIRPORTS **				PORTS **				COMMERCE / INDUSTRY						
			passengers		freight		passengers		freight		passengers		freight		(large) shopping centres in suburbs		number of shops in centre number		f industrial areas / business parks		
			pas/year		t/year		pas/year		t/year		pas/year		t/year		number		m2				
			2000	2012	2000	2012	2000	2012	2000	2012	2000	2012	2000	2012	2000	2012	2000	2012	2000	2012	number
1	Reggio Emilia																				
2	Ciudad Real																				
3	Creil Agglo																				
4	Ulm																				
5	Gdynia																				
6	Girona																				
7	Łódź																				
8	Lugano																				
9	Örebro R																				
10	Porto																				
11	Preston																				
5	Rostock																				

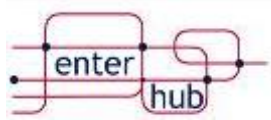
\* Gross domestic product of the city (estimated, if not city, province, region..)

\*\* only if the city has its "own" port, airport

### Miscellaneous data on urban structure and transport

City	HISTORIC CENTRE	PEDESTRIAN AREAS		UNIVERSITY AND HIGHER EDUCATION		TRANSPORT MODES PRESENT AT NEW / MAIN HUB						
		longest axis	pedestrian zones	number of establishments	total number of students	suburban regional rail	metro	bus		tram	car sharing	bike sharing
		km	ha (total)					urban	suburban			
						yes	yes	yes	yes	yes	yes	
1	Reggio Emilia											
2	Ciudad Real											
3	Creil Agglo											
4	Ulm											
5	Gdynia											
6	Girona											
7	Łódź											
8	Lugano											
9	Örebro											
10	Porto											
11	Preston											
12	Rostock											





EUROPEAN UNION



Drivers									
City		MOST IMPORTANT INDUSTRY TYPES	MOST IMPORTANT AGRICULTURE PRODUCTS	MOST IMPORTANT SERVICES OR COMMERCE	IMPORTANT PERSONALITIES			CITY SLOGAN	
					HISTORY	SCIENCE	CULTURE		
1	Reggio Emilia								
2	Ciudad Real				Don Quixote				
3	Creil Agglo								
4	Ulm								
5	Gdynia								
6	Girona								
7	Łódź	Textile					Polanski		
8	Lugano								
9	Örebro Region								
10	Porto								
11	Preston								
12	Rostock								

## 3.2

## Roadmap

### 3.2.1

### Cities' next steps and expectations

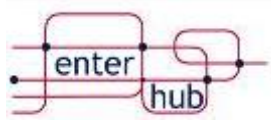
During the site visits, the cities were discussing and formulating the next step they would take - to be formulated later into a LAP - Local Action Plan and to express their expectations; the preliminary results are summarized in the following table.

### 3.2.2

### Local Action Plan (LAP)

Each partner is required to produce - especially through the involvement of the Urbact Local Support Group - a Local Action Plan as a result of taking part to the transnational exchange and learning process. The action plan should be conceived as a concrete and useful tool for the city to solve a local problem and improve a local situation. The Local Action Plans shall be the drivers to new ways of building policies and working with local communities. All partners prepared outlines of their LAP taking into account the themes they have chosen, especially as leader

The outline for the LAP of all Partners are compiled in **Annexe 3B**



EUROPEAN UNION



## Local Action Plan (LAP).

Why the LAP ?	When the LAP
<ul style="list-style-type: none"> <li>✓ For improving the impact of transnational exchange and learning on local policies</li> <li>✓ For giving a concrete form to the outputs from networking activities carried out by each partner, as they are to be designed as a solution to tackle the problems faced by the partners.</li> </ul>	<p>During the Development phase: for the Final Application Form projects are required to describe objective and related actions related to the production of a Local Action Plan by each partner.</p> <p>This will be a preliminary sketch of the likely composition, purpose, and nature of each Local Action Plan which will be further elaborated in the Implementation phase</p> <p>= Local Action Plans may be put into place during the implementation phase or it may be produced as a final output of the project that would be put in place afterwards</p>
<p><b>Project Cycle Management Methodology for Action Plans (Logframes)</b></p>	
<p>Step 1. Building the evidence base</p> <p>Step 2. Stakeholder analysis</p> <p>Step 3. Problem and option analysis</p> <p>Step 4. Option analysis and strategy formulation</p> <p>Step 5. Intervention logic - going from goals to activities</p> <p>Step 6. Adding indicators, setting targets and working out means of verification</p> <p>Step 7. Risks and assumptions</p> <p>Step 8. Bringing it all together and achieving coherence by using an adapted logical framework</p> <p>Step 9. Final consultation on draft plan</p> <p>Step 10. Formal signing of the Local Action Plan by all the partners</p>	<p style="text-align: center;"><b>how to establish a LAP ?</b></p> <ul style="list-style-type: none"> <li>✓ in close cooperation with the local stakeholders in each partner city</li> <li>✓ The Lead expert will propose a framework for the Local Action Plan in relation to the project, or several frameworks if necessary, taking into account the different situations in the different city partners (taken from the Baseline Study)</li> <li>✓ It is up to each partner to determine precisely how to adapt it to the 'local' situation and actual local needs, which will be informed by the baseline study and 'local' enquiry, as well as input by the Local Support Group</li> <li>✓ produced as a result of the exchange and learning activities between partners, and as a co-production between the partner and the Local Support Group</li> </ul> <p><b>That is:</b></p> <ul style="list-style-type: none"> <li>✓ exchange and learning at EU level</li> <li>✓ + baseline study (state of the art + partners profile + synthesis)</li> <li>✓ + ULSG (needs and expectations at a local level)</li> <li>✓ + ...</li> <li>✓ = LAP</li> </ul>

## Cities' Expectations for ENTER.HUB and next steps

City	CITIES' EXPECTATIONS	NEXT STEPS
1 Reggio Emilia	<ul style="list-style-type: none"> <li>✓ To further investigate the weight of infrastructures (and in its specific case, of the new High Speed station) in the planning processes and in the urban development (with special focus in how linking the station, located in a peripheral area, to the city centre and to the territory gravitating on it in an effective way. To use an integrated (multi-level, multi-actors, multi-disciplinary) approach especially concerning: infrastructures optimization (instead of extension); functional choices; environment and landscape planning; communication strategies.</li> <li>✓ To deeply investigate the opportunities of networking the HS railway line with the highway through an integrated junction (HS station + highway service area) working together.</li> </ul>	<ul style="list-style-type: none"> <li>✓ - thanks to the suggestions collected during this preliminary exchange with the other partners, to enlarge the ULSG by involving new subjects, more involved in social/economical/cultural aspects</li> <li>✓ - to sensitize citizens, users, stakeholders and institution in the importance of exploiting the effects of the arriving of the new HS station, by taking advantages of the next opening of the station but especially of the exchange and dissemination activities of the ENTER.HUB project.</li> <li>✓ - to go further in the collection and comparison on good practices on the topic of the territorial and urban insertion of a new hub, in order to build an effective urban and strategic planning able to make the city more attractive and catalyzing for new activities (cultural, economical, social promotion).</li> </ul>
2 Ciudad Real	<ul style="list-style-type: none"> <li>✓ To benefit from experiences of other projects and from new views on our project</li> <li>✓ To avoid failures and defaults that may lead to delays and costs</li> <li>✓ To benefit from the investigations in the implementation of a multi-and intermodal traffic node</li> <li>✓ Exchange of experiences and best practices</li> <li>✓ Learn from the experience of the partners who have successfully completed and put into action their High Speed stations or Intermodal hubs</li> <li>✓ Set Ciudad Real on the Map of urban socio-economic development</li> <li>✓ Be part of a powerful innovative network at EU level</li> <li>✓ Promote HS railway lines and the other railway connections for fostering its socio-economical relations among European cities</li> </ul>	<ul style="list-style-type: none"> <li>✓ Improvement of the existing Fast Railways Station</li> <li>✓ Feasibility studies on expanding the connections and synergies with surrounding regions</li> <li>✓ Improvement of the Integrated Plan of the City to better accommodate the Fast Train and its impact in the city and region.</li> </ul>

