“Matosinhos: Challenge of a cruise terminal to the surrounding Area and northern Portugal”

Theme 1/Transforming, regenerating, adapting the physical and environmental components of the port city system

“Attractiveness of the port city”

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.
6. NEXT STEPS FOR CTUR

Appendix 1: Programme of the Matosinhos seminar
Appendix 2: Participants at the Matosinhos seminar
Appendix 3: Power Point Presentations made during the meeting in Matosinhos
INTRODUCTION to the meeting in Matosinhos

The first thematic seminar of the CTUR network, on the theme of Transforming, regenerating, adapting the physical and environmental components of the port-city system, with the sub theme of multifunctional facilities, was held in Matosinhos, Portugal, on June 15-16 2009.

The seminar included: site visits, presentation and discussion of Matosinhos, the city, the port and its case study, and of related case studies (good practices and transferability) from Naples and Helsinki. Update on project work plan, ‘matching’ themes, locations and themes for future seminars and financial administration and information from the URBACT programme Thematic Pole meeting. The seminar was hosted by the City of Matosinhos and APDL, the Port Authority of Douro and Leixões, and was attended by representatives from the Lead Partner, the City of Naples, and its Port Authority, as well as partners from Alicante, Dublin, Helsinki, Trieste, Valencia and Varna, and a representative from the International Association of City Ports.

The seminar was carried out against the background of the exemplary port city cooperation in Matosinhos. On the first morning it took place in the Council Chamber of the City of Matosinhos, and on the second day in the APDL (The Port Authority of Douro and Leixões) Training Centre. During the first morning of the seminar, following an overview of the theme of the seminar by the CTUR Thematic Expert, the group received presentations of the city and its port by the Mayor of Matosinhos, the deputy Mayor and the Director of APDL. These were followed by more specific presentations of the Matosinhos Case studies, and news of the URBACT Thematic Pole activities. During the afternoon of the first day a site study visit was organised to the Port area of the City of Leixões, and to amenities developed and upgraded by the city to support the improvement of the port functions. This included the re-use of former port heritage buildings to house new functions such as a training centre and port operations. The transformation of former warehouses within the docks area as a jazz club accessible to the public also provided participants with an innovative example of port heritage contributing to the attractiveness of the city for tourists.

Presentation of the plans for the new cruise terminal in Matosinhos, incorporating a university research facility, is an example of a partnership which has levered European funding to provide state of the art facilities to host cruise tourism in the near future. At the same time it is acting as a catalyst for the overall urban upgrading of the nearby traditional residential and restaurant quarter.

The second day began with presentation and discussion of two case studies: the Port of Naples presented an innovative model of public private cooperation “Terminal Napoli S.p.A.”. Helsinki presented a project integrating cruise terminal functions with a new housing and amenity area.

Local Support Groups have been formed in all the partner cities. The presentations, site visits and discussions during the meeting in Matosinhos have helped partners to focus on clear objectives for the Local Action Plans being prepared in each partner city.

The PowerPoint presentations from the Matosinhos seminar are listed in appendix to this report and are available online on https://docs.google.com/leaf?id=0B5AbHdMvLrIUZmYyMjdlNmItNDFmMy00MTdjLWI4MDgtMzhmODA4MzkyMjMc2&hl=it

Learning points for CTUR from the Matosinhos seminar

- The port city cooperation in Matosinhos and Naples;
- Comprehensive area planning: the Quadra Maritima in Matosinhos and the Hernesaari quarter in Helsinki;
- Multi functional uses of cruise tourism facilities: the new cruise terminal housing research departments as well as visitor hosting facilities in Matosinhos;
- Citizens’ participation in through the consultation process in Matosinhos;
- Renovation and re use of port heritage buildings: the jazz club in a former warehouse and new uses for the former health inspection buildings in Matosinhos, and warehouse buildings in Helsinki;
- Cruise tourism as a catalyst for urban regeneration: the new cruise terminal in Matosinhos.
1. Transforming, regenerating, adapting the physical and environmental components of the port-city system

Thematic introduction by Joseph Tomatis, CTUR Lead Expert

1.1 A changing market
Supply is growing faster than the market (103,000 new berths on the market between 2008 and 2010), so prices are dropping. However in 2009 there has been the first ever slow down. There is also a change from high end' to a more 'mass' market. Boats are becoming destinations in themselves, even keeping passengers on board with the consequences on passenger expenditures in the ports of call. There are also possible mergers of shipping companies. There is also increasing development of Public Private Partnerships: for example Carnival is developing its own terminal in Barcelona, and MSC and Costa have acquired their own concession in Marseilles.

