

# CTUR THEMATIC NETWORK

## Third seminar, Thematic Conference

### September 28-29 2009 Trieste (Italy)



**“Trieste: A gateway to the Mediterranean in the heart of Europe”**

**Theme 1/Transforming, regenerating, adapting the physical and environmental components of the port city system**  
**“Regeneration & Environment concern”**

*The report, written by Pauline Geoghegan – CTUR thematic expert - refers to the seminar work, and contributions of Gaetano Mollura – CTUR Lead partner, Joseph Tomatis – CTUR Lead expert, Carine Guidali - thematic expert and CTUR partners that attended the meeting. Anna Arena, Cristina Fato and Giovanni Hoffmann, lead partner staff contributed to the editing of this report.*

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## 1. The CTUR seminar in Trieste

The third thematic seminar of the URBACT network CTUR (Cruise Traffic Regeneration of City Port Heritage as a key for sustainable economic, social and urban development) was held in Trieste, Italy, on September 28<sup>th</sup> and 29<sup>th</sup> 2009. This was the second seminar on **transforming, regenerating, adapting the physical and environmental components of the port-city system**, this time with the sub theme of **environmental concerns**.

### Seminar programme

The meeting was hosted by the Municipality of Trieste, with the Port Authority of Trieste. It was attended by representatives of all the CTUR partners, welcoming for the first time the cities of Rostock (Germany), Rhodes (Greece) and observer partner Istanbul (Turkey), who each presented their city and the key issues that they wish to address in CTUR. The focus on the city was introduced on the first day by interventions from the city and the port authority, including a presentation of a case study on the creation of a Master Plan for the port in close cooperation with the city. Participants benefitted from a presentation of some key learning from the recent AIVP conference on the theme of "Port cities, tourism as a main driver?". A wide ranging collection of good practices along the theme of "Environmental challenges for port-cities" was addressed by the representative of the International Association of City Ports, partner of CTUR. The city of Matosinhos presented a case study of the conversion of a former industrial area to an upmarket sea front housing area.

The second day of the seminar gave the partners the opportunity to share their experience on the development of Local Support Groups as well as progress towards their Local Action Plans. They were also reminded of project management issues such as the choice of future case studies and financial reporting. The seminar ended with a visit of Trieste by sea, followed by a meeting with the President of the Port Authority.

### First learning from the seminar

Key is the close cooperation between city and port in the planning and execution of facilities to enhance the hosting of cruise ships and their passengers. This has meant that urban heritage regeneration projects in the area close to the sea are transforming the city centre to a modern pedestrian seafront set against the rich heritage backcloth of the 18<sup>th</sup> century city centre. Disused docks areas and their buildings are planned to become further facilities for the city, housing shopping and cultural activities. The plans to develop the cruise shipping area are seen in the context of a wider overall plan for the port which encompasses a wide variety of functions (commercial, etc), reflecting the city's position at a cross roads of commercial and tourism shipping routes.

An ever present challenge to cruise tourism in Trieste is the proximity of Venice, and the competition that this presents. Thus Trieste emphasises its hosting quality, the possibility of mooring opposite the main city square, and the variety of destinations easily reached from the city; in order to achieve this, working with a wide variety of actors becomes essential. The Local Support Group in Trieste reflects this cooperation, as the seminar participants heard from its members about their role in the transformation of the city to host the cruise tourism business. They include the Municipality of Trieste Director of Economic development, a representative of a shipping company, the Director of communications of the Municipality, the Director of the Port Authority, the Trieste passenger Terminal and the Director of the Trieste airport, and more besides, who were unable to attend the seminar. These include, among others, the railway company, the regional tourism agency, and the union of large and small hotels.

The third seminar of the CTUR network on the theme of the **transforming, regenerating, adapting the physical and environmental components of the port-city system** will be hosted by Dublin, on December 10-11 2009, with the subtheme of **Cruise facilities & Transport connections**.



Photo by Pauline Geoghegan

## 2. Trieste: focus on the host city

### 2.1 Welcome to Trieste

*Councillor Paris Lippi, Vice Mayor of Trieste, responsible for maritime affairs and EU funds.*

Big efforts have been made to bring back cruises to Trieste, yet Trieste pays the price of being close to Venice, an “unfair competition”. Our approach to this problem is to provide: easy mooring facilities, in the centre of the city (opposite Piazza Unità). Other cities moor away from the city centre. Trieste offers cruise passengers a town that is accessible. Visits are short, so the aim is to provide tourists with the best possible support.

### 2.2 Trieste: a European Waterfront

*Carlo Tosolini, Head of the Department of urban planning, Municipality of Trieste*

Until some time ago Trieste was right on the border between the Eastern and Western blocks. Now it is at the heart of an enlarged EU, at the crossroads of rail, road and sea links. The sea is an important element for Trieste. A third of its territory is washed by the Adriatic Sea. The urban area facing the sea is entirely taken up by port facilities:

The northern (old) part of the city is the location for the cruise port and seaside resorts. A considerable part of the coast is accessible for seaside resorts and tourism. The southern part (new port) includes the commercial and

industrial area of the port. The northern part (old port) includes areas where port activities are being divested to be substituted with others that are compatible with urban activities.

The centre of the waterfront is open to the city centre, where the “city embraces the waterfront”.. The city centre is accessible: to the North by rail, to the South by highways, to the centre with its maritime activities.



1. Trieste waterfront. Photo by Pauline Geoghegan

On the docks along the waterfront are important facilities for harbour activities: harbour master's office, marinas, 'finance police' and other structures.

The main activities of the city are carried out in an area that faces the waterfront. This includes the main administration activities, and the Piazza is a centre for cultural activities, embassies, banks, religious and cultural cen-

tres, modern art and historical museums. Exhibitions take place in the former fish market on the seafront.

The most important works, either complete or planned, are the regeneration of the "ex Silos" area, the roads upgrade, the regeneration of the old city, and the regeneration of "Campo Marzio". The 'Silos' is a space of 100 000 m<sup>3</sup> between the railway station and the port, facing Piazza Libertà. Dating from the 19<sup>th</sup> century it has since been abandoned. Now regeneration is about to start to turn it into shopping areas, a multifunctional centre, congress facilities and other services, as well as the surrounding areas (for example the adjacent square). The waterfront has been improved for pedestrians and bike paths.

The medieval centre had been abandoned, and surrounded by walls to prevent the old walls collapsing. Thanks to EU funding the restoration of these buildings has been launched through an URBAN project. Restoration will be fully respectful of the historical texture of the city and its economic activities.

In the Campo Marzio area (south part of the waterfront) and hinterland, with the new planning of the city, activities are moving to other buildings, and these new areas (administration etc) could re launch the area. A former tank storage area has been transformed into an exhibition centre, promoting a part of the city which was formerly part of its cultural life.

Planning of the area in cooperation with the Port Authority includes planning schemes for the area. Interventions go hand in hand with a 'service agreement' to agree the planning of the port area.

Inhabitants had a role: they were able to share and participate in the project through the elected council, independent from central government. Citizens participated by making proposals regarding planning schemes and proposals, then the port and the city launched the planning schemes together.

The port planning scheme for the old port has been approved. The plan for the 'new' port is pending. An amendment for the plan for the old port is also being approved. Main project choices concerning the exploitation of the port area are in synergy between the Municipality and the Port committee. They include the new seat of Greenisam (Greenisam is a very big logistic operator, i.e. the company owner of Evergreen, willing to build its main seat in Trieste, in the Old Port area), the regeneration of

the area around Piazza Libertà, the project for the regeneration of the waterfront, the project for a marina and for the renewal of the "Porto Lido" area. Porto Lido is a project for a new marina for boats and yachts, to be realized in the final part of the waterfront (in the area of Campo Marzio).

Decisions on the use of the port area are compared with land use planning projects through specific procedures that are the result of special arrangements between institutions and citizens.

*Questions: In Naples there is an agreement between port and city. In Trieste is there sharing of decisions at all stages? What about the citizens' involvement? How are projects designed, through competitions or otherwise?*

A Master plan has to comply with the local town plan of the city. On land owned by the government it must be in harmony with the competent authority. It is not always easy to get port and city to work together, so an ongoing process of mediation is required. For example for the redevelopment of the old port, once the port authority decided to redevelop, it wanted to focus on commercial activities, but needed to make an agreement with the municipal authorities. So the port tuned the plan to the other authority. More time elapsed and the agreement was changed. Continuous dialogue is needed.

***"continuous dialogue is needed"***

***"The port cannot survive without the city, and vice versa."***

Concerning the involvement of citizens, this is built into the planning process: they must consult the district council and debate in the city council. Individuals and groups of citizens can have

their say, and groups/associations sometimes oppose decisions. These local views are important! So the port must discuss its plans with the city.

The waterfront is lined with 18th-19th century buildings. They hope in the long run to refurbish and improve them in terms of urban quality. Another project is the pedestrian area par-

allel to the river, linking Via Trento to the Casa Risparmio.