## Cities' Expectations for ENTER.HUB and next steps

City		CITIES' EXPECTATIONS	NEXT STEPS
3	Creil Agglo	<ul style="list-style-type: none"> <li>✓ To benefit from exchanges of experience, to learn from partners who face the same issues and challenges as we do.</li> <li>✓ To consider our own project with fresh eyes.</li> <li>✓ To give our project a wider scope that will help us, as a medium-sized city, to draw the attention of national key players on it.</li> <li>✓ To get ready for the future bids for ERDF and ESF</li> </ul>	<ul style="list-style-type: none"> <li>✓ Appointment of a team of architects at the conclusion of the competitive dialogue process, to design the Master Plan of the station district - beginning of 2013</li> <li>✓ Completion of the station district Master Plan - end of 2013</li> <li>✓ Implementation of the Master Plan</li> <li>✓ Arrival of the High-speed line - 2020</li> </ul>
4	Ulm	<ul style="list-style-type: none"> <li>✓ To benefit from experiences of other projects and from new views on our project</li> <li>✓ To avoid failures and defaults that may lead to delays and costs</li> <li>✓ To install an effective structure for a complex and extensive project with different and changing participants - networking</li> <li>✓ To benefit from the investigations in the implementation of a multi-and intermodal traffic node</li> </ul>	<ul style="list-style-type: none"> <li>✓ purchase of the central station building</li> <li>✓ competition for the realization of a new train station</li> <li>✓ strategic master plan</li> <li>✓ (construction of stages, operating schedule, financing, planning, project structuring)</li> </ul>
5	Gdynia	<ul style="list-style-type: none"> <li>✓ To achieve better cooperation between local stakeholders, actively involve stakeholders and the public,</li> <li>✓ To get the best knowledge and know-how on how to redefine city's hub</li> <li>✓ To achieve higher synergy with the city, stimulate tourism and urban and environmental insertion</li> </ul>	<ul style="list-style-type: none"> <li>✓ To make review of technical situation in Gdynia Central, policies and strategies which are connected with station area,</li> <li>✓ The most important issue to be addressed is to elaborate such a Plan, which will be a part of approved SUTP (Sustainable Urban Transport Plan)</li> </ul>



## Cities' Expectations for ENTER.HUB and next steps

City	CITIES' EXPECTATIONS	NEXT STEPS
5 Girona	<ul style="list-style-type: none"> <li>✓ ENTER.HUB is an essential opportunity to coordinate the needs, wishes and criteria of the range of social agents affected, led by Girona City Council. The local Action Plan should be a framework document for defining actions as a result of high-speed rail and, and has to be placed in relation to facts, challenges and initiatives by the city and its urban area regarding the new train. Without this reflection, there is a risk of loss of opportunities and reduced competitiveness in comparison with other structuring metropolitan areas (Barcelona, Montpellier).</li> <li>✓ ENTER.HUB offers the possibility to join a network of towns and cities with high-speed rail in order to share and assess criteria linked to this, and gain the perspective of different situations, which will strengthen the local action</li> <li>✓ To open debate on the strategic expectations of the arrival of high speed in Girona with social consensus. ENTER.HUB, project of the city and for the city</li> <li>✓ Knowing and setting new standards of intermodality for the city and urban area.</li> <li>✓ Knowing promotion policies around the AV that have been used in European cities, to raise them locally.</li> </ul>	<ul style="list-style-type: none"> <li>✓ The urban area of Girona is one of the most dynamic regions of the country and with higher expectations.</li> </ul> <p>City:</p> <ul style="list-style-type: none"> <li>✓ Non available urban soil = external growth = increasing mobility</li> <li>✓ Hub intermodal central (AV, bus) = reinforcement of the centrality = congested road system</li> <li>✓ Girona, + reference for the rest of the urban system. Growth opportunities at the suburban residential growth and industrial-services = + mobility</li> <li>✓ Girona, fundamental corridor for the country &gt; España &gt; UE</li> <li>✓ Highway &amp; Railway conventional AV , freight + airport</li> <li>✓ Lack of organization structure of the urban area in all directions and especially intermodal transport.</li> <li>✓ Girona, between Barcelona i Costa Brava</li> <li>✓ BCN : 7.161.600 travelers</li> <li>✓ Costa Brava: 3.034.800 travelers</li> <li>✓ Girona: 161.800 travelers</li> <li>✓ Shortly competitive internationally. The complementary relationship with the metropolitan area of Barcelona may be the key (labor market, residential and tourism).</li> </ul>

## Cities' Expectations for ENTER.HUB and next steps

City		CITIES' EXPECTATIONS	NEXT STEPS
7	Łódź	<ul style="list-style-type: none"> <li>✓ Investigate processes of creation multimodal hubs</li> <li>✓ Research the processes of rebuilding the city around the train station</li> <li>✓ Analyze the advantages of creating the high speed rail connections</li> <li>✓ Means of strengthening the social support for the investment program</li> <li>✓ Methods of managing the multidimensional implementation process.</li> </ul>	<ul style="list-style-type: none"> <li>✓ strategic master plan for project New Centre of Lodz especially including realization of a Multimodal Transportation Hub in City Centre (construction of stages, operating schedule, financing, planning, project structuring, indicators)</li> <li>✓ economic analysis - allowing for appropriate public investment planning in the area, which covers a range of project</li> <li>✓ studies on the demand for a particular type of infrastructure development in the area covered by the program</li> <li>✓ analysis of the feasibility of other projects in the area, including activities related to urban revitalization processes</li> </ul>
8	Lugano	<ul style="list-style-type: none"> <li>✓ Have the chance to learn from best practice around Europe</li> <li>✓ opportunity to further develop our coordination and cooperation skills</li> <li>✓ Work together to define best solutions to exploit the new mobility system as a catalyst for further development</li> </ul>	<p>Pros:</p> <ul style="list-style-type: none"> <li>✓ already developed (city) public transport system</li> <li>✓ Commitment on all levels (Federal, Cantonal and Communal) towards public mobility</li> </ul> <p>Cons:</p> <ul style="list-style-type: none"> <li>✓ Bounded territory (Mountains + lake)</li> <li>✓ Land usage not planned in the past</li> <li>✓ High land demand, low availability (High prices, difficult planning)</li> </ul>

## Cities' Expectations for ENTER.HUB and next steps

City		CITIES' EXPECTATIONS	NEXT STEPS
9	Örebro Region	<ul style="list-style-type: none"> <li>✓ To benefit from experiences of other project, views on our projects and put our own projects closer to implementation</li> <li>✓ To avoid mistakes, defaults and non creative situations/decisions that may lead to delays and costs</li> <li>✓ To promote effective structures for sustainable development and regional/interregional benefits in complex and extensive projects with different and changing participants - networking</li> <li>✓ To benefit from other similar projects and planning processes within or connected to the Enter.hub project</li> </ul>	<ul style="list-style-type: none"> <li>✓ Go further with planning of the interface of Örebro for regional and interregional public transport - the realisation of a new public transport facility</li> <li>✓ Continues anchoring the idea of future fast railway traffic Oslo-Stockholm and all "HUB"s in between. Karlstad- Örebro-Västerås-Eskilstuna - one hour "door to door"</li> <li>✓ Contribution to a strategic master plan or management and implementation of attractive, effective an sustainable public transport within our own and in neighboring regions</li> </ul>
10	Porto	<ul style="list-style-type: none"> <li>✓ Being the cooperation and benchmarking and learning from others -- the essence of URBACT;</li> <li>✓ Exchange of good practices between the various European countries;</li> <li>✓ Opportunity to know other dynamics of Mobility, in a different cultural and socio economic context;</li> <li>✓ Developing innovate planning tools enhancing urban planning and city policy;</li> <li>✓ Exploiting territorial effects and urban benefits of the city hubs and promote their economic sustainability;</li> <li>✓ Promote cultural and tourist potential of these infrastructures and their synergy with the region</li> </ul>	<ul style="list-style-type: none"> <li>✓ Study for the relocation of interfaces of road passenger transport in the city;</li> <li>✓ Previous study for the construction and development of a business plan, for a bus terminal near the train station of Campanhã;</li> </ul>