1.2 Consequences for the port-cities
As a consequence, bigger facilities are needed to cope with larger ships, with mega-ships becoming destinations in themselves (see the problems of Capri or Naples), and the resulting importance of cost/benefit model for the port-cities. Cities need to find new ways to create innovative offers on land. Hence the importance of the cost/benefit model for the port-cities.

1.3 The changing role of port cities
Most important civilizations are maritime because the sea brings contact with other cultures, other goods and the lure of adventure and wealth. 3/4 of the world population lives on or very close to the sea shore: it is a place for exchange, opening towards other cultures, the development of commerce and ideas, the myth of travel and adventure, mingling of populations. All important capital cities have a port. At the beginning, the port was a closed enclave dedicated to commerce: security and customs needed a closed area. Industrial production generated pollution, noise, insecurity: the old port quarter was inhabited by working classes. For a few tourists it was both a fantasy (Tangiers, as a place for all adventures!) and repulsive because of the real or supposed dangers (Jack the Ripper). The port became a source of business and wealth: see the saga of families of ship owners. This lead to some iconic monumental constructions and bonded warehouses, the architecture of which is being rediscovered.
In the 50s, in the American model of waterfront revitalisation, Boston, Baltimore, San Francisco, the port was far from the city centre. The former port land became an opportu-
nity to revitalise the city and develop a new up-market quarter close to the seafront. In the 80s new public spaces were created, becoming attractive for the population. The Montreal model arose from awareness of the importance of conservation of industrial and maritime heritage, and gave priority to public spaces (sport, culture and entertainment areas for the population). The port authority became an actor of these changes.

In Europe mixed-use developments encompassed retail, entertainment and tourism. Port uses were created or reallocated to mixed-use developments including cruise terminal, marinas... The port enters the city and becomes an added value, a factor of modernity, an enhancement of the city image. City and port look for a common platform of partnership. The port is the origin of the city, and its identity. It is a main source for the city branding and, today, developing leisure and tourism is the scope for all the cities to become attractive to investors and newcomers.

1.4 Challenges for the city

City councils need a strategic vision: where are we and where do we want to go? What is our vision of city development? What are the uses for this new area? How do we rebrand our city? Development includes real estate, entertainment and culture, retail: city planners must be helped by experts in marketing and landscape, economy and finance, social policies, laws and innovative developments. How to have all these people work together? Many challenges remain to be overcome: the status of port areas, the role of conservation in the redevelopment, the balance between past/future, city/port, services/ industry, social/commercial, identity/ modernity, reality/ambitions, prudence/urgency, traditional functions/image and brand? Models of uses in time (who, for what activities, at what time) and space (where, on what property?) must be developed. How to measure cost/benefit, economic and environment impact, social impact...

1.5 What makes a tourism destination?

- Things to see: city with its history, heritage, ambiance, the sea as a backdrop;
- Things to do: nautical activities, cruises, MICE (meetings, incentive, congress, exhibitions);
- Things to visit: history, monuments, museums, e.g. in St Nazaire the conversion of a former military base into a museum;
- Things to “live”: experiences, hospitality, shopping, events, animations, linkage to leisure and entertainment for the population. (Quebec, Hong Kong);
- Things to buy: local products, craft, restaurants, shopping. Also MICE business (meetings, incentive, congress, exhibitions): congress halls (Grimaldi Forum in Monaco, Palais des Congrès in Cannes, new congress hall in Casablanca).

However, caution is needed, as cruises only stay for a few hours, so all that is on offer must be accessible, see for example the old Docklands in Capetown.

1.6 Water is the central concern:

Water is a support to port functions: marinas (Dubai, Casablanca, Toronto, Barcelona), quays and maritime stations for cruises (Quebec, Bordeaux, Marseille, Matosinhos or Valencia), fishing harbours, sightseeing in commercial ports, shipyards;

Water is natural scenery. The area along the sea can become a promenade for pedestrians for example waterfront parks in Boston or Hong Kong. These areas need very special care for landscape and the environment, and architecture. The waterfront is a dream for retail allied to entertainment: ‘retailtainment’, for example cinemas in Southampton, aquariums in Sydney and Baltimore. It is also a very exclusive place for hotels and congress halls, and exhibition halls;