**Is the requirement to find agreement (between port and city) positive? In Naples there is no obligation to cooperate.**

*The city lies within an autonomous region with special laws, especially town planning. The region gives a lot of competences to local authorities. Also the city is careful to keep an eye on what is going on. The port cannot survive without the city, and vice versa. Relations between port and city are very constructive.*

*Some projects concern how the city looks to visitors. Projects with an impact on the port: done by the city and the port (and sometimes by the government). There is some private funding (Piazza Libertà, parking lots etc), and some are funded through competitive bids. In the past 10-15 years the city has developed because of changes in its borders.*

**On the Canal Grande the bridge is very low. So boats cannot enter. How can it be enhanced, for example with a higher bridge so that bigger vessels could enter?**

*The canal bridge has been rebuilt but only small boats can enter the canal and only at low tide. They do not envisage changing the bridge. In 2001 the municipality launched a competition for the redevelopment of the waterfront, for example for the restoration of the revolving bridge over the entrance to the canal, to make an open air museum of boats, but the community preferred the bridge as it was, because a revolving bridge would interrupt traffic circulation.*

Barcoloc is another point for refurbishing the town. It was not very convenient for bathing, so steps have been installed to give access to the sea. The plan envisages reclamation over 15 m to build facilities for swimming.

Cycle paths are not very easy for Trieste: the central part of the city is flat but people live on the hills, so it is difficult to get around by bike. The route of a disused railway line from San Giacomo to the South, up a small slope into the hills close to the border with Slovenia, was turned into a cycle path, thanks to INTERREG. Slovenian authorities are taking care of the path on their side of the border. Another cycle path is planned from Trieste to

Slovenia. There is also a cycle path along the waterfront. The old tramway linking the city centre to the top of the hill (where there is a unique view of the sea) also takes bikes. The city centre streets are too narrow for cycle paths.



2. Canal Grande. Photo by Pauline Geoghegan

### 2.3 Trieste cruise promotion

*Edgardo Bussani, Director of economic development, Municipality of Trieste*

Trieste has always been linked to the maritime economy, as a commercial port, with the development of important trade, as well as the headquarters of shipping companies, such as Lloyd Trestino (older than the P&O line). From the 1920s to the 1970s, Trieste was home port for transatlantic routes to North America (New York) and South America, India, China, Japan, Alexandria and, after World War II, South Africa and Australia. In 1965-75 with the end of transatlantic ships, and changes in shipping routes due to air traffic, only small cruise ships connecting Adriatic ports. In the 80s Russian ships were chartered by German tour operators. During the 1980s-90s cruises in the Adriatic Sea were organised by the Società Adriatica di Navigazione (Trieste, Venice, Ancona, Split, Zadar, Dubrovnik) and cruises on Russian ships were organised by German operators (Black Sea Shipping Company, "Ivan Franko", "Marco Polo", "Tara Shevchenko", "Ms Maxim Gorky").

In 2003-2009

- Trieste participated in international meetings to promote Trieste as home port (Miami, Sea Trade, European Sea...);
- Direct contact with companies to promote Trieste as a cruise port;
- Cooperation with public and private bodies to draw up joint proposals and promotion events;
- Marketing plan;

- Passenger welcome initiatives for arriving and departing ships.

Venice is only 60 km away with 5-6m passengers so this is the challenge for Trieste.



3. Trieste promotional poster

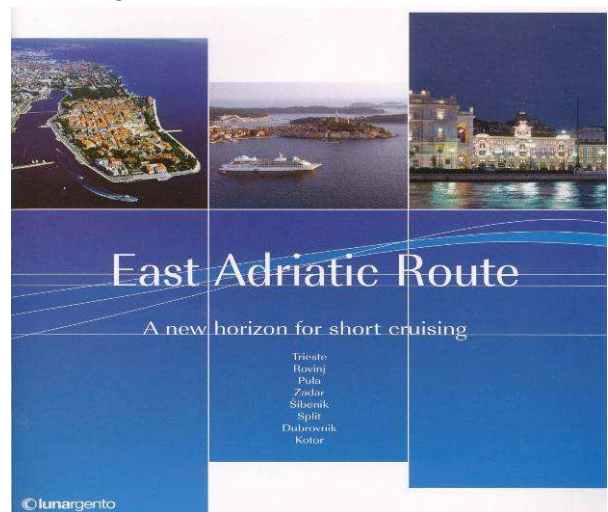
### Participation in international events - meetings:

- Seatrade Cruise Shipping Convention, in Miami, every year from 2003 to 2009;
- Seatrade Europe Cruise, Ferry, Rivercruise and Superyachts Convention, Hamburg: 2005, 2007, 2009;
- Seatrade mediterranean cruise & ferry convention, Genoa 2004, Naples 2006, Venice 2008;
- Cruise & ferry exhibition, London 2007;
- Posidonia, Athens 2006;
- International yacht charter meeting, Genoa 2005, 2009.

### Direct contact with companies and operators

- Cruise ship companies (Costa Crociere, MSC Crociere, Silversea, Louis Cruises, Carnival...);
- Maritime agents (Samer & co. Shipping, Tarabocchia, Mirco Santi SRL, Bassani...);
- Trieste Port Authority;
- Trieste passenger terminal;
- Municipality of Venice and Venice passenger terminal;
- Presence in exhibition: led to good results, for example the Queen Elizabeth II called at the port: created a general celebration as a tourist attraction. Monfalcone are building the most important cruise liners in the world: they have their HQ and design office in Trieste. Shortly there will be the launch of the "Carnival Dream";
- Workshop: 'Trieste meets East Adriatic ports'; leaflet and brochure, congress and exhibition 'A city on Board, Trieste, the cruise, the sea'...? with Trieste Port Authority, Rovinj, Pula, Zadar, Sibenik, Split, Dubrovnik and Kotor;

- Workshop on the "East Adriatic Route", June 2005, with Trieste Port Authority, Rovinj, Pula, Zadar, Sibenik, Split, Dubrovnik, Kotor, for an agreement on a dedicated brochure;



4. Dedicated brochure

- Agreement on cruise development in Trieste, March 2005, signed by: Municipality of Trieste, with the Region FVG, Trieste Port Authority, Provinces of Trieste, Pordenone, Udine, Gorizia, Municipalities of Grado and Muggia, Chamber of Commerce of Trieste, FVG Airport and Promotrieste;
- Workshop on "Cruise Trieste – the Gateway for the Heart of Europe", November 2005, in cooperation with Costa Crociere, dedicated to European tour operators and cruise operators (Austria, Croatia, Slovenia, Hungary, Czech Republic, Ukraine, Russian Federation, Northern Europe);
- Exhibition "A City on Board: Trieste, the Cruise, the Sea", Feb.-March 2006, at the "Verdi" Opera Theatre, organized by Fondazione CRTrieste, in cooperation with the Municipality of Trieste, Fincantieri and Costa Crociere;
- When the Queen Elizabeth visited, they organised non stop trains to Venice, in cooperation with Trenitalia and the Mirco Santi agency: day trips for passengers were organised, with multi lingual brochures, special issues of cruise magazines... 'Trieste in the heart of mitteleurope';
- Cooperation agreement with MSC Crociere - February 2008 (advertisements on Trieste Cruise Destination, on the "MSC Club News" magazine, on the MSC Club website, distribution of a brochure on Trieste in the ship cabins, creation of dedicated corners in Trieste...);

- Cooperation with the Agenzia Regionale Turismo FVG to hand out advertising material to cruise guests arriving in Trieste;
- Advertisements and articles in specialized magazines: Lloyd's Cruise International, Seatrade Cruise Review, Lloyd's List, Crociere, MSC Club Magazine, La Dolce Vita (Costa crociere), Mediterranean Adriatic Sea, Cruceros Y Destinos, Kleine Zeitung, Die Presse, Suddeutsche Zeitung Magazin, TTT, NYCVE;
- Advertisements in the local daily newspaper "Il Piccolo" and in the national daily newspaper "Il Sole 24 ore";
- Dedicated brochures (in Italian/English or Italian/German): "Trieste & Venice, Sailing the Adriatic Together", "East Adriatic Route – a New Horizon for Short Cruising", "Live Trieste as We Do", "10 Reasons to Choose Trieste", "Trieste in the Heart of Central Europe";
- Presentations about ships and companies, distributed at press conferences held before the arrival of cruise ships;
- Analysis of the data concerning land basins which might act as reference areas for Trieste as a departure/arrival city for cruise ships ("Trieste why not");
- Dedicated web pages on the website of the Municipality of Trieste ([www.retecivica.trieste.it/turismo/](http://www.retecivica.trieste.it/turismo/)) and of dedicated e-mail address ([cruises@comune.trieste.it](mailto:cruises@comune.trieste.it)).