## Cities' Expectations for ENTER.HUB and next steps

City		CITIES' EXPECTATIONS	NEXT STEPS
11	Preston	<ul style="list-style-type: none"> <li>✓ Networking - to learn and benefit from other partners' experiences of being rail-hubs/intermodal nodes</li> <li>✓ To develop effective synergies between the hub and city / hinterlands to improve competitiveness and to meet the region's economic needs</li> <li>✓ To explore the challenges of governance in a polycentric context with a view to developing a strong governance model for transport amongst different stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>✓ Station redevelopment</li> <li>✓ Delivery of ERDF scheme for infrastructure developments linking station and central business district by Lancashire County Council (subject to approval of full application)</li> <li>✓ Development of new city centre master-plan for inclusion in the development plan for Preston (draft due Sept 2013, approval by summer, 2014)</li> </ul>
12	Rostock	<ul style="list-style-type: none"> <li>✓ increase the interest of Bahn AG for their own development in Rostock</li> <li>✓ set a higher focus on upgrading the rail tracks towards Rostock</li> <li>✓ fasten the development of modern inner-city traffic (e-mobility, public transport etc.)</li> <li>✓ offer a positive development to the „Südstadt“-habitants</li> <li>✓ invite people to tell their „Südstadt“-stories and to take part</li> <li>✓ define the HUB-role of main station for business, hosts and habitants</li> <li>✓ define the interface-role for the local urban planning and neighborhood-development</li> </ul> <p>define the functions of main station for the neighborhood for all that:</p> <ul style="list-style-type: none"> <li>✓ international expertise and exchange to increase planners influence</li> <li>✓ in policies</li> </ul>	<ul style="list-style-type: none"> <li>✓ instigation of a public „Südstadt-Forum“ with habitants, entrepreneurs, local politicians</li> <li>✓ overhead description for the urban development of the neighborhood</li> <li>✓ to accompany the LAP</li> <li>✓ local and regional dissemination of the process and the results</li> </ul>

3.23	<b>Themes, Macro themes and clustering</b>
3.231	<b>10 Themes</b>

#### ENTER.HUB ASSUMPTIONS:

1. ENTER.HUB focuses especially in PERIPHERAL CITIES/REALITIES, partly isolated from major international circuits of exchange. This because: 1. Of medium size and 2. Usually located between two large centres. We could advance that it makes more sense for Europe to invest in medium-sized cities, especially the most disadvantaged in terms of visibility, because this helps to rebalance and redistribute future investments: development of the peripheral cities - development of polycentrism
2. CITIES are the CORE of the ECONOMIC and RELATIONAL DEVELOPMENT of a territory (Lisbon Agenda)
3. KEY FACTORS described by the Lisbon Agenda as indicators of city attractiveness are transport connections, metropolitan transport, ICT infrastructure, environment, social fabric and culture. Thorough analysis and integrated propositions of these 5 fields is necessary to make them become the pillars of new innovative planning strategies, especially for middle-sized cities which aim to become ATTRACTIVE AND SMART CITIES.
4. ACCESSIBILITY, among other factors, determines the COMPETITIVENESS of a city and a territory
5. TRANSPORT is a major component of public service (Transport White Paper and Treaty of Rome)
6. European network hubs have a strategic role in the regeneration of a city and a territory because of the direct INTERRELATIONSHIP between good ACCESSIBILITY to a city and its REGENERATION.
7. in order to overcome the economic crisis, cities have to promote and better exploit the RELATIONAL NETWORKS AMONG PEOPLE, their sense of pride and belonging to their local/regional (and even EU) community and capitalize on the human resources
8. High Speed (HS) and European corridors are the BACKBONE of Europe not only at an infrastructural level, but as a consequence influencing the level of interactions and economic and cultural development (according to the revised TEN-T policy).
9. RAILWAY LINES, especially in the form of HSL, are at DIFFERENT LEVELS OF DEVELOPMENT across Europe. In the next few years they are bound to overtake air transport and to become the most important and environmental sustainable transport system, especially for the medium distances. This is in line with the EU communication “Keep Europe Moving, the “Connecting Europe Facility” and the Transport White Paper especially approach C and measures proposed, because railway development improves the accessibility through a sustainable and alternative mode to road and air mobility, able to reduce congestion and pollution.
10. It is NOT ONLY CITIES with their railway junctions/transport interchanges that need to be exploited, but also the AREAS that SURROUND these hubs, that means, other cities in the area. The effects will then, albeit in a different way, be multiplied found over the whole catchment area.
11. This urban CONFIGURATION (medium city and its surroundings, not only single city) will be INCREASINGLY PRESENT in the European context (as groups of cities will be served by these hubs).



#### ENTER.HUB AIMS:

- ✓ to DEVELOP A WELL BALANCED POLYCENTRIC SYSTEM: to make these medium cities attractive and competitive; to address the existing hierarchies among the cities and the preferential connections before and after the arrival of a intermodal hub, the TEN-T corridors and HSL; to carry an equal re-distribution of the urban weights and a re-definition of the urban centre systems; to maintain an equilibrium of the urban and rural contexts by working on their peculiar identity, strengthening effective connections but avoiding shrinking or dispersion phenomena.
- ✓ to INTERVENE AT DIFFERENT LOCAL LEVELS (starting from cities, because they are “engines” of the territorial development):
  - a-- the LOCAL level of the station area and of the city itself (i.e. relations with the historical city centre; measures for avoiding the urbanized areas dispersion, especially in the cases of decentralized stations). For example, in-depth studies at EU level have highlighted that the arrival of a HSL, livening up the internal dynamics and bringing an image of a really European and “open-minded” city, can give a great development push to the city and to all the spheres of the economy
  - b-- the REGIONAL level of the territories gravitating on each of these new railway hubs: how making the station accessible and regenerating for the whole catchment area; how spreading the HS and railway EU corridors effects on the whole influence area.
  - c-- the EUROPEAN level of all the EU territories connected by these preferential channels, to be perceived as infrastructural and relation channels: how to foster these relationships in order to create a new EU exchange network for the sharing of economical-social-cultural flows able to face the crisis. This will revitalise the rail transport on the medium/long distances too (it has been pointed out that for distances up to 600 km the HS train is competitive with the plane).
- ✓ to make cities able to reach the difficult BALANCE among some variables like GROWTH, EQUITY, ENVIRONMENTAL QUALITY, LOCAL IDENTITY, in order to face the current economical crisis;
- ✓ to bring COHESION AND VALORISATION on the internal RESOURCES-identities-heritages, being them at the basis of the economical and social development : protection from the homologation risks; protection of the differences of the EU territories; keeping of the capacity of producing growing parts of territorial added value; establishment of a high quality in the fields of urban design, architecture and environment.
- ✓ to promote the EQUITABLE CONDITIONS OF ACCESSIBILITY in terms of infrastructures for the whole European territory (not only in terms of extension but even of density).

Based on these assumptions and aims ENTER.HUB proposed for the development phase **10 themes** were proposed for cities to choose from and the initial 5 cities made indicated preliminary preferences

The URBACT evaluators made the following remark:

While it is good that a range of 10 sub-themes are identified to frame the exchange for the implementation phase, this framework must not be applied too rigidly and some flexibility needs to be maintained so that new partners joining the project can contribute ideas or themes which they may wish to focus on. Where relevant it also needs to be possible for more than one partner to focus on a particular theme.