Finally, cruises are often the best way to put a destination on the map. In 2010 17M visitors are expected in European ports. Average spending is €100/person in home ports and €50 in ports of call. 9 people out of 10 spend money during stopovers. Spending level depends on visitors’ origins: €39 for a European, €77 for an American. In Marseilles a survey showed that 58% of the spending is done in shops, 50% on perfumes and clothes, 1/3 on local products and craft.
2. Focus on the host city and its port: Matosinhos and the Port of Leixões

2.1 Introduction to Matosinhos and its port
Guilherme Pinto, Mayor of Matosinhos

Origins
As ships grew in size, they could no longer access the port of Porto, so it was decided that Matosinhos was the best place to build a new harbour. It grew and became the safest harbour on the coast. It is strategically part of the Metropolitan area of Porto, which overall has 1.5M inhabitants.

Cruise traffic
Cruises come to Matosinhos and the surrounding region because this is a small town with many attractions: the ‘best port’ in Portugal, with an airport close by, modern industries (especially new technology), a fishing port, and is well known by good sailors. Now a big effort is being undertaken to make it an even better place. The harbour is at the centre of the town, dividing it into two. It is a beautiful town devoted to culture, with new investments, and growing tourism activity. APDL manages the cruise terminal. There are public works of art, and modern architecture, the beaches have been improved, and the old town is the “dining room of Portugal”, with its streets of fish restaurants. Even where the streets are small, to prevent the nuisance of barbecue smoke, they are installing special “street barbecues”. The projected cruise terminal is going to be built, and it will be necessary to develop attractions for the 5% of cruise passengers who would rather walk in the area of the port rather than take excursions elsewhere. Already there is a small terminal on the North bank of the port.

2.2 APDL, the Port Authority
João Matos Fernandes, President of APDL (The Port Authority of Douro and Leixões)

This is not an old port, however it is:
- Multifunctional, with thousands of industries exporting different products to different markets;
- Diversified: 80% of the Northern region of Portugal and its 3M inhabitants are within 50 km. It is the second busiest port in Portugal;
- In a privileged location, in relation to road links and the sea;
- As a port inside the city, this is a good location close to industries, good transport, and surrounded by the region.

Strong points of the port include:
- A logistics platform, creating added value (to 15.6 million tonnes handled at Port of
Leixões). The aim is to increase the value of cargo transiting the port, to become a Europort;

- A specific rail line. Shipping is very important for Portugal, to overcome the barrier of the Pyrenees. RoRo vessels spend a maximum 4-6 hours in the port;

- The plans for the new cruise terminal, reinforcing the good relations with the city. They want to encourage everyone to go into the city, so the city needs to be prepared to receive the project, so it becomes much more than a cruise terminal (for example housing a research and teaching facility);

1. PPT APDL

- The dedicated port main gate speeds up the process of paper work (now completed in 2-3 minutes, instead of up to several hours previously), and a new drawbridge speeds up the entrance to the inner port;

2. PPT APDL

- A Jazz club located in a former warehouse in the area;

3. Photo by Pauline Geoghegan

- Reused Customs house;

- Environmental quality: e.g. the tree lined boundary of the port area;

- The first port in Europe to have a ‘sustainability’ report;

- A warehouse training centre, which has already hosted 500 trainees (from Africa etc.) over 6 years;

- Bird viewing point on the Douro.

The Port Authority takes care of the port, and manages the maritime public domain: port, beaches, the banks of the Douro in Porto and Vila Nova de Gaia. In Cantareira, the traditional fisherman’s quarter, the fisherman’s zone has been upgraded, and the river bank renewed, so that the fishermen can stay, rather than be removed to another location.

4. Photo by Pauline Geoghegan

Cruise and tourism and heritage

The cruise business is increasing. The port is part of the Cruise Atlantic Europe network, with other ports. Previously the Atlantic ports were not a destination, so ports at one overnight distance from each other have got together, for example Bilbao, St Malo, Brest, Cork etc. They each want to valorise their heritage, with new neighbourhoods and a new urban population.
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.