### Passenger welcome initiatives



5. PPT City of Trieste

- Shore based welcome initiatives (flower decorations, flags, banners, musical groups or solo singers, local products tasting, fireworks, confetti launching, distribution of gifts and brochures), upon the arrival of QE2, Crystal Serenity, the Emerald, Costa Marina, Costa Classica and MSC Opera;

- Welcome initiatives inside the Municipal building, including a visit to the Council Room, a welcome speech from local authorities and the distribution of gifts and promotional brochures (Crystal Serenity, Seabourn Spirit).

#### **Who does the marketing? Port or city?**

*From 2003 the municipality has been proactive in promoting cruise traffic, and the port authority and the city went together to trade fairs (in Hamburg for example): shared stands, costs etc; the port deals with infrastructure, the city deals with tourist development. The regional law regulating tourism has given great incentive to municipalities, encouraging them to promote tourism. The municipality and port work in synergy.*

#### **Have you chosen a position in the market: for large or small?**

*Venice is a 'problem'. In Dubrovnik they had to close the city because of too many tourists! For Mega ships there is a good depth in the port: 12M draft in front of the Piazza, but the pier needs to be extended, and so 'take advantage of the overcrowding in Venice'. In addition the new terminal in Venice is in an industrial area. Big yachts and leisure boats come to Trieste as the pier is equipped to accommodate very big yachts. There is Yacht traffic with the Croatian coast, and they have repair yards.*

### 2.4 Trieste Port Authority

Sergio Nardini, Director of Trieste Port Authority

Trieste is at the meeting of transport corridors from Lisbon to Kiel, and the North-South corridor. Trieste is well connected to the railway network, though the rail tracks need upgrading, and it has good connections to the hinterland. It is a gateway to central and eastern European countries.

Current layout of the port area:

- 2.3 million sqm port surface;
- 1.8 million sqm free space;
- 12 km docks;
- 925 000 M2 storage;
- Status of 'free port';
- Depth up to 18m without dredging;
- Universal dock: dry dock, passengers, liquid terminal etc, but space is limited.: need more space.

A New Port Master Plan is a tool for the planning, controlling and management of port areas, (according to Act of Italian Parliament n. 84 1994 - art. 5 and to the guidelines set by Ministry of Infrastructure and Transport).

#### **New Port Master Plan procedure**

- To complete a plan proposal;
- Submitting of plan proposal to the interested municipalities in order to acquire an understanding;
- The adoption of plan proposal by the Port Committee;
- SEA starts (overlooked by the Autonomous Region of Friuli Venezia Giulia);
- Plan is voted on from Superior Council for Public Works;
- EIA (Ministry of Environment).

In 2007 the port committee (Board of directors) agreed the need for a master plan, so prepared a plan, and submitted it to the municipality. This was a smooth and fast process. It was adopted in May 2009. Strategic environmental assessment procedure, sent to the national authorities in Rome. The plan includes

- Port Franco Vecchio: developments;
- Port Dogande and Rive: for yachts and marinas;
- Port Franco Nuovo: ferry terminal, pier 5, pier 6 general;
- Pier 7 Container Terminal;
- Logistics platform approved by existing master plan, and hope to start in 2010;
- Industrial and energy sector: for liquid bulk;
- Industrial channel;
- Sectors of urban interest in Muggia.



6. PPT Port Authority of Trieste

#### **The planned works**

These works entail expanding towards the sea, linking piers 5 and 6 to create more space, doubling the extension of pier 7 to accommodate catamarans, and a plan for the RoRo terminal. Traffic is diverted from urban roads, hence fewer interferences between ur-

ban and port traffic. They also hope to revamp and re-use railway lines. The cruise terminal on Moorings 29 and 30 will be promoted.

The master plan is designed in modules according to the context. Market conditions are volatile so they are advancing step by step. Concerning environmental containment, in the master plan they hope to agree a containment 'diaphragm' to prevent pollution travelling to the sea.

The aim is to extend the Porto Doganale E Rive - Cruise Passenger Terminal pier to 750M length, mooring 29 360M, 30: 390 M, to make mega cruises welcome by 2014.

#### **Environmental assessments? Why both?**

*Strategic environmental assessment under way, and environmental impact assessment on the plan: usually at project level, now at the stage of the plan.*

**Regarding plans and the relationship between the project and the regional environmental plans? Re step by step approach, Naples has problems knowing which data has to be assessed before the next steps. Do you have to apply again to the ministry?**

*The master plan and strategic environmental assessment must comply with the region. The supreme council in Rome is examining the Master Plan, and then are expected to ask for more data. Presently there are no funds to pay for the Porto Vecchio development (€2B).*

**Are the city port struggle? Are there any tax privileges for the port?**

*The city was a city of fishermen. The Austro-Hungarian Empire transformed the city rapidly. Nowadays there is always at least one page in local papers of news of the port, so there is great interest. There are great expectations of the port.*

Benefits of the free port include methods of payment, for example they can delay payment. This is recognised by the Italian legislative framework. Operators can transform goods in a free port area.

#### **2.5 The Port Authority of Trieste**

*Claudio Boniciolli, President of the Trieste Port Authority*

Trieste is an industrial, touristic, commercial port linked to rail and roads, plus a historical port and city. The future of the Mediterranean

Sea is linked to the development of Mediterranean cities. Understanding between port cities lead to a common policy across the EU: ports staying together with the cities to solve their problems. Trieste is close to the port of Koper, and both ports are within the EU. They collaborate and at the same time they compete between operators within the ports. The environment is an important issue: how to save the Mediterranean? "Make Brussels sensitive to the problems, and save the city". We need Europe, Europe needs cooperation between ports.

The port is owned by the state, and facilities are leased, through payment and concession. Minimum and maximum rates are fixed by the ministry, then local conditions determine the actual amount charged.

Access to the sea is important. The plan for the old port is to become more 'urbanised', by revamping buildings to hold schools, offices, marinas, mooring for yachts over 60HA. The environment of the south part of the port is more difficult. The services are not owned by the port authority, but are under the coastguards/military. They contract with a private company for water and waste management. Urban traffic and rail traffic are separated, and the pooling of stevedores is tendered.

### **2.6 Trieste Local Support group**

#### **Raffaella Terpin, Samer & CO. Shipping, for the shipping agents**

The company works with the cruise sector in Venice, organising embarkation and disembarkations with cruise lines. Trieste can be an important cruise destination, so the aim is to get the cruise lines to cooperate.

#### **Maila Zattarini, Director of communications, Municipality of Trieste**

There is a need to disseminate activities, and support the project. The service department manages all communications from the Municipality to the outside world, its own citizens. They also facilitate the public discussion of public projects.

#### **Paolo Stradi, Director of Friuli Venezia Giulia (Trieste) Airport**

The airport is linked to the city by motorway (30km). The airport is complementary with cruise traffic; security checks and baggage check in can be made in the airport or at the port terminal. There is a strategic objective to integrate the airport with other modes of transport, including Trieste: an integrated development approach.

#### **Sergio Nardini, Director of Trieste Port Authority, Planning and Development department**

The aim of the Local Support Group will be to strengthen links between the city, the port and other bodies (shipping agents etc), and to balance the regeneration of the urban structure with cruise development.

#### **Livio Ungaro, Trieste Terminal Passegeri**

They are enlarging and refurbishing the maritime station. The city is investing in infrastructures, refurbishing squares, and creating itineraries etc. If the infrastructure is taken care of, what needs to be improved is the service aspect. If we want to become a home port, hosting up to 5000 passengers, this will mean a large number of people intersecting with road traffic, needing to know their luggage is safe etc. They will want to find shops open, especially during weekends. Neighbouring parts of the city will have to adjust to an increasing number of tourists, and new concepts will be developed, such as sailing through the Adriatic to Greece, calls to Dubrovnik and Italian ports. The new cruise passengers are young couples, gay couples etc... cruise lines are offering complete packages, "disneyland at sea"... so we need to put our brains together to increase the effectiveness of city and port. The 'soft' part of the package needs the contribution of all the Local Support Group.

#### **Edgardo Bussani, Director of Economic Development, Municipality of Trieste**

Regarding the role of the city in promoting cruise traffic, Friuli is a special region. It has a special law on tourism; all tourism boards are grouped together to become a regional authority on tourism, with a good budget. It aims to promote the whole region: its beaches (Lignano and grado), mountains (ski resorts), old town and cities (Cividale, Aquilea, Udine...), and historical heritage.

The city carries out the tourism promotion and organisation and accommodation information; the tourism information point is located on the ground floor of the city hall, promoting the whole region.

In 2004 the municipality worked on their own, to develop the idea of making Trieste a home port and a port of call for cruise tourism, while knowing it was impossible to compete with Venice, so they are now promoting Trieste as a cruise destination. Efforts have been successful. Attention has to be paid to details.

They promoted the city in other countries, who asked where Trieste is? (yet it is only 50 km from Venice) so they developed brochures to explain who and what they are. The 'Trieste in the heart of Middle Europe' brochure features towns and destinations easily reachable from Trieste; they also offer overnight stays, in Salzburg, or Budapest. They have also targeted the over 60s market, offering check in at the Maritime station, and help with luggage.

