Learning from major inner city restructuring projects in Europe in a forward-looking and interactive discussion between global practitioners and local stakeholders to assess performance and define common principles for the successful management of structural change in urban places of connection.
1. **LEARNING CITIES PLATFORM:**

**MANAGING URBAN CHANGE IN PLACES OF CONNECTION**

An activity of the Academy of Urbanism and INTA’s Community of Competence on Workspace Urbanism

**Background**

Over the last forty years, a common phenomenon of many European cities has been the restructuring of inner-city land in order to improve places of connection for either road, rail or water transport systems. In some cases, this has been triggered by the relocation of transport functions to peripheral sites, to improve functionality and accessibility, or in other cases by redevelopment, to increase the value of the land while maintaining the connection functions. These developments often take decades to complete, have a considerable impact on the character and functions of the surrounding areas, and can be disruptive to the life and energy of the city.

The European Learning City Programme of the Academy of Urbanism, together with the INTA Objective 2030 programme, aims to provide a platform for cities to share experiences, identify common problems, and propose lasting solutions for the transformation of inner-city places of connection. Learning Cities Platform is developing into a network while exchanging knowledge.

**Themes of the Learning Cities Platform**

The central issues are:

- Transforming a railway station is very often a project of metropolitan importance reflecting the changing nature and size of the city. Train station regeneration - the development of place of connexion - encompasses wider issues of urban development as well as the themes of the city of tomorrow: mobility, networks, connections, energy efficient buildings, public space, space and place development, environment, social inclusion and mix use, governance, inter-communal cooperation, etc. How these themes are treated in current station renewal projects and how do they relate to each other?

**Case Study Approach**

The proposed approach is to select from three “Learning Cities” case studies for detailed analysis. The first cases being HafenCity in Hamburg (D), Utrecht Central Station (NL), and Bordeaux Euratlantique (F), along with three “Reference Cities”, Malmo (S), Lisbon (P) Helsinki, (FL), to act as evaluators of these case studies. Other cities with similar projects may act as “Observers”, Oslo (N), Westham-London (UK)...

Hamburg, Utrecht and Bordeaux have major inner-city restructuring projects. HafenCity, Hamburg, is a comprehensive 140 ha dockland regeneration site begun in 1995 and planned for completion in 2017. The Utrecht Central Station site comprises, in addition to renew the Dutch central railwayhub and bus interchange, an existing shopping centre of 105,000 m² that needs to be refurbished, exhibition areas, a music centre and commercial development projects, all in the very heart of the city.

Bordeaux Euratlantique (St Jean Belcier project is part of a 730 ha programme) is a 160 ha station and docklands regeneration site that comprises 250,000 m² of office space, housing, hotels, retail, public and private facilities. The three of them are public private ventures, at different stages and with different development periods, and have their own special impact on the wider city. Each project provides valuable lessons for
2. THEMES OF THE TWO-DAY MEETING

A railway station is part not only in its environment but can become a place of environmental innovation; building relationships with neighbouring public spaces and with urban planning, the station embodies the process of transformation of the city. In the past, inner-city regeneration associated with major infrastructure projects has not always been both conceived and implemented in the context of the wider city. This programme aims to address the potential risks of stand-alone redevelopment and to identify new strategies for design, implementation, management and partnership.

The themes are aimed to provide an understanding, on the basis of an analysis of the experience of the three case studies, of how to:

- Identify demand, define expectations, balance interests and thus ensure success;
- Manage a process of continuous change;
- Initiate a collaborative process of planning, design, production, and management including decision making and communication between operators of railway stations and transport systems on one side and urban communities and other public actors on the other side;
- Review the conditions for shared governance for the functional development and management of the various public components of the development of places of connexion.

The main learning event will be a two-day meeting on June 2012 at Utrecht, during which the case studies will be presented and their respective performance will be assessed with representatives from each of the three case cities and the three reference cities, as well as observers facilitated by a panel of experts from the Academy of Urbanism and INTA's Community of Competence for Workspace Urbanism. The conclusions will clearly articulate the common principles for successfully managing the structural change of existing inner-city places of connection.

Cities undertaking or considering major restructuring projects around their places of connections within the existing urban fabric.
3. PARTICIPATING ENTITIES

**Learning Cities**
The Learning Cities will display their inner-city projects and assess their performance in small group discussions, facilitated by a panel of experts, with representatives from each of the three Learning Cities, and the three invited Reference Cities. One person per Learning City will also travel to the other two cities for the familiarization visits.

**Reference Cities**
The Reference Cities will present their projects at the main event. They will compare their own projects with the projects of the Learning Cities. They will participate in the panel discussions and draw conclusions from their own projects to help formulate principles of relevance to all.

**Observers**
Observers will attend the event and have the opportunity actively participate in the plenary discussions. They will gain new insights into large-scale development practices and interact with decision makers and project leaders of the Learning and Reference Cities.
4. PROGRAMME ELEMENTS

Familiarisation Visits
Prior to the main learning event, one representative of each Learning City will have the opportunity to visit the other two Learning Cities’ projects, in order to exchange views with main stakeholders and to gain a specific understanding of their respective projects.

Main Event
The main event will be a programme of two days, taking place in the main Learning City. The main learning event will be a combination of plenary presentations of all projects, and round-table working sessions (6-8 participants plus facilitator) on common themes with representatives from all participating entities (Learning Cities, Reference Cities and Observers).

Small working groups will then reflect on the lessons from each city, with a plenary concluding session for each city to present the learning and general conclusions for wider dissemination.