As for the final phrase, it was clearly intended in our proposal that several cities work on several themes, that themes may be regrouped to macro themes and to form for - for each theme or macro theme - clusters of cities - the cities themselves with different roles (and never a city to be alone for one given theme - the essence of URBACT being the cooperation and benchmarking and learning from others)

In the **Kickoff meeting**, the 10 themes were presented and the cities present made comments and provisional choices as for what themes they might be interested.

During the site visit in Creil, an interesting exercise was made with the members of the **URBACT Local Support Group (ULSG)**: the themes were presented, commented and doubts declared; also some hypothesis of grouping themes. Then 4 working groups formed from the project team and the members of the ULSG end each workgroup for half an hour reflected on their theme or group of themes; then each group presented their thoughts to the plenary of the ULSG members. Then **ULSG members** filled in the theme matrix (see example below)

**Similar exercise exercises (in groups or with the whole ULSG) were done in all further site visits!**

Then the city, in discussion with the ULSG condensed their choice for the **city's position** on each Theme, where each city signals for each of the proposed 10 themes

- ✓ the theme where they would like to be **lieder of a cluster for this theme** (working group) among those cities selecting that theme

- ✓ themes where they would like to be included in the respective clusters as **tutor/contributor for this theme** (because they have already sizeable experience)
- ✓ themes that they would like to join as **followers/learners for this theme**
- ✓ themes which they are **not interested to participate in this cluster**

By filling in this matrix, we then will find out what themes to retain, group (or abandon) or add and form the groups/cluster of cities, for each theme (or macro theme/ group of themes), indicating the leader, tutor or follower role

The 10 themes - in a different order than in the proposal for the development phase - the theme “economy” is a horizontal cross cutting theme and as such moved to the 10<sup>th</sup> place- are the following (for a description of the scope of each theme see below):

1. Synergy between hub and city
2. Synergy between hub and hinterland
3. Urban and environmental insertion
4. Tourism and culture
5. Communication / Participation / Governance
6. Creation of networks (among HUB or polycentric cities)
7. New planning tools and toolkits
8. Railway - railway networking
9. Railway - road networking
10. among and overall: economy

Theme 7 was commented by Creil Agglomeration unclear and they mentioned that all “planning figures” were determined by national law; we were not thinking of such instruments (like master plan etc.) but rather of toolkits or checklists or procedures to organize the planning process around the ENTER.HUB questions - like how to define stakeholders, caption areas, sequences of actions etc. to achieve the interaction.

The condensed matrix where each partner in conversation with the respective ULSC presents their preferences is shown below.

Some conclusions can be drawn:

- ✓ There are twice as many intentions to lead a theme (20) than there are themes - a positive sign
- ✓ slightly more interest was shown for partners to be tutor/contributor (23)
- ✓ about the double of this occurrence (56) go for followers/learners for this theme
- ✓ only in 19 cases partners would not be interested to participate in certain clusters

Generally the results show a proactive attitude of all partners concerning the majority of the proposed themes!

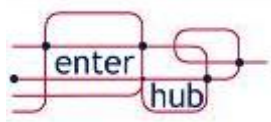
**Matrix of Themes for Partners** First options resulting from the site visits

THEME	REGGIO EMILIA	CIUDAD REAL	CREIL	ULM	GIRONA	Gdynia	LODZ	LUGANO	OREBRO	PORTO	PRESTON	ROSTOCK
1 Synergy between hub and city	Green	Green	Green	Green	Red	Red	Green	Green	Green	Yellow	Green	Green
2 Synergy between hub and hinterland	Green	Yellow	Red	Green	Red	Green	Grey	Green	Red	Yellow	Red	Yellow
3 Urban and environmental insertion	Yellow	Yellow	Green	Yellow	Grey	Green	Grey	Green	Yellow	Red	Yellow	Red
4 Tourism and culture	Yellow	Red	Yellow	Grey	Grey	Yellow	Grey	Pink	Yellow	Yellow	Yellow	Red
5 Communication/Participation/Governance	Yellow	Yellow	Green	Yellow	Grey	Yellow	Yellow	Pink	Yellow	Yellow	Green	Yellow
6 Creation of networks (among HUB cities)	Yellow	Yellow	Yellow	Grey	Grey	Grey	Yellow	Grey	Yellow	Yellow	Yellow	Yellow
7 New planning tools and tool kits	Yellow	Yellow	Green	Red	Grey	Grey	Red	Yellow	Yellow	Grey	Yellow	Grey
8 Railway - railway networking	Green	Yellow	Red	Grey	Yellow	Yellow	Green	Yellow	Red	Yellow	Green	Yellow
9 Railway - road networking	Red	Yellow	Red	Grey	Yellow	Yellow	Yellow	Yellow	Yellow	Grey	Yellow	Yellow
10 Economy impact	Yellow	Yellow	Red	Yellow	Grey	Yellow	Yellow	Yellow	Green	Yellow	Red	Yellow

Legend for filling in the preferences

	PREFERENCES (with 12 out of 12 cities with declared intentions)	
lieder of a cluster for this theme	20	16,7 %
tutor/contributor for this theme	23	19,2 %
followers/learners for this theme	58	48,3 %
not interested to participate in this cluster	19	15,8 %





EUROPEAN UNION



EXAMPLE Matrix of Themes for **URBACT Local Support Group members** Ciudad Real

THEME		LOCAL SUPPORT GROUP MEMBERS				
		IMPEFE	CR	CIUDADES AVE	ESTACIÓN AVE	UNIVERSIDAD
		Instituto Municipal de Promoción Económica, Formación y Empleo	City of Ciudad Real	Local AVE Cities Network Coordinator in Ciudad Real	Coordinator Railway Station Ciudad Real	Universidad de Castilla - La Mancha
1	Synergy between hub and city	Tutor	Tutor	Tutor	Tutor	Tutor
2	Synergy between hub and hinterland			Followers	Followers	Followers
3	Urban and environmental insertion		Followers	Followers		Followers
4	Tourism and culture	Leader	Leader	Leader		
5	Communication/Participation/Governance	Followers	Followers	Followers	Followers	
6	Creation of networks (among HUB cities)	Followers	Followers	Followers	Followers	Followers
7	New planning tools and tool kits	Followers	Followers		Followers	Followers
8	Railway - railway networking		Followers	Followers	Followers	Followers
9	Railway - road networking		Followers	Followers		Followers
10	Economy impact	Followers	Followers			Followers

## ENTER.HUB

Excerpt from the original proposal for the development phase, March 15th 2012

Note ECONOMIC ACTIVITIES based on discussions during the site visits, is now a horizontal theme and numbered as 10, so all the themes in this list changed their number, from 3 onwards!

### NETWORK IMPLEMENTATION METHOD:

As starting point, the project will consider a first list of “themes of analysis / “indicators / domains able to increase the socio-economic potentialities of middle-sized cities having an intermodal junction of regional relevance (i.e. a HS station).

These themes have been defined considering needs and potentials of existing hubs, and emerged from the analysis and comparison of the partners and other study cases.

These indicators will represent a “basic grid of analysis”, allowing confrontation between cities and performance comparisons. Note that it is conceived as an “open list” for the whole duration of the project, to be agreed and jointly modified /extended while progressing with the project implementation: this because the exchange of experience and the project development will surely bring new suggestions and contents to these themes (see table below)

### These

10 different themes allow comparing relevant aspects of the effectiveness and full exploitation of all potentials stemming from the hosting of a EU/regional HUB. The different positioning of each partner, with respect to different aspects, will allow supporting each reality in the upgrading process and full exploitation of possible potentials. The mapping and analysis of the existing practices and ideas according to these 10 themes will allow each partner to conceive local planning tools output (e.g., tender competition for ideas, planning tools formulated and to be applied on the extended area / catchment of reference ). These 10 themes are to be considered possible fields to activate full potential exploitation.