#### **Municipality of Trieste, Urban planning**

They liaise with functional decisions and territorial planning decisions taken by politicians, such as improving seafront and maritime stations, and new land uses. Urban planning is integrated with other plans, for example road traffic, transportation, parking lots, and facilitating pedestrian circulation to appreciate old buildings. It is important to understand the place the cruise comes to plus the needs of the cruises and their passengers. Fundraising for building works costs a lot, so they are looking for private funding.

A Central European initiative under INTERREG is a strategic project (€1M), to launch joint activities, the 'Adria' project, with Trieste port and city, airport authority, with Italy and Slovenia, to better connect coastal areas with inner areas. The aim is to redefine transport relationships with the region to im-

prove intermodality between air, sea and road transport. A group dedicated to the tourism sector is to assess the investment needs for developing the cruise industry, for example by upgrading transport between Trieste airport and Venice.

**Other members of the Local Support Group** unable to attend the CTUR meeting include the railway company, the regional tourism agency and the union of big and small hotels. The Managing Authority attended the first meeting of the Local Support Group, but has not been so involved since.

**Opening hours in Trieste:** in the framework of special laws, in December there are new more restricted opening hours on Sundays; now only allowed on 25 Sundays per year, and mostly are closed on holy days. In Croatia there is a similar debate: Beforehand there were no limits, now between October and May shops have to close. In Rostock, in the development plan, define special tourist periods for closing times. On holy days shops are open. They also combine shopping and culture, plus reduced price for local transport tickets, all supported by RDF funds.

### **2.7 The Trieste Local Action Plan**

<b>Specific objective 1:</b>	<b>Specific objective 2</b>	<b>Specific objective 3</b>
<b>Requalification of the water-front</b>	<b>Improve tourism attractiveness of the destination</b>	<b>Strategic link between city and port</b>
<u>Action 1.1</u> Revamping of hangar 42 of Molo Bersaglieri in order to improve services and security for embarkation /disembarkation of cruise passengers and promoting home port	<u>Action 2.1</u> Bus services dedicated to cruise passengers with various tourist itineraries (cultural, gastronomic, shopping), guided tours of city with a guide or audio guide	<u>Action 3.1</u> Improve tourism information at the port (guides, signage etc)
<u>Action 2</u> Market multipurpose use of Hangar 42 (for conferences, events etc)	<u>Action 2.2</u> Increase access to/from airport, offer... and rental possibility	<u>Action 3.2</u> Increase cooperation between business owners and municipality (opening hours, weekends)
	<u>Action 2.3</u> Introduction of "total" packages including hotel, tour and cruise	

### 3. CTUR partner city presentations

Three cities who had not participated in the earlier seminars presented their cities and ports: Istanbul, Rhodes and Rostock:

#### 3.1 Istanbul

##### Key features of the cruise activities and of the urban port heritage

On average there is a 12 % increase in cruise ships every year, and an average 32 % increase in cruise passengers every year. More than 70% of passengers come from the Black Sea. In 2002 there were 179 ships, in 2008 there were 404. In 2002: there were 332 000 passengers, and in 2008 1.6M passengers. However there is no possibility for expansion. Currently there are three main port areas: two for trade and one for cruises.



7. PPT City of Istanbul

**Key problems:** three cruise ships can be handled at the same time. 7M tourists visit the city, of whom 7% are cruise tourists “the potential is high, but the reality is low”. Istanbul has 5 000 years of history, resulting in a rich economic, social and cultural heritage

**Contribution to the project** is to share information, to learn from experience, to improve cruise tourism, and develop new projects, and to turn the existing port into the main Cruise Terminal of the Region.

**Expectations** are to develop a Strategic Cruise Plan for the city; existing routes are in the Mediterranean: Cruise tourists are now expecting different routes. Istanbul has connections to both the Black Sea Region and

*We need to know what the city can bring to the project. The conceptual challenge is a phrase which identifies your city in the framework of CTUR.*

the Mediterranean Sea Region through the Bosphorus.

**Conceptual challenge:** the accommodation infrastructure is good, with the city being a brand all over the world, and as a Home Port Istanbul can be both starting, transfer or finishing port for cruise voyages.

#### 3.2 Rostock

*Andreas Schubert*

Rostock is situated in the south of the Baltic Sea, 200 km from Hambourg, 200 km from Berlin, and 200 km from Copenhagen. The cruise port is in a former fishing village, 15km from the city.

##### Key features of the cruise activities and of the urban port heritage

- some cruise shipping has its roots from socialist times;
- the new cruise welcome centre in Rostock-Warnemünde;
- the first significant development of unique Cruise business and service capacities.

The challenge is how to stabilize and increase the developments which have already started; is heritage compatible with the Inner City harbour?

Rostock is a harbour in transition: the question is how to modernize maritime businesses, the urban spatial structures, and interrelated soft structures like capacities, image, brand, mood ...

The harbour consists of the Cruise tourism harbour, the Marina Hohe Düne, ship yards, a multifunctional sea harbour, fishing port and inner city port. How can the passenger development at Rostock-Warnemünde benefit the Inner City district? In 2009 Rostock hosted 114 visits of 30 cruise liners, with 160 000 tourists .

##### Rostock's potential CTUR contributions

- How to change an urban community socialist economy into a prospering post socialist and post industrial one?
- How to become leading in cruise business, starting from nearly zero?
- Comprehensive tourism business development approach used as high priority in comprehensive urban community development strategy;

- How to integrate spatial urban renewal and waterfront development in relation to urban community development?
- How to change the image and brand of an artificially developed city, with an urban marketing approach;
- How to become model city for other post socialist city communities;
- How to create and develop internal networking as tool to enhance competitiveness at international scale, and interdisciplinarity. Baltic Sea Region as a growing region, a model for the whole EU;
- Public private partnership as a development tool;
- Empowerment as a development tool;
- Development of own market position;
- Input from Cruise Baltic, Interface, Waterfront development Project.



8. PPT City of Rostock

#### **And expectations?**

- Supervision and fresh ideas;
- Rostock seminar in 2010, with URB ACT external experts;
- Change of Berlin's gateway image, as we become good enough to visit;
- Evaluation of the Inner City port area challenge of flat going ships (tall ships, yachts, cruise ships);
- Functional and business ideas for relevant qualifications, infrastructure preconditions, capacities ...
- Model/best/wrong examples from other regions;
- Methodological support: practical handling of spatial development + business development + community development + marketing approach.

#### **The 'conceptual challenge' and the Local Action Plan**

- Does a market potential for flat going Cruisers exists?
- How to develop it in a sustainable way?
- What hard and soft preconditions are needed?

Rostock's community was separated from the Inner City waterfront over around 80 years.

#### **3.3 Rhodes**

*Moraitou Paraskevi*

#### **Key features of the cruise activities and of the urban port heritage**

Although Rhodes has been a very important international tourist destination for decades, cruise tourism hasn't been a major product until recently.

Over the last few years, the island of Rhodes has been getting its place in the cruise market, which has become a very important and rapidly developing sector in the local economy. The goal is to achieve the best possible position in this market.

Tourists mainly stay for less than a day and visit historic and natural beauty sites. The main sites visited are the Medieval City of Rhodes, the Ancient Acropolis of Rhodes, the Ancient Acropolis of Lindos, the Ancient City of Kamiros and the Butterfly valley.

#### **Key features of the cruise activities and of the urban port heritage**

The port is located at the Northeast of the city and holds part of the urban fabric. It is the only commercial port on the island of an international character. As part of the port was used since the Hellenistic Times, there are archaeological sites of different historical eras within its limits.

The port is also located next to the Medieval City of Rhodes which has been listed as a World Heritage Monument by UNESCO.

Situated on the south of the port and by the seafront, is an industrial- wholesale area developed at the beginning of the 19<sup>th</sup> century that is now de-industrialized. The area is characterized by the presence of significant industrial monuments, such as the old flour-mill (1938), the old municipal slaughterhouse (1925), the wine factory of CAIR (1928), the old power factory (1950), etc.

The city centre, located at the northwest of the port, is the commercial and administrative centre of the island with significant historical and traditional buildings.



9. PPT City of Rhodes

### Key problems, challenges and thematic focuses

- Improving port safety and infrastructures as well as services provided by the local tourist agents in order to meet the standards of the cruise tourism;
- Establishing a better connection of the port to the rest of the city for pedestrians, bicycles and vehicles;
- Separating the uses of the port into commercial and touristic;
- Achieving better integration of the port to the city;
- Spreading tourists wider in the local market thus confronting the persisting problem of "guided commerce".

### Potential contributions

- Developing a Master Plan for cruise tourism in the framework of the CTUR Thematic Network in order to strengthen our position in the cruise market;

- Exchanging best practices for the better integration of cruise tourism in the economical and social life of the city;
- Developing a trademark of quality assurance for shops and restaurants that complies to given standards;
- Promoting advertising in the cruise ships by distinct brochures etc.