Five participants of each Learning City will travel to the selected city for the main learning event.
5. ORGANISATION AND TIMING

The programme is jointly organised by the Academy of Urbanism and INTA. John Worthington, Founder of DEGW and Director of the Academy of Urbanism, Michel Sudarskis, Secretary General INTA, and Henk Bouwman, Director of HKB Urbanists will jointly chair the programme.

The programme will start from April 2012, with the main two-day learning event planned for June 2012 at Utrecht, The Netherlands, at the Central station site.

The organising team will be responsible for:

- Coordinating a one-day familiarization visit to each of the three Learning Cities in the period of April-May. Initially, two members of the organising team will visit each of the cities to assess information available, identify issues, assess learning opportunities and plan subsequent visits.

- Coordinating the main event in collaboration with the host Learning City.

- Inviting three additional Reference Cities, and Observers, liaising with the host location for the event, setting the programme, and briefing participants.

- Preparation and distribution of outcomes
Suggested programme and timing for main event

Wednesday evening, 27th of June
Arrival of delegates, site visit and informal dinner

Thursday, 28th of June
08.30: Welcome and introduction to host city
09.00 – 10.30: Host city, project presentation and debate
Break
11.00 – 12.30: Project presentation Learning City 2 and debate
Lunch
13.30 – 15.00: Project presentation Learning City 3 and debate
Break
15.30 -18.30: Theme working groups (6-8 participants for each) on Governance / Programming / Participation / Funding / Quality
Drinks and dinner

Friday, 29th of June
08.30 – 10.00: Reference City responses
Break
10.30 – 12.30: Reference City responses
Lunch
13.30 – 14.30: Conclusions from each main case study
Break
15.00 - 16.30: Feedback and conclusions
7. OFFER AND COSTS

The overall budget available for the programme calculated on 3 Learning Cities, 3 Reference Cities and 15 Observer projects is € 84,000.

Additional learning events and opportunities for subsequent publications and promotion will be budgeted and charged for separately.

✔ **3 Learning Cities: € 11,500**
Each Learning City will be offered:

- Familiarization visit, where 2 members of the AoU/INTA expert panel and one participant from each of the other Learning Cities will be present to assess the scheme and advise on information required for the main event (1 participant per city; travel and lodging costs incl.)
- 5 participants at main Learning Event (travel and lodging costs incl.)
- Naming as prime sponsor on all promotional material, subsequent publications and the opportunity to be a founder member of learning networks that may arise from the event
- Copies of final publication, and access to supporting documentation

✔ **3 Reference Cities: € 5,500**
Each Reference City will be offered:

- Preferential rates for attendance to a one day learning event at the two additional Learning Cities
- Summary assessment and case study of their strategic project
- Naming as secondary sponsor on promotion and publications
- 3 participants at main Learning Event (travel and lodging costs incl.)
- Copies of final publication

✔ **Observers: € 900 for first participant, € 600 for subsequent participants**
Each observer will be offered:

- Active participation in the main learning event
- Access to supporting documentation
- Visibility in the final publication
- Copies of the final publication

In addition they will be offered preferential rates for a learning day events at the two additional Learning Cities.
8. PARTNERS

THE ACADEMY OF URBANISM

The Academy of Urbanism is an autonomous, politically independent, cross-sector organisation incorporated in 2006 with the aim of expanding urban discourse. The Academy brings together a diverse group of thinkers, decision-makers and practitioners involved in the social, cultural, economic, political and physical development of our villages, towns and cities, and is an active membership organisation.

The AoU has an annual awards programme for places, neighbourhoods, streets, towns and the European City of the year award. Since inception over 90 places have been shortlisted for awards and visited.

www.academyofurbanism.org.uk

HKB URBANISTS

HKB Urbanists is a Dutch consultancy and design studio. HKB develops practical spatial and programmatic solutions within the ever-changing human biotope. Our focus is to create meaningful places in order to let people develop their talents. For that purpose, we gain knowledge on the physical context, but also explore stakeholders’ values. Reflecting on the ultimate ambitions of these aspects will result in a spatial and programmatic agenda instead of blue prints.

HKB is based in Rotterdam and Groningen, and has clients based in Europe and Asia. In our 60 years of existence, we have developed a strong relation continuous relationship with the Universities of Delft and Amsterdam.

www.hkbs.nl
INTA - INTERNATIONAL URBAN DEVELOPMENT ASSOCIATION

INTA is a global membership association, based in Paris, of public and private policy makers and urban practitioners that share knowledge, experience and tools for integrated urban development. Different Communities of Competence within INTA further deepen the understanding of specific issues identified within the membership, that most likely will have a significant impact on urban society, thus fostering new insights, tools and methods to improve decision-making and public action. INTA’s Annual Congress is the forum where the results of the Communities’ efforts are brought together, in order to provide urban stakeholders with useful insights for strategic debate.

www.inta-aivn.org

SPACE SYNTAX

Space Syntax is an expert consultancy office providing a unique, evidence-based approach to the planning and design of buildings and urban areas. Based on 25 years of academic experience at University College London, Space Syntax has been able to illuminate a range of physical and spatial factors that strongly influence the performance and value of built environments. This approach helps to reduce or mitigate the risk of functional failure and can help to boost returns of many sorts: footfall, safety, interaction and, generally, the ‘buzz’ that is the goal of so many initiatives. Operating out of its Bloomsbury studio in London, Space Syntax has developed a ‘spatial language’ that cuts across disciplinary boundaries and translates the objectives of public and private agencies and stakeholders into meaningful frameworks of action.

www.spacesyntax.com