## Definition of the initial 10 Themes

1	<b>SYNERGY WITH THE CITY</b> the railway interface has a strategic role in the redefinition of a city asset. The investigation will concern the new economic, cultural, social dynamics established (e. g. housing demand, market, tourism and cultural activities renewal, social effects, ...)
2	<b>SYNERGY WITH THE HINTERLAND</b> (catchment area): the territorial effects of these hubs can even be perceived at a wider level. The focus will be on how an intermodal junction spread its influence in the territory gravitating on it.
3	<b>TOURISM AND CULTURE</b> the insertion of a node of regional significance or a HS station can also be accelerator of tourism regeneration at a local and regional level. In turn tourism can act as a throttle to urban and territorial regeneration.
4	<b>URBAN AND ENVIRONMENTAL INSERTION</b> of the junction and infrastructure at the service of the node in order, at the same time, to harmonize the infrastructures with the territory, and to reduce their impact and to help users in reaching the station or, from the station, their destination (and this with special care when the destination is the historical city centre), following the European Landscape Convention outlines.
5	<b>COMMUNICATION/ PARTICIPATION/ GOVERNANCE</b> make users and local stakeholders/actors aware that the interface will serve the entire catchment area and as such can be a driving force for certain economic activities, especially in the tertiary field (to install new or revitalize existing ones). To conceptualize a graphic model/restitution of the catchment area.
6	<b>CREATION OF NETWORKS</b> between these hubs and their polycentric regions (networks of accessibility, economic, social, cultural nature). The investigation will concern the definition of tools and strategies for developing such a network.
7	<b>NEW PLANNING TOOLS AND TOOLKITS</b> that are based on the new non-political boundaries of the catchment area. It will be important to define the reference catchment area for supra-city area, involving therefore also nearby cities which become part of the catchment area, and have the appropriate planning tools for the area; new proceedings and negotiation tools will be needed to foster voluntary cooperation
8	<b>RAILWAY-RAILWAY NETWORKING</b> as intermodal junctions, these hubs have to strengthen their capacity of connecting different rail networks in order to make them able to feed each other and to satisfy the demand of transport service of the whole territory
9	<b>RAILWAY-ROAD NETWORKING:</b> the need to optimize (instead of the extend) road infrastructures in order to make them able to serve an intermodal hub need a specific investigation, in particular for networking the highway and the railway (both the main and the local lines) systems.
10	<b>ECONOMIC ACTIVITIES</b> to be installed or renewed thanks to the node and nearby: the junction can have a multiplier effect and be a "speaker" of innovative thrust of a whole region. It would be important to identify the indicators that companies prefer, to localize in a particular area and prepare the creation of a "unified package" ("one-stop-window") of procedures, documentation and permit remise (a kind of conference of services for private entities, so as to streamline the course of procedures that a company had to afford to install).

## 3.232

## Macro themes (aggregation of the initial 10 themes)

ENTER.HUB promotes the role of railway hubs/multimodal interfaces in medium cities as engines for integrated urban development and regeneration.

The network of local actors will redefine the territorial and functional systems around these hubs, by exploiting these “agglomerates of flows” to strengthen connectivity at a local/regional/EU level for cities to become more competitive, to attract population and business in the face of the economic crisis.

The project will be developed through the shaping of a framework composed by:

- ✓ “Territorial and urban actions”: **4 project macrothemes** grouping the 9 project themes
- ✓ “Strategic and transversal policies”: **5 transversal themes**.

This composition was firstly established by a study of the state of the art at a European level, and then refined through the comparison of the knowledge/condition/needs of each partner, collected especially during the study visits.

The difference between these 2 groups is basically:

the Territorial and urban actions (themes and macrothemes) would be topics more linked to the object-hub and its territorial dimension (catchment area), having a territorial identity, being a sort of action on the territory and requiring further actions on the territory itself (projects, plans, interventions, actions etc both in the “adjacent zone” - like urban plans in the area and close to the hub, and at a wider level, e. g. the connecting (transport) system)

The Strategic and transversal policies (transversal themes) would be more about the approaches, tools, strategies, policies etc. that we could use for developing these actions and as a consequence for exploiting these hubs. Developing these transversal policies could lead to cross-fertilization /mainstream integration with European Structural Funds.

Therefore the proposed framework has been drafted as follows, by considering 4 definitions of “hub - railway station”:

1. hub as a node/interface
2. hub as a gateway
3. hub as a centre
4. hub as a turbine

These 4 macrothemes gather and re-organize the 10 themes indicated in the Declaration of Interest and integrate them with some new ones proposed by the partners.

**macrothemes** are numbered from 1 to 4

**themes** are numbered with the number relevant to the macrotheme and the alphabetic letter



## DESCRIPTION OF THE 4 MACRO THEMES

<b>1</b>	<p><b>HUB AS A NODE/INTERFACE</b> Hubs as nodes of different kind of transport and mobility (nodes of “hard” networks). Hubs as parts of infrastructural systems</p> <p>1.a. Interchange node (railway-railway networking) 1.b. Intermodal node (railway-road networking) 1.c. Public transport node (possibly integration about smart cities tools) 1.d. Logistic node (potentialities on passenger-freight traffic integration)</p>
<b>2</b>	<p><b>HUB AS A GATEWAY</b> Hubs as points of access/exit of a city/a region, which make possible the establishment of new relations and networks (nodes of “soft” networks) Hubs as parts of relational networks.</p> <p>2.a. Tourism and cultural networks</p>
<b>3</b>	<p><b>HUB AS A URBAN CENTRALITY</b> Hubs as agglomerations of flows and people, hubs as public spaces, hubs as a urban places. Hubs as parts of a city/of a region</p> <p>3.a. urban and territorial insertion 3.b. improvement of the hub image – improvement of the city/region image</p>
<b>4</b>	<p><b>HUB AS A TURBINE</b> Hubs as engines for the city development, cities as engines of the region development. Hubs as parts of a territory dynamics.</p> <p>4.a. synergy with the city: effects of the hub at a local scale 4.b. synergy with the region/the catchment area: effects of the hub at a wider scale.</p>

## Redefinition of the modified now 9 Themes

1	<b>HUB AS A NODE/INTERFACE</b>
<b>1a</b>	<p>As interchange junctions, these hubs have to strengthen their capacity of connecting different rail networks in order to enable them to feed each other and to satisfy the demand of transport service of the whole territory.</p> <p>The arriving of the HSL and of other main railway lines favours some centres (those which dispose of a HS station) to the detriment of the others (“tunnel effect”).</p> <p>Nevertheless these railway lines, making possible connections at a wide scale, can contribute to a development and an expansion of the railway transport system at a local and regional level (included tram and tram-train systems). The “regionalisation” and “collectivisation” of HS lines/other main railways should consist in this “putting in network” of the two systems, the main railway system and the secondary but more widespread system (regional and local lines), in order to make accessible the two systems to as many users as possible.</p> <p><b>COORDINATOR PARTNER: REGGIO EMILIA</b></p>
<b>1b</b>	<p>The development of an intermodal hub implies to rethink the articulation with the rail (both the main and the local lines) and the road (both local, regional and national, e.g. freeways) infrastructure of the catchment area (and beyond). A good and sustainable accessibility must be secured, integrated in the global urban functioning, and the efficiency and permeability of these different systems, with a specific attention to traffic flow and parking control.</p> <p>The need of optimizing (instead of to extending) the road infrastructure in order to enable them to serve an intermodal hub needs a specific investigation.</p> <p>The hub will have to ensure an efficient connection between the train and the other modes (motorised and active modes) as well as compatibility and complementarity among those modes, with an on-going concern for minimizing traffic congestion and optimizing accessibility</p> <p><b>COORDINATOR PARTNERS: CREIL + REGGIO EMILIA</b></p>
<b>1c</b>	<p>Today, the issue of mobility implies to reconsider the functioning of all the systems of public transport. Trains, urban and intercity buses, bicycles, pedestrians, not forgetting shared systems and cars, all must be regarded in a comprehensive/global way, as a “chain of trips” in which everyone can easily switch from a mode to another (seamless travelling).</p> <p>Thus, the station will be considered at the scale of its catchment area: the development of a local and regional system of public transport will allow both to serve the catchment area and also the widening of the hub’s catchment area itself. Networking the hub with other junctions/centralities located in the whole territory will allow to strengthen the already existing centralities and to generate other ones, being easily accessible through the local transport system. In this way the whole territory and all users will benefit from the hub development.</p> <p>The special issues to be investigated are: 1. how to create a multimodal hub within or outside the city centre which is focused on public transportation; 2. how to create a node which integrates not only the public transportation system within the city but also integrates it with railway system and interregional bus transportation system; 3. how can a good public transport node, together with interchange and intermodality supply, encourage citizens to use public transport instead of cars, for local and national travel.</p> <p><b>COORDINATOR PARTNERS: LODZ + CREIL</b></p>
<b>1d</b>	<p>The new main railway lines are usually planned for allowing a mixed traffic (passengers and freight). This aspect can bring to particular urban and territorial assets (i.e. logistic platforms), though sometimes with conflicts if the hubs are located in urbanized areas (there is sometimes also the question of capacity, since the speeds of high-speed and goods trains are very differentiated). But many potentialities on passenger-freight traffic integration can be found. <b>Robust</b>, attractive and fast public transport, combined with efficient freight transportation with high capacity, are key factors for sustainable development and growth, competitiveness, enlargement of regions and good living conditions for the next generations.</p> <p><b>COORDINATOR PARTNER: ÖREBRO</b></p>