### ...and expectations

- Achieving regeneration of the east waterfront area of the city;
- Increasing the attractiveness of the city, for visitors and locals;
- Creating specialised professions in the field of cruise tourism;
- Encouraging the creation of new sectors at the Aegean University and the local Tourist school;
- Create new working spaces;
- Improve social integration;
- Develop better standard of services for "one day tourists".

### The 'conceptual challenge' that you have identified and projects /LAP

Cruise traffic has become a promising developing sector of the economy in Rhodes, at least since 2004. The structures of the city and those of the local market were not ready to fully support the needs for this new product/ activity. The result was a massive problem in the harbour's everyday traffic as well as significant imbalances in the local market. The challenge is to provide better services to the cruise tourism and to involve the local market into this new tourist product.

## 4. Thematic introduction

### Learning from the AIVP Meeting in Reykjavik "Port cities, tourism as a main driver?"

The CTUR Lead Expert made a presentation of some examples of cruise tourism developments that had been presented at the AIVP meeting in Reykjavik.

Tourism ambitions of port cities...is there a bubble ahead? Around the water, the enhancement of maritime heritage, the display of the port activity, the calls of passenger liners, the quality of the urban landscapes around the dock basin... provide as many

opportunities to be integrated with an overall tourist policy.

In St Nazaire there was a 'political' agreement between St Nazaire and Nantes that St Nazaire would build the ships and that Nantes would receive the cruise ships. The City was destroyed during the war; reappropriated it and transformed it to become a tourist facility: museum for cruises and the story of ship building, linked to a visit of the shipyard: became the first step of a new cultural policy for St Nazaire.

In Antwerp the Museum an de Stroom (MAS) is a landmark on the border between the city

and its port. It contains various collections: maritime collections of the city, port-related industrial heritage, the harbour and the relation to the world. Also in Antwerp, the Future 'Port house' symbol of a "city that dares"! Located at the border between city and port, it will contribute to further development and upgrading of the city. How can cruise ports enhance the economic impact of cruise tourism by investing in tourist facilities? A port should choose a strategy that matches its strengths with its opportunities to fully exploit its economic potential.

***"A port should choose a strategy that matches its strengths with its opportunities to fully exploit its economic potential."***

### **The city port developments of Reykjavik**

The Old harbour is a multi purpose harbour for fish, general service, cruisers and tourism. A competition on ideas for the Old harbour in June covered development, conservation, preservation and communications.

Future visions for the Old harbour included supporting light harbour activities, planning continued use of fishing and fish processing facilities, re-inforcing the Old harbour area as a part of the old center of Reykjavik, making suggestions for diversified land use, developing the area for business and residential uses, paying attention to the history of the area and objects of historical interest. All projects for the port have since stopped. The main project was a 'music house'.

### **Revealing the tourist dimension of the port**

Ports, the economic lungs of port cities, sometimes are still ignored by the resident populations as by tourists, nevertheless ports hold tourist potential based notably on the huge dimensions and spectacular side of its activity. By making the keys to this spectacle available to the public, by welcoming them to the port for noteworthy events, port cities associate a salutary change of image with the economic benefits of it. Examples include

- Interpretation Centres , museums, visits...: how to stage the port?
- PORTO LAB, a project with children by Contship Italia Group "to have the port known by children of the city"; open sky

laboratory for primary schools (8 to 10 year olds), for teachers and schools;

- Port of Brussels, strategic objective to insert the port area in the urban structure, proud consciousness of the port.

### **"Open door, closed door: false dilemma, real debate": security issues**

- Strollers wandering through the port often come up against fences and other barriers indispensable for the safety and security of port traffics;
- Should the port however become a totally enclosed area? Can the sensitive economic activity not be reconciled with an opening towards the public? If so, how can this acceptance be organised?

### **Integrating cruises into the city**

The reception of cruise liners in the heart of urban centres is at the same time both a challenge and a unique opportunity to turn port cities towards the sea. The passenger terminal then becomes one of the central installations of mixed and innovative urban projects at the service of tourists, the inhabitants and the port.

The development of cruise ports entails the challenges and benefits of enhancing the port-city interface, for example the Cruise market in Monaco ('digue flottante with parking below) and Copenhagen (huge development plan).

### **Tour of Mediterranean ports**

Ports are improving their facilities to meet the growing demand. They are restructuring themselves to serve the industry – often converting commercial quays to cruise quays. The most successful restructurings are those with the full coordination and support of the local and regional authorities. Ports are developing massive expansion projects to accommodate megaships. Alternatively, smaller ports or historic port areas are being retrofitted to serve the small, luxury ships, for example: in Copenhagen, the "Nordholmene Urban Delta" to plan the sustainable port city of the future, and to integrate cruises to the city, the 'green city on the water'.

There are other very big projects in Dubrovnik, Korkula, Split, Koper, Malaga, Valetta, Venice, Genoa, Barcelona, Nice Old port, Cagliari, Azores, and Castellon (SPAIN).



## 5. CTUR Case studies

A case study was presented by Matosinhos. This was followed by a presentation of case studies by AIVP on the theme of environmental considerations

### 5.1 Matosinhos case study: the South Matosinhos urbanisation plan

Joana Moreira

The area was the centre of the fish canning industry, with only a few houses. When the industrial sector area was affected by the crisis, it was left empty, derelict and dangerous. Yet it was central; the wide streets were empty, but with the basic infrastructure.

So the municipality decided on an urbanisation plan to develop the area, managed by the Municipality. This has been approved but has not been put into effect in national legislation. It entails urban renewal including a housing area. The objectives of the plan are the urban renewal of the industrial area of South Matosinhos and to change the land use to a multifunctional area. The perimeter of the action is 5.1 km, yet on a local scale.

**The issue** is to convert an industrial area that has urban, economic and social problems, and high levels of pollution, into a housing area of quality: quality structures, quality materials, aimed at middle classes, up market (€400 000 on the seafront).

**The challenge** is to attract public and private investments to the urban renewal through a planning strategy that is already defined (South Matosinhos Urbanization Plan) but not yet put into effect.

- 1993 Urban study of the industrial area;
- 1994 The first draft of the plan was approved;
- Public inquiry;
- Debate (architects, promoters, planners);
- 1997 Collaboration of the architect Álvaro Siza Vieira;
- 2006 Some guidance aspects of the Regional Education Service and the National Sport Institute;
- 2007 New draft of the plan (with new objectives), according to some orientations of the Regional Education Service and the National Sport Institute;
- 2009 The urbanization plan is approved in the municipality.

Planning conditions limited the number of floors etc, so the municipality decided to launch a debate with architects and planners. They decided to collaborate with an architect Álvaro Siza Vieira. The municipality then drew up a new plan, which had to be analysed by the Managing Authority. The National Sports Institute and the Regional Education Service

decided that the municipality should develop more sports and educational facilities, since the number of inhabitants determines what facilities must be provided. The new plan was approved. The time scale depends on the opportunities defined by the private promoters and phasing depends on the plans and the programmes of the private promoters.



10. PPT City of Matosinhos

**The opportunities** are to qualify a central urban area already with all basic infrastructures, to attract facilities and green areas, and to qualify the public space. The constraints are urban insecurity (an important aspect of the lack of investments), the noisy and polluting industries, fuel storage spaces, and only one land use (industrial) with a few houses, and the large size of the area.

**Outputs** are a clean environment, housing quality, facilities, traditional businesses and private green areas for collective use.

**Management:** the leader is the municipality, working together with architect Álvaro Siza Vieira who also participates in the licensing process of the buildings.

The **partners** of this plan are all private promoters that invest in the area. The majority of funding is through private funds (private promoters). Governance/ decision-making process: the South Matosinhos Urbanization Plan will substitute the Master Plan.

The municipality, the architect Álvaro Siza Vieira and the private promoters work together in the licensing and building process. Communication to beneficiaries and citizens is through a public inquiry, debate (architects, promoters, planners), and the plan is available on internet for consultation by citizens.

Among the **difficulties encountered** was that the first plan draft was too restricted and demanding. Solutions to these difficulties

came about through the conception of a new plan with a strategic planning vision (more flexibility).

**Good practices** are the development of a flexible plan, the participation of the architect Álvaro Siza Vieira in the licensing process, dialogue between the municipality and private promoters to renew the abandoned area based in the Urbanization Plan (not in effect yet).

Bad practices and warnings for CTUR partners: the urban management department and the planning department must work together in the urban renewal.

#### **Questions from the CTUR partners**

##### **How does the municipality attract private promoters?**

*With good conditions, the renewal of the waterfront was carried out under the 'POLIS' programme<sup>1</sup>. The national business development agency created a link between business and promoters. Another way was through agreements between different entities (for example with the national TV: the municipality renewed their building, and the TV station rented it from them).*

##### **Was there a market study?**

*No, decided to have mixed housing*

##### **How were developers chosen?**

*The planning department were in charge.*

##### **What flexibility?**

*Linked to the number of floors, boundaries etc. the promoters buy the land.*

##### **What is the role of the architect?**

*An architect negotiates the permit with the promoters. The Licence is a building process. An architect goes to meetings between architects and promoters, and must guarantee the quality of the waterfront.*

## **5.2 The environmental challenges for port cities**

Greta Marini, AIVP

Some history: the Charter of Montreal in 1993, then the sustainable development conference, Sydney: 300 cities signed. Everyone is looking for a better quality of life. The port area is a complex environment that impacts on urban areas, housing and all economic actors. Ports also have an impact on air quality, diet, noise, spatial management and traffic.

**Air quality:** CO2 emissions impact on the environment, so the port needs to implement a

system of monitoring: air monitoring, fuel incentives, new vessels, shore side of ports, clean trucks, and standards for facilities. Examples include

- Los Angeles and Long Beach clean air action plans. Communicating with inhabitants to say they are doing things, as well as working with economic actors;
- Port of Venice: power station fuelled by seaweed;
- Windmills (but... noise and visual pollution);
- Water turbines;
- 'World ports climate initiative': big ports signed a charter to reduce CO2 emissions;
- Shore side electricity supply;
- Dust emissions: spraying, sprinkling, or closed containers: la Coruna project reduces emissions by 90% but is also an 'iconic' symbol, and nice to look at!

**Noise emissions:** under the 2002 EU Directive city management plans to reduce noise; identify areas and create integrated noise action plans. For example sound proofing of windows in Nremerhaven, and in Helsinki a noise barrier wall, with viewing points.

**Lack of space due to urbanisation:** 2005 plan in London safeguarded wharves, or re-organisation as in Hamburg port, just in front of the city, filling in basins. In Le Havre the terminal building is 500M from the city.

**Traffic and congestion:** in Salerno a new transport system, planting etc. In Leixões the dedicated link to the national road system.

#### **Initiatives against NIMBY**

"What is a port without a city, or vice versa?" Port of Paris has a 'Charter' with the economic actors of the Port of Ivry, to work on the integration of port activities. Paths run below the silos, silos are illuminated, and dust and noise reduced. They are able to maintain their activity while reducing the number of trucks in the city. It is also possible to bring the port closer to the city, e.g. by creating a promenade close to the terminal, and installations for people to sit/walk (see Algeciras). In Tokyo there have been marine parks since 1970... and a picnic area close to the terminal. Other examples presented are security rules without cutting off the view, for example in Le Havre a barrier 1M70 allows one to see through to the shipyards in front of new developments, architecture as an icon, for ex-

ample the Guggenheim in Bilbao. (Valencia, Genoa etc), containers in Amsterdam used to create student housing, developing cycling as part of the port's tourism facilities, for example in Rotterdam, guided tours: In Amsterdam 'Art on a box', on containers in good public media spotlight/ container will go around the world carrying publicity, also publicity for the port: famous people painted with tattoos, port interpretation centres (there are only 5-6 in the world: Haven centre in Lillo (?) Antwerp on the 90s), Genoa port centre opening next month, Turku Forum Marinum, Rotterdam, and also open days, for example in Le Havre, finally comics for all, on the port history.

#### **Sustainable urban initiatives**

An example is the Stockholm eco neighbourhood. Multi modal transport is important, since one inland boat represents the equivalent of 250 trucks! This can contribute to urban logistics, for example Brussels and Lille, where boats are used for the transport of waste, and construction materials, they are also used for internal transport, for example UPS in Paris.

**In conclusion,** identify the environmental impact, exploit all possibilities, not always the easiest solution, specification of the port, port as part of the city, financial incentives, future impact, communicate, communicate...

The AIVP conference in Ajaccio on June 10<sup>th</sup>-11<sup>th</sup> 2010 will include a workshop on the CTUR project. AIVP will also organise a meeting to coincide with CTUR's final event in Naples in 2011.

#### **Summing up by the CTUR Lead Expert**

- *Importance of governance*
- *Promotion of city and port by the city*
- *Private public partnership*
- *Public needs to know where it wants to go so it needs to have a vision of profitability.*
- *Marketing the city port*
- *Environmental and sustainability questions.*
- *Next meeting on cruise facilities and transport connections*

#### **The CTUR website on [www.urbact.eu](http://www.urbact.eu)**

For documents and photos, the site will include a personal Agora, private space with a login and password: for diary, documents, skype contacts etc. AIVP is also promoting CTUR with a link on its website.

## 6. CTUR partners moving forward: progress with Local Support Groups and Local Action Plans

### 6.1 Progress with Local Support Groups

Many have wide Local Support Groups but with 'core' working groups to be more operational. Local Action Plans concern links between cruise traffic and what is going on in cities. Priorities must be decided, long and short term, but with fewer, achievable, actions

The Local Action Plans are in general 'soft' rather than 'hard' actions: "need to have short term outcomes to be credible". Many people must be involved, especially media for dissemination (dance events, TV...)

Helsinki and Naples are involving different university departments, organising an exchange of experience, and expertise, with student involvement; final year students are working on the CTUR theme, with a small prize, and to work with Naples to the end of the project. Rhodes is trying to involve the vice mayor as political support is important.

MA involvement is not very visible until now: Helsinki and Naples are seeking access to funds to implement their Local Action Plans. Alicante is developing "soft actions", and Istanbul 'doesn't know yet how it will move forward.

#### Rostock Local Support Group

The core Local Support Group includes the head of the local chamber of Architects (chief planner Martin Tanvarti), the urban renewal company (in which the city has a 75% stake), for the renewal of housing in the inner city, business manager Reinhard Wolfgrain, the Harbour development agency: publicly owned, to develop harbour: marketing, planning and economic development; working for the port authority (75%), 25 % owned by the federal state. Helmut Martin, the regional traffic operator Guenther Gladisos, the University of Rostock Baltic Sea Institute for maritime traffic and tourism, professor Horst Breitzmann: (contract under negotiation), the Federal state parliament Board for redevelopment: Peter Stein (colleague, spatial planner), and the City council comprehensive urban community development board: Steffen Wand-Schneider.

Also foreseen are: Aida cruises, Scandlines ferry operator, the Chamber of commerce,

the business entrepreneur organisation and the inner city retail development association.

Rostock is a member of the permanent Cruise Baltic Network, through Helmut Martin, harbour development agency. The former soviet socialist Baltic and Black Sea cities use Rostock as a role model, for example Kaliningrad, because of its similar spatial environment/ development preconditions, and Varna, because of their former economy and spatial infrastructure.

Rostock tries to increase the 'triple helix' development approach: science, business, policy/administration, to work together to create synergies. Because of a lack of long term established entrepreneurship tradition and strong investors they use the capacity building approach: in a lot of functional gaps they created investors in the form of city owned Limited and daughter companies. Also public private partnerships are popular, for example Rostock built the first German public private partnership tunnel. The Cruise academy is also a good example of public private partnership.

The public has to be in the majority in semi state/public companies. Becoming too private can mean a decrease in services. Becoming too public can be a handicap in some case of needed development. Rostock's harbours are 100 % public; 75.1 % City, and 24.9 % federal state owned. The main port is under permanent transition, and growing. Also Rostock owns the fishery port, which is now nearly totally transformed (<http://www.rfh.de/>). HERO, the harbour development agency manages different ports, also the former ferry port, now a cruise terminal, etc. Also the Inner City port is under transition; CTUR is giving input (flat going smaller Cruisers as an option). The City controls this area.

Two grain silos have been turned into offices (e.g. as headquarters of AIDA cruises), housing, leisure facilities like bars, shops, restaurants, small marinas etc. Rostock works with publicly owned companies.

#### Dublin Local Support Group

The City Council heads the Local Support Group. The core group consist of the City Council, the Port Company, and the Dublin Docklands Development Authority.

The wider support group involves the City Centre Business Association, Dublin Tourism

( a semi state body) and Dublin Institute of Technology (University) tourism department. The Local Support Group has met twice, and the core group is producing the work.

#### **Varna Local Support Group**

The Local Support Group includes the Port Authority, 3 non governmental organisations, the municipality and the university faculty for shipping.

#### **Naples Local Support Group (City Council and Port Authority)**

The Local Support Group includes the different departments of the Municipality, the consortium (private bodies), the "Borgo Orefici" and "Antiche Botteghe Tessili", the Historic Heritage Surveyor, Terminal Napoli Society, the Shipping agents' association, the Naples Tourist Board (public body), possibly the maritime section of the Chamber of Commerce and the Faculty of Architecture, University of Naples Federico II. They plan to meet after the Trieste seminar.

#### **Valencia Local Support Group**

The Local support group has two levels: a 'plenary' consists of politicians, the region, the City Council, the Chamber of Commerce, tourism associations, Alicante, the Port authority, the transport company and the planning department, plus three working groups, depending on the subject, for example the port and tourism, transport organisations and travel associations and cultural associations. They have held one plenary and will hold another after the Trieste meeting, and plan a working meeting on transport.