2	HUB AS A GATEWAY
2a	<p>The insertion of a regional node of transport or of a HS can at the same time boost the local and regional tourism regeneration. Tourism can also act as a throttle to urban and territorial regeneration , aiming to create solid links/networks between these hubs and their polycentric centres (accessibility networks, economic, social and cultural network) and at a wider scale, connecting the cities with the nearby territories served by these hubs. Investigation will concentrate on defining strategies and tools aimed at developing such a network. The city/ railway hub will be the starting point, the gate to tourist routes within the region or nearby territories. The investigation will consider the definition of tools and strategies for developing such a network.</p> <p>We can then appreciate two different kinds of tourism: “Leisure and culture tourism” and “Business Tourism.” The rationale behind is that these two type of “tourists” have different needs and expectations.</p> <p>These two aspects can eventually overlap and create synergies, when the business and conference location is chosen not only due to the high level of infrastructure but also to the general quality of the location that allows for conference attendees to enjoy the city outside scheduled time.</p> <p>Different needs of mobility require different approaches in defining the strategy in the global “tourism” theme.</p> <p><b>COORDINATOR PARTNERS: CIUDAD REAL + LUGANO</b></p>
3	HUB AS A URBAN CENTRALITY
3a	<p>The investigation will concern the insertion of the junction and infrastructure at the service of the node in order, at the same time, to harmonize the infrastructures with the territory, to reduce their impact and to help users in reaching the station or, from the station, their destination (and this with special care when the destination is the historical city centre), following the European Landscape Convention outlines.</p> <p>The architectural project; its power of giving the station a special identity and of integrating it in the existing urban tissue; its challenge of creating a real urban place to the benefit of all users, not only travellers but also citizens willing to spend some time in a pleasant place; its value as catalyst for a wider urban renewal in the hub’s surroundings: all these aspects should be taken into deep consideration if we want the hub becomes a real urban centrality.</p> <p><b>COORDINATOR PARTNERS: PORTO + ROSTOCK</b></p>
3b	<p>The main issue dealt is how, through an effective architectural conception as well as an efficient integration (intermodality) system and a powerful communication strategy, the hub can become a landmark, helping its recognition, giving an idea of open - minded city and, therefore, improving the image of the hub hence, in a wider sense, the image of the city and region it belongs to: the changing needs of mobility and the increasing dimension of accessibility will change the image of the city in a very special way. The focus of this development will be around the important hubs. This action, able to “promote” both the hub and its territory, can virtually facilitate tourism and culture. We could also say that this is the union trait between a wise “urban and territorial insertion” (see theme 3.a) of the hub and its consequences in the “tourism and cultural networks” dynamics (see theme 2.a).</p> <p><b>COORDINATOR PARTNER: ULM</b></p>

4	HUB AS A TURBINE
4a	<p>The railway interface has a strategic role in the redefinition of a city asset. The investigation will concern the new economic, cultural, social dynamics established (e. g. Housing demand, market, tourism and cultural activities renewal, social effects, ...)</p> <p>This theme will ensure that the actions of local partners are co-ordinated to enable that the hub (rail station) and city / hinterland interact to promote economic, cultural and social regeneration and growth.</p> <p>The hub should be a city's driving force, turbine for its development.</p> <p>It should be easily accessible (ensuring the connectivity between the hub and locations for the various uses and ensuring that the appropriate linkages are in place and that there is sufficient provision for public transport and sustainable transport) user friendly, provide information through different media about the city, transport services, a sophisticated and efficient multi channel tourist information, cultural information, business information and provide a wide variety of services and shopping.</p> <p><b>COORDINATOR PARTNER: PRESTON + GDYNIA</b></p>
4b	<p>The territorial effects of the hubs can be perceived at a wider level. The focus will be on how such junctions spread its influence in the territory gravitating on it.</p> <p>The hub-function is important not only for the city and its surrounding areas, also for neighbour regions in terms of enhanced and sustainable labour markets and securing of competence for competitive industry and production branches. It is essential also to exploit these new linkages in order be able to develop strong universities, specialized healthcare and a sustainable and robust interregional infrastructure and good living conditions.</p> <p>In this sense, our proposed work on this topic has two differentiated phases : 1. a conceptual review of the scope of the criterion of region according with the territorial effects of HSL - TEN-T corridors - main railway lines : accessibility, catchment area and dimensioning, both from the functional (commuting) and organizational (administrative) perspective; 2. an analysis of the regional effects on mobility, economic activity and qualitative effects to determine territorial changes in the functional integration of cities with these rail lines and its reorganization and territorial hierarchy.</p> <p><b>COORDINATOR PARTNERS: GIRONA + ÖREBRO</b></p>

The last macro-theme “4. TURBINE” will be the “mirror” and synthesis of all the other macrothemes and themes: through the exchange about the role of a hub as (1) node/interface, as (2) gateway, as (3) urban centrality, the aim would be to understand how to make a hub become a turbine/an engine for the territorial development, in terms of economic, social and cultural dynamisation, having considered its effects at a local (synergy with the city) and at a wider (synergy with the region/catchment area) level.

## Description of the 5 STRATEGIC AND TRANSVERSAL POLICIES (transversal macro-themes)

<b>A</b>	<p><b>Communication/Governance/Participation:</b> make users and local stakeholders/actors aware that the interface will serve the entire catchment area and as such can be a driving force for certain economic activities, especially in the tertiary field (to install new or revitalize existing ones). To conceptualize a graphic model/representation of the catchment area.</p>
<b>B</b>	<p><b>New planning and strategic tools:</b> tools based on the new non-political boundaries of the catchment area will be needed by the specific assets given by such hubs insertion. It will be important to define the reference catchment area and to strengthen the coordination among institutions, by involving, for instance, also nearby cities which become part of the catchment area, and have the appropriate planning tools for the area. New proceedings and negotiation tools will be needed to foster voluntary cooperation</p>
<b>C</b>	<p><b>New technologies / smart cities:</b> how to exploit the new technologies for (1) communication, transmission to the users of the potential of the hubs, in terms of transport connection (real time information) and for (2) data recording and representation (recording by sensors and representation of the phenomena triggered by the hub, i.e. affluence, people moving, users requests, ...) useful for the understanding of the hub working and users needs. In addition, how to develop integrated info and ticketing / payment systems by different channels, being the potential of hubs increased if there is a low barrier intermodal exchange (including the cars).</p>
<b>D</b>	<p><b>Economic tools:</b> to investigate activities to be installed or renewed thanks to the node and nearby: the junction can have a multiplier effect and be a “driver of innovative change”) of a whole region. It would be important to identify the indicators that companies prefer, to localize in a particular area and prepare the creation of a “unified package” (“one-stop-window”) of procedures, documentation and permit remise</p>
<b>E</b>	<p><b>ENTER.HUB and European Policies</b></p> <p>to investigate what can be the links between our project and the European policies on these topics, especially on:</p> <ol style="list-style-type: none"> <li>(1) how ENTER.HUB can give inputs to the new EU policies;</li> <li>(2) how middle sized cities (=our partnership and the general project target) can in their turn, benefit from these policies and from investments foreseen by these policies (a sort of closure of the circle).</li> </ol>

This 5th transversal theme will be more and more "open" than the other ones: it will be better defined during the previous workshops. It also tries to answer to the need, underlined by all the partners, to go deeper in the economic issues. Actually, these economic issues would be discussed: firstly, at a more "local" level in the workshop D "economic tools", and then, at a European level, in the workshop E.