#### **Matosinhos Local Support Group (City Council and APDL Port Authority)**

The members of the Local Support Group are the High School of Design, the Managing Authority for the structural funds for Northern Portugal, the restaurants' associations, the North Portugal Region Agency for tourism promotion, the University of Porto and the University of science and technology maritime research centre

The first meeting was held before the seminar in Matosinhos. Next steps will depend on changes after the elections. In Portugal politicians must be involved!

#### **Involving the local community in the Local Support groups**

In Rostock they start with the city and will build up to a meeting with the wider group. In Valencia the community is involved in specific

groups. In Dublin the Docklands Authority includes community representation, and the public are engaged in strategic decisions. Regarding social housing projects and the Poolbeg site development, there is direct community involvement.

#### **The challenge of different uses**

Laboratories have chosen to share the port facilities; the Maritime Research centre, a new location for maritime business, and incubators, has been established within a former port health inspection building. The new cruise terminal will also house a research facility. The municipality has played an important role in this, for example by providing space for the new businesses when they leave the 'incubators'. This strong relationship between the municipality and the port is considered as "good for business". A Cooperation Agreement has been signed between APDL (Port Authority), the Municipality of Matosinhos and Oporto University.

#### **6.2 Progress with Local Action Plans**

The issue is to link urban planning with cruise tourism development

#### **Matosinhos Local Action Plan (City Council and Port Authority)**

The issue is the promotion of cruise tourism and how the city can be prepared. Objectives will be defined at the next meeting of the Local Support Group.

#### **Rostock Local Action Plan**

The Local Action Plan includes how to change the brand of Rostock: they want to present heritage as a reason for cruise tourists to visit Rostock, instead of Berlin. They must also improve the hosting qualities of the cities: institutions have to change, for example training is needed, as well as the willingness to accept foreign money, credit cards etc. they also need to communicate with inner city businesses and restaurants. A decision on hosting smaller 'flat going' vessels on the waterfront is an investment decision. There are two 'soft' objectives: to change the brand: 'gateway to berlin', and improve the hosting qualities. One 'hard': accommodating flat going cruise ships, tall ships, mega yachts.

#### **Dublin Local Action Plan**

In Dublin work has started on the Local Action Plan. The City Council has produced an Action Plan for the area, which includes a section on cruise development for Dublin

City. One main challenge is the climate: how do we use this to our advantage? Visitors can come for the architecture. There is a low level of cruise tourism, which is not seen as a key point. A strategic agreement is needed with the port to up-grade services and the environment. The aim is to have better cooperation for the city to benefit from cruise tourism. In order to have implementation, cooperation with the Port is essential.

### Naples Local Action Plan (City council and Port Authority)

Cruise traffic doesn't involve the city, so the city doesn't benefit from it: there are no 'structures' in the city, so the cruise tourists go to Capri or Pompei. The goal is to improve this situation. 'Repeaters' (repeat visitors) want to visit the city; however the city is not well organised. The Local Action Plan aims to improve the relationship with shipping agencies, to organise and support city tours, to have broad support from the tourist agency to have people to accompany passengers, and to overcome the problems of business opening hours, which do not always coincide with the times that cruise tourists visit the city.

The first draft of Local Action Plan elaborated by the City and Port of Naples with the Local

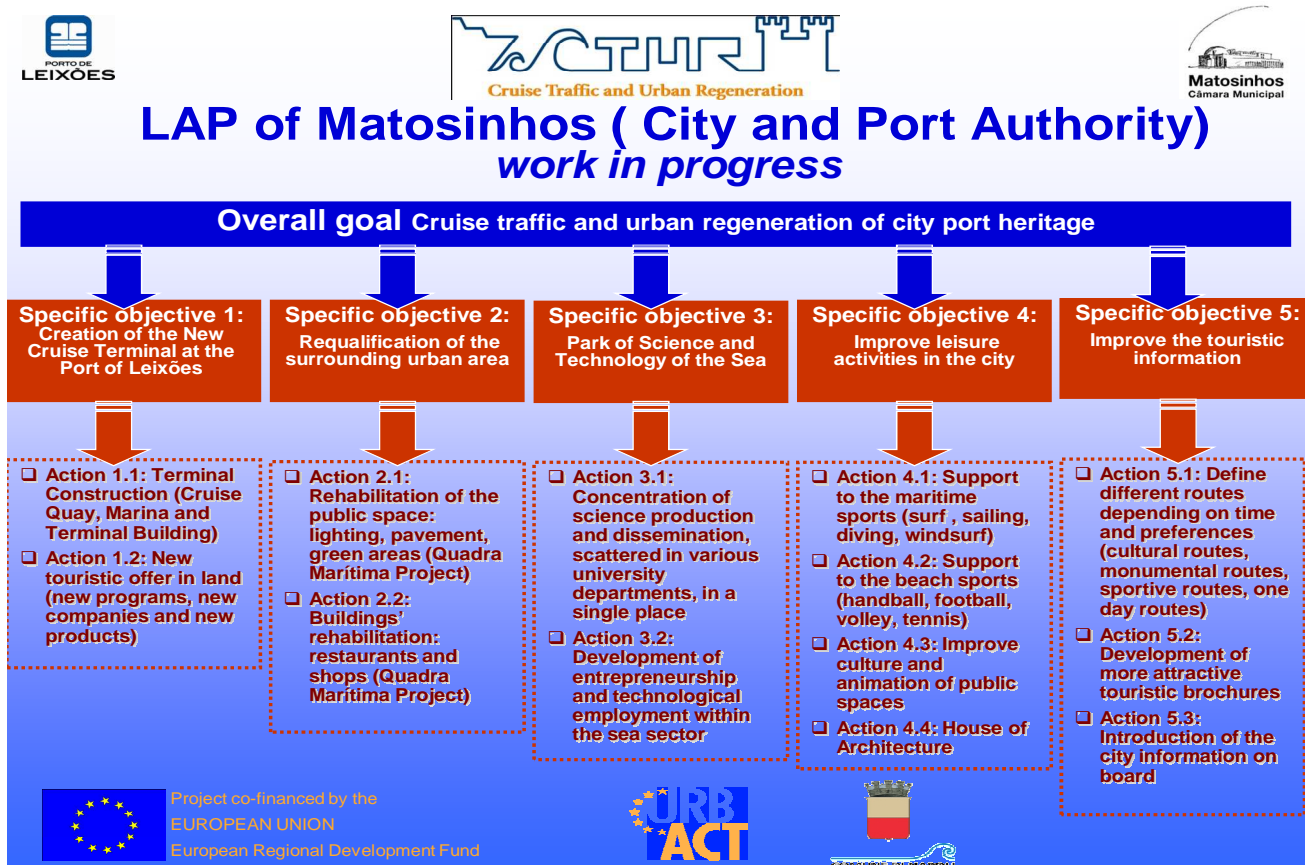
Support Group has defined the main objective, the specific objectives and the action – hardware and software – for the improvement of the cruise traffic tourism impact on the city with economic benefit and development of the deprived neighbourhoods beside the port, the area named "quartieri città bassa".

### Valencia Local Action Plan

The Local Action Plan in Valencia involves creating a physical connection and an image, as the city can't be seen from the terminal. The three objectives for the Local Action Plan are hosting cruise tourists in the new terminal to be built by the Port Authority, improve communications with the transport authority, re taxis, metro, bus, etc. , and agreement with associations to host passengers and regarding delivery of goods on board

### Varna Local Action Plan

Cruise traffic is in the spatial plan for the city, which includes a new port for yachts and small cruise vessels, and to facilitate cruise traffic. The cruise terminal is to be upgraded. Cruise tourism should be included in the tourism strategy, with some specific actions. Varna still has to decide priorities for their Local Action Plan.



## 7. Project management issues

### Progress report

10 lists of Local Support Group members have been received: Istanbul is still awaited.

**Local Action Plans** status reports requested, to include tentative specific objectives, and / expected results of first tentative actions. The APDL /Matosinhos' LAP has been presented in Matosinhos as well as two other tentative LAPs: Alicante and Naples.

So far 1/3 of case studies have been received, so they need to be very concrete and practical and operational. They include 'General' case studies: e.g. Market, Cost of refurbishment, Governance, Specific phases, Results, and a second case study is on a specialised topic, and needs to be **useful for receivers**, i.e. present 'user instructions': what are the problems, how did you solve them, what alternative solutions, and why do you make the choice? What legal and technical tools did you use? What evaluation?

All partners have proposed topics as '**donors**' and '**receivers**' except Rostock, in the match-making tables organized according to the topics selected in Varna. The final selection was agreed in Matosinhos.

The case studies presented in Trieste were on the theme of re-generation and environmental concerns: Case study n°3 – on the Conversion of industrial areas, the South Matosinhos Urbanization Plan, by Joana Moreira - City Council of Matosinhos, and the AIVP contribution - Environment concern on the environmental challenges for port-cities, by Greta Marini - AIVP.

In preparing seminars, prepare a grid, or a text report about presentation. During the seminar we need active participation, to review the practice together through a peer review process. Report first on what we have received, then feedback and what can be contributed to the Local Action Plans.

An example of a case study from HerO (another URBACT network) was presented dur-

ing the meeting, on Heritage as Opportunity: Sustainable management strategies for vital historic urban landscapes. This includes a Brief description, Objective, Key steps and activities, Results and impacts, Lesson learned and recommendations, and contact details to provide further information.

### State of the case studies presented so far:

**Varna** Still awaiting a full report of the general case study of Varna

**Matosinhos** The introduction to Matosinhos and its port: pending Matosinhos and Port of Leixões development projects: pending  
Quadra Marítima: OK

#### Case studies by the 'donors'

Helsinki Hernesaari project: pending  
The 'Naples model' for the new cruise terminal: pending

**Trieste** General case studies of Trieste:  
Trieste's waterfront towards Europe: pending  
Trieste cruise promotion: pending  
Port of Trieste master plan: OK

#### Case studies by the 'donors'

South Matosinhos urbanisation plan: OK  
Alicante Port Authority action plan 2008 on 'Clean environment': pending.

### Next meetings of CTUR

Dublin, December 10-11 2009. A decision on the following meeting (March 2010) is to be made by mid October 09.

**Appendix 1: Programme of the Trieste seminar**

**Sunday September 27<sup>th</sup>**

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**20:00 - Welcome meeting NH Joly Hotel**

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**20:30 - Dinner**

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**Monday September 28<sup>th</sup>**

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**08:45 - Arrival of participants**

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**09:00 - Plenary - Welcome by Paris Lippi, Vice Mayor of Trieste**

Moderation: CTUR Lead Partner Gaetano Mollura

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**09:15 - Plenary - Presentation of the agenda/approval of the CTUR Matosinhos seminar report**

CTUR Lead Partner Gaetano Mollura, Thematic Expert Pauline Geoghegan

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**09:30 - Plenary - Project progress report**

CTUR Lead Expert Joseph Tomatis, Thematic Expert Carine Guidali

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**09:45 - Plenary - Learning from the AIVP meeting in Reykyavik on 'Port cities, tourism as a main driver?'**

CTUR Lead Expert Joseph Tomatis

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**10:15 - Plenary - CTUR partners' presentations: Istanbul, Rostock and Rhodes**

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**10:45 - Plenary - Presentation of Trieste development projects. Introduction to the case studies and to the field visit** (to take place the following day)

Edgardo Bussani, Head of Economic Development, Municipality of Trieste

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**11:15 - Plenary - Presentation of Trieste case studies**

Edgardo Bussani, Head of Economic Development, Carlo Tosolini, Head of Territorial Planning, Municipality of Trieste, Sergio Nardini, Senior officer in charge of planning and development, Port Authority of Trieste

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**11:45 - Plenary - Discussion of Trieste case studies**

All partners, Lead Partner, Lead Expert and Thematic Experts

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**12:30 - Project management issues**

Lead Partner

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**13:00 - Lunch Break**

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**14:30 - Case study presentation: The conversion of industrial areas: South Matosinhos urbanisation plan**

Joana Moreira, Matosinhos City Council

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**15:00 - Discussion of case study**

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**15:30 - Environmental challenges for port cities**

Greta Marini, AIVP

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**16:15 - Wrap up of case study: good practices and transferability: sharing feedback from the learning from inputs**

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**17:30 - End of day**

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**20:00 - Dinner**

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**Tuesday September 29<sup>th</sup>**

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**08:45 - Arrival of participants**

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**09:00 - Plenary - Presentation of Trieste's Local Support Group and key stakeholders. Presentation of Trieste's Local Action Plan – questions**

Moderation: CTUR Lead Partner Gaetano Mollura

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**10:00 - Group sessions**

**Local Support Groups and Local Action Plans**

Moderator CTUR Lead Expert Joseph Tomatis

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**11:00 - Plenary - General overview and discussion with all partners on the Local Support Groups and Local Action Plans progress and involvement of Managing Authorities**

Moderation: CTUR Lead Partner Gaetano Mollura

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**11:30 - Plenary - URBACT Thematic Pole update/communication and dissemination**

CTUR Lead Partner Gaetano Mollura

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**12:00 - Plenary - Next steps/ questions about methodology/ planning expected results**

CTUR Lead Partner Gaetano Mollura and CTUR Lead Expert Joseph Tomatis

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**12:30 - Plenary - Evaluation of the meeting by the partners**

CTUR Lead Expert Joseph Tomatis

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**12:45 - Conclusion**

CTUR Lead Partner Gaetano Mollura

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**13:00 - Lunch Break**

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**15:00 - Site visit to the port of Trieste, by boat**

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**17:00 - Transfer to the offices of the Port Authority of Trieste**

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**17:15 - Meeting with Claudio Boniciolli, president of the Port Authority of Trieste**

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**20:00 - Dinner**

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## **Appendix 2: Participants at the Trieste seminar**

### **Naples: CTUR Lead partner**

Gaetano Mollura

### **Trieste: host city**

Paris Lippi, Deputy Mayor, Elisabetta Boglich, Officer in charge of European affairs, Local Support Group members Edgardo Bussani, Municipality of Trieste Director of Economic development, Mauro Vivian, European affairs office, Raffaella Terpin, Samer & CO. Shipping, Maila Zattarini Director of communications, Municipality of Trieste, Sergio Nardini, Director of Trieste Port Authority, Livio Ungaro, Trieste Terminal Passengers.

### **Matosinhos**

Joana Moreira, geographer, Matosinhos City Council

### **Port Authority of Leixões**

Amélia Castro and Candida Moura

### **Alicante**

Sara Prieto Vidal, external relations.

### **Dublin**

Jim Keogan, Dublin City Planner

### **Helsinki**

Tuija Aavikko, cruise coordinator, and Jari Huhtaniemi, urban planner

### **Istanbul (Observer city)**

Yakup Demirhan, Metropolitan Planning Department Logistics, and Metin Canci

### **Port of Naples**

Fiorinda Corradino and Barbara Casolla

### **University of Naples**

Roberta Amirante

### **Rhodes**

Moraitou Paraskevi, Architect from the City Planning office

### **Rostock**

Andreas Schubert, City of Rostock office of Strategic Planning, Economic Development, Patrick Schmidt, Rostock City Planning office, Deputy Harbour Master.

### **Generalitat Valenciana**

Marta Galbis Rocher, Riva Office Architect, and Cesar Jimenez, Riva Office architect

### **Varna**

Lyudmil Ikonov, LSG member

### **AIVP Association Internationale Villes Ports**

Greta Marini

### **CTUR Project experts**

Joseph Tomatis, CTUR Lead Expert, tourism and cruise development, Carine Guidali, CTUR Thematic Expert, trade and development, and Pauline Geoghegan, CTUR Thematic Expert, social inclusion and integrated urban development.

### **Appendix 3: Power Point Presentations made during the meeting in Trieste**

The PowerPoint presentations from the Trieste seminar are available online on

<https://docs.google.com/leaf?id=0B5AbHdMvLrIUOTI4YTVkOWQtNzlwYi00YjkzLWI4ZWVtZjRkMDM1N2EzOTQy&hl=it>

#### **1 - Focus on the host city: Trieste**

##### **Trieste: European Waterfront**

Carlo Tosolini

##### **The Port of Trieste**

Sergio Nardini

##### **Trieste cruise promotion**

Edgardo Bussani

#### **2 - Experts presentations**

##### **Progress report**

Carine Guidali – Thematic Expert

##### **Learning from the AIVP Meeting in Reykjavik “Port cities, tourism as a main driver?”**

Joseph Tomatis – Lead Expert

#### **3 – Case studies of the partners**

##### **South Matosinhos Urbanization Plan**

Joana Moreira

##### **Environmental challenges for port cities**

AIVP

#### **4 – City presentations**

##### **Presentation of the City of Rhodes**

Moraitou Paraskevi

##### **Rostock: only gateway to Berlin or beauty at the Baltic Sea?**

Andreas Schubert (Patrick Schmidt, Dieter Kluge)

##### **Presentation of the city of Istanbul**

Metin Canci, Yakup Demirhan

#### **5. Communication and dissemination strategies**

##### **Presentation by CTUR Lead Partner**

Gaetano Mollura

#### **6 - Management issues for CTUR partners/update**

##### **Presentation by CTUR Lead Partner**

Gaetano Mollura

URBACT II

**URBACT** is a European exchange and learning programme promoting sustainable urban development.

It enables cities to work together to develop solutions to major urban challenges, reaffirming the key role they play in facing increasingly complex societal challenges. It helps them to develop pragmatic solutions that are new and sustainable, and that integrate economic, social and environmental dimensions. It enables cities to share good practices and lessons learned with all professionals involved in urban policy throughout Europe. URBACT is 255 cities, 29 countries, and 5,000 active participants

[www.urbact.eu/ctur](http://www.urbact.eu/ctur)