In addition, it could answer the need of facing, in the project, the importance of financing railway infrastructures and the related distribution transport system and how to implement it. This would be important especially for cities not having a HS station or other important hub, or the infrastructural linkages themselves. In this way, the project could be of interest for a larger number of cities, and especially also to those belonging to new Member States.

Finally, this workshop could strongly link the project to the Managing Authorities: one more reason for foreseeing, in occasion of this 5th thematic workshop, the transnational seminar dedicated to the MAs



**3.233 Clustering (leadership of partners and grouping for macro themes)**

Matrix of 4 PROJECT MACROTHEMES / 9 THEMES / 5 STRATEGIC-TRANSVERSAL THEMES (and Lead cities and Meetings)

PROJECT MACROTHEMES / THEMES		LEAD CITY	8 TRANSNATIONAL MEETINGS							
			STRATEGIC-TRANSVERSAL THEMES					INT	FTN	
			KO	A	B	C	D			E
<b>1</b>	<b>NODE/INTERFACE</b>		<b>KICK OFF MEETING</b> Ulm	<b>Communication/ Governance/ Participation</b> Örebro	<b>New planning and strategic tools</b> Creil	<b>New technologies / smart cities</b> Rostock	<b>Economy</b> Lugano	<b>ENTER.HUB and European Policies</b> Girona	<b>THEME INTEGRATION MEETING</b> Łódź	<b>FINAL PUBLIC EVENT</b> Reggio Emilia
1a	Interchange node (railway-railway networking)	Reggio Emilia								
1b	Intermodal node (railway-road networking)	Creil Agglo - Reggio Emilia								
1c	Public transport node (+ smart cities tools)	Lodz - Creil Agglo								
1d	Logistic node (passenger-freight traffic integration)	Örebro								
<b>2</b>	<b>HUB as a GATEWAY</b>									
2a	Tourism and cultural networks	Ciudad Real – Lugano								
<b>3</b>	<b>URBAN CENTRALITY</b>									
3a	urban and territorial insertion	Porto – Rostock								
3b	improvement of the hub image and city/region image	Ulm								
<b>4</b>	<b>HUB as a TURBINE</b>									
4a	synergy with the city: effects of the hub at a local scale	Preston - Gdynia								
4b	synergy with the region/the catchment area	Girona – Örebro								

**3.234 Enlargement of the investigation field to relevant reference partner for themes (during implementation phase)**

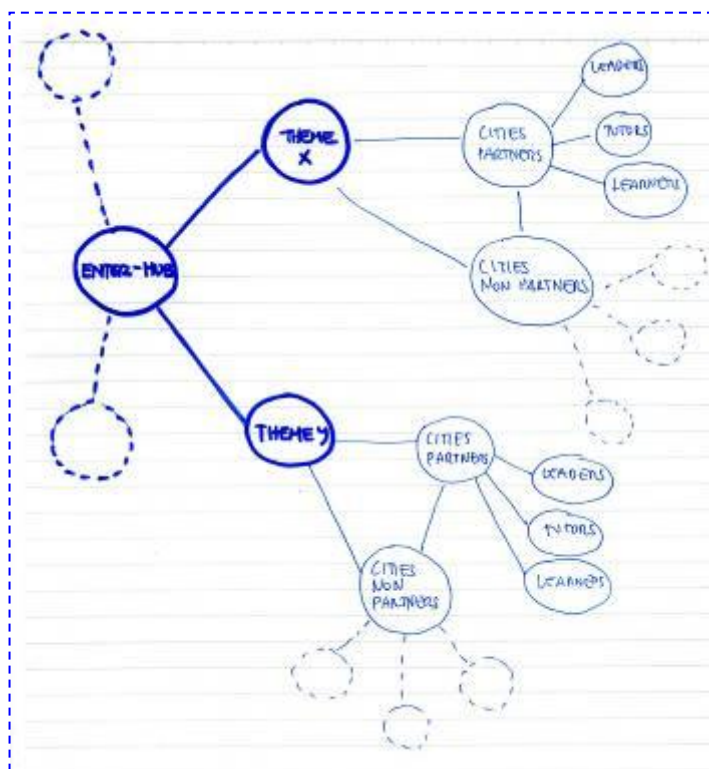
What: especially through the Local Action Plan, try to enlarge the investigation field by involving even other cities interested in each specific theme, by creating a new cluster internal to each theme or macro-theme: so that the whole project would be composed by a main cluster/network composed by:

- ✓ the themes with the relevant city partners working in different ways (leaders, tutors, learners, ...) in this same theme and
- ✓ as many other clusters/networks as the final themes are and the relevant non-partner cities interested in this theme.

How: to ask each one of these “non-partner” cities to fill in a questionnaire about the chosen theme and the specific local situation about this theme (the questionnaire should be similar for all the themes).

Why: in order to:

- ✓ build a sort of “state of the art” for each theme at a wider level
- ✓ build a “database” about specific topics, maybe useful even for future projects
- ✓ help us in the project capitalization.



**3.234 Partners common challenges, according to cross cutting themes**

<b>Description of the 5 STRATEGIC AND TRANSVERSAL POLICIES (transversal macro-themes)</b>	
<b>Q</b>	<b>HOW TO MANAGE URBAN DEVELOPMENT IN THE CONTEXT OF THE ECONOMIC AND FINANCIAL CRISIS:</b>
<b>A</b>	<p>TO PUT URBAN DEVELOPMENT AT THE BASIS OF THE ECONOMIC CRISIS CHALLENGE. Urban development is essential in helping cities facing the economic and financial crisis. At the same time, due to decreased public resources, in this moment of crisis it is more and more difficult to carry on measures and concrete actions of urban development.</p> <p>To work at a EU level should help to optimize the resources of each city itself and of each city as a part of a whole and wider system.</p> <p>Urban development should not aim, especially in this critical phase, at large and expensive interventions, but at smaller, smarter, benefitting from these interventions (interventions not only to be intended as “hard” interventions, i.e. public spaces and structures requalification or construction, transport facilities, etc, but even as “soft” interventions, i.e. cultural initiatives, networks of figures interested in the same fields, etc.</p> <p>These two levels of interventions really need a EU exchange to be effective for a smart, sustainable and cohesive growth of cities (and of Europe, as cities are its development engines). This in line with the definition of future EU guidelines fro sustainable and smart development of cities as stated in commission’s documents</p>
<b>Q</b>	<b>HOW TO FOSTER INTEGRATED AND SUSTAINABLE APPROACHES TO URBAN DEVELOPMENT</b>
<b>A</b>	<p>TO USE INTEGRATED (INTER-DISCIPLINARY AND MULTI-LEVEL) APPROACHES TO THE URBAN DEVELOPMENT.</p> <p>People who will have a “role” in a well-defined urban context (institutional, scientific, as user, as stakeholder) are those people who have to be involved in the planning and decision phases.</p> <p>A multi-level and multi-disciplinary (or, if we can say it, inter-level and inter-disciplinary) approach, where not only knowledge/skills/fields/levels competence, but even needs and expectations, worries and challenges are integrated, permits to provide” urban answers” shaped following everyone’s measures, and needs smart, sustainable and cohesive approaches (even because shared approaches) for smart, sustainable and cohesive growth, for smart, sustainable and cohesive cities and territories.</p> <p>URBACT resources will allow the city partners to create new meaningful connections and dialogue between city stakeholders to make the most and best of their railway hubs. The initial phase will include a stakeholder’s identification and analysis- shared across cities- so that they get new ideas from each other-, to bring together in an innovative way all those who can input and benefit from the station developments</p>
<b>Q</b>	<b>. HOW TO DEVELOP EFFICIENT PARTNERSHIPS AND MULTI-LEVEL GOVERNANCE PROCESSES</b>
<b>A</b>	<p>MULTI-LEVEL GOVERNANCE FOR MULTI-SCALAR PHENOMENA.</p> <p>Multi-level governance, able to link different levels of authorities, each one with its own competences and fields of investigation and intervention, is an essential tool for analyzing and facing some “multi-scalar” phenomena (i.e. phenomena which need to be considered at different scales because at each scale they have different manifestations and different answers to be found).</p> <p>For ENTER.HUB a multi-level governance would be able to individuate each hub catchment area and to intervene on it, with innovative and proper tools, being cross-wide tools to all the municipalities belonging to the catchment area itself.</p>

## 3.4 ULSG - URBACT Local Support Group

All partners organized a first ULSG meeting during the site visits, with - in some cases some representatives missing due to the holiday season. In most cases the politician in who's responsibility the ENTER.HUB project belongs was present (part or all of the session which usually lasted 3 to 3 hours)

In each session, the project was explained by the lead partner and lead expert, followed by presentations by the ULSG members explain their activities and their interest in the ENTER.HUB project.

Then much time was dedicated to the discussion and preliminary choice of the themes.

In one case -Ciudad Real - the mayor signed a formal agreement with all ULSG members.

The following slides are an excerpt from the presentation made in each ULSG meeting, where attention was also drawn to the URBACT guidelines on this matter.

**The composition of the ULSGs is shown in Annex 3C**

**The ULSG agreement of Ciudad Real is shown in Annex 3D**

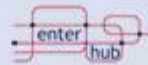
## What is an URBACT Local Support Group ?

### ULSG URBACT Local Support Group

What is an URBACT Local Support Group ?  
(Creil ULSG meeting)



AN URBACT II PROJECT

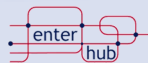


### ULSG URBACT Local Support Group

Poster exercise – URBACT training Paris (6/2012)



AN URBACT II PROJECT



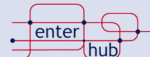
## Objectives



## ULSG URBACT Local Support Group Guidelines

### OBJECTIVES:

- the ULSG contributes to the partner cities project development, in particular for the formulation of the **Baseline Study** and the definition of the **Local Action Plan**
- helps to identify what the city can offer to the ENTER.HUB network in the form of good practice, existing tools, site visits, policies and other experience

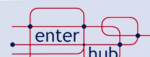


The ULSG members are the project's champions !

## ULSG URBACT Local Support Group Guidelines

### OBJECTIVES:

- the ULSG helps to **disseminate and exploit** the project outcomes and to **capitalize** on them
- acts as **project champions** and help to mobilise the political and institutional support required to ensure that the Local Action Plan leads to real change

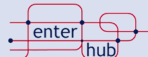


## Potential members/ stakeholders

### ULSG URBACT Local Support Group Guidelines

#### Potential members/ stakeholders

- **the members can be institutional or NGOs** it is important to have also the social/economic sector represented
- In some case, the ULSG can be based on or integrate (part) of **existing working groups** (as is the case in Reggio Emilia and Creil)
- Local, regional or national **thematic networks or platforms** (example AVE network Ciudad Real or French platform POPSU)

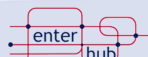


AN URBACT II PROJECT

### ULSG URBACT Local Support Group Guidelines

#### Potential members/ stakeholders

- **the ideal number would be between 8 to 12**
- **they should represent a variety of local and regional actors** (do remember that the scope is “How to exploit the benefits brought by the presence of an inter-modal HUB / interface, being at the same time a tool and engine for a sustainable urban and territorial development of the surrounding areas, at local, regional and EU level?)



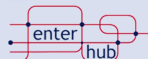
AN URBACT II PROJECT

## INDICATIVE LIST OF TYPE OF MEMBERS

### ULSG URBACT Local Support Group Guidelines

#### INDICATIVE LIST OF TYPE OF MEMBERS

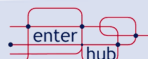
- Councillors and politicians
- Transport operators
- Energy, environment, economic, tourism entities/ agencies (including e.g. chamber of commerce)
- Town Planning and community/communication entities
- Youth and elderly and other social and educational associations



### ULSG URBACT Local Support Group Guidelines

#### “compulsory” MEMBERS

- Railway entities (infrastructure and/ or operating companies) / Transport authorities
- Research and development entities or companies



## Example of a university partner (Ciudad Real)

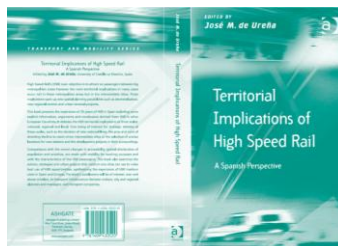
AN URBACT II PROJECT

### ULSG URBACT Local Support Example of a university partner (Ciudad Real)

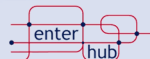
Jose María Coronado

<http://scholar.google.es/citations?user=8KbkjWsAAAAJ>

- ✓ 7th European Seminar About HSR and Territory
  - ✓ Since 2006
- ✓ Book Presentation: Territorial Implications of High-Speed Rail (ASHGATE)



- ✓ (2012-2014) Assessing HSR utility in the Spanish Network
  - ✓ Tourism, Commuting, Business...
- ✓ (2012-2014) ENTER.HUB



## Managing Authority

AN URBACT II PROJECT

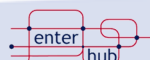
### ULSG URBACT Local Support Group Guidelines

#### INDICATIVE LIST OF TYPE OF MEMBERS

compulsory should be the participation of the

### Managing Authority

although they may participate less frequently to the ULSG meetings



## MEETINGS:

### ULSG URBACT Local Support Group Guidelines

#### MEETINGS:

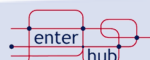
- The frequency of meetings should be **at least quarterly**
- The first meeting will be held during the site visit of the Lead partner/ Lead expert
- The ULSG may participate in **transnational Partner meetings**, though there is a limited budget for this



## Agreement between the city and the ULSG members

### ULSG URBACT Local Support Group Guidelines

Agreement between city of Ciudad Real and its ULSG members

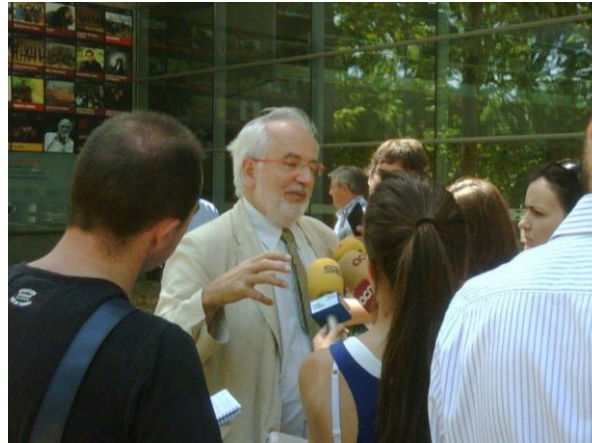


Kick off meeting | 5<sup>th</sup>-6<sup>th</sup> July | Page 250

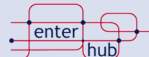
## Meet the press

### ULSG URBACT Local Support Group Guidelines

Site Visit Girona (ES) – Press conference



AN URBACT II PROJECT



## Let's be a team

### ULSG URBACT Local Support Group Guidelines

Let's be a team!

#VWThinkBlue



AN URBACT II PROJECT