2.3 The City of Matosinhos and its projects
Nuno Oliviera, Deputy Mayor of Matosinhos

Matosinhos has 60 sq km of port area, and works closely with ADPL. The waterfront renewal was funded by the city renewal programme. Along the Leça da Palmeira waterfront a pipeline links from the sea directly to the terminal. The ‘B Flat’ Jazz club (in a former warehouse in the port area) has opened up the port area to the city. The ‘House of Architecture’ is a large project on land owned by the Port Authority. The railway infrastructure was formerly for goods only, now to be transformed to take passengers to link them to the Porto public transportation system. The city needed a new railway station and the port authority needed to reorganise its logistics: a ‘win win’ situation. The dedicated highway linking the port to the national highways carries the heavy traffic which previously passed though the city to access the port and in future two new logistics platforms will be located on the access road. A new bridge connecting the North to the South parts of the city, allows bigger ships to enter the inner harbour; a quicker operation means that the time when the road connection is closed is now much shorter than previously, thus reducing traffic congestion in the city. There is strong city port cooperation because the city needs to be able to continue to function. They also rebuilt part of a former chapel which had been destroyed, in recognition of the heritage of the city.

Most importantly, shared projects are helping to make the port competitive. Many companies depend on the harbour, including SMEs. At the same time all the requirements must be fulfilled: planning, architecture... “cooperation is the keystone to success”.

The University is part of the business incubator and will pay rent to APDL. The investment in the cruise terminal belongs to APDL, and is supported with EU funding, and the university will pay rent. Regarding the training facility, it aims to respond to the new needs of the city and its port, so must take into account the needs of the new worker.

The city plan is being updated to include the port’s strategic plan, using different instruments.

Port security
The ISPS (International Ship and Port facility Security code) area starts at the entrance to the access road, and cameras can follow progress along the road. The jazz club and cruise terminal are designed in such a way that people can move around without entering the security area, and there is also a low level of ISPS demands. So far there have been no problems with cruise companies in relation to bringing buses close to the ships. In September 2009 there will be the first experience of a cruise ‘turn around’ in Matosinhos so they are waiting to see how well this works. There is generally a good relationship with the customs.

Population and sources of revenue
The municipalities of Porto, Matosinhos and Gaia amount to a population of about 701 000 inhabitants (statistics of 2007). On its own Porto has just 200 000 population, so it only exists with the two other cities; Matosinhos considers itself proud to be part of Porto, and there is no problem about Porto being the ‘brand’. The total Metropolitan area consists of 14 cities and a population of 2M. Taxes mainly come from the municipality (70%), and 30% from the national level. So far there is no metropolitan tax. The mayors of the 14 cities elect
the Mayor of the Metropolitan Area of Porto. The regions are not political, just ‘administrative’.

**Collaboration between the population and the port**

150 years ago the city was a port, so people came to the city because of the port. There was an important fish canning industry, with many incomers from the country, because of the employment in the harbour: construction, fishing, canning… For many of the long-standing residents “the harbour is part of us”. They want the port to function. They also want to avoid pollution and noise problems. Since the building of the new bridge more people like the port. There are also high expectations for the cruise terminal. Some of the areas near the port are the most expensive areas of the city. However problems remain to be resolved between the richer and poorer neighbourhoods.

### 2.4 The Quadra Maritima Matosinhos case study

The “Quadra maritima” is an urban project on the quality and complexity of urban space: it covers an area of 96 hectares, and is close to the waterfront, and 20% of the population. It is in the area of the city most closely connected to the sea and to the economic activities linked to the maritime market: the beach and waterfront, the municipal market, the new terminal, the fishing harbour, commercial areas, and the fish restaurants. Twenty years ago the political centre changed: the city hall, banks etc moved away from the sea, followed by the older restaurants etc. The challenge is now how to rebuild this area.

The opportunity arose from the cruise terminal project. The concern is how to prepare the city to receive cruise tourists. The Southern part of the area will become public, with the logistics access to the harbour separate. How can the city prepare to receive tourists so that they can take away a positive image? 20% won’t go to Porto, but will want to go shopping and to go to restaurants. How can they be accommodated?

ERDF funding is available for a ‘partnership for urban renewal’, so they are working with ADPL, the University of the Sea of Porto, the school of design, and six hundred restaurants and resident groups. Ideas include tourism/attractive places to stay, mobility, culture and innovation, upgrade of urban spaces, and upgrade of the economy (tourism, restaurants, and commercial areas). The objectives are to upgrade urban spaces, to build amenities in the urban space, and to improve the condition of the housing and the robustness of the economic sector.

**A high quality of services**: human resources must be prepared, such as, for example, by learning languages, and how to welcome people, and ‘make the difference’. For example it is not enough to know how to cook the fish: hospitality is needed. Refurbishing the streets is easy. Human resources are the difficult part.

**Public spaces redesigned.** The cultural high school is designing public spaces: now more than 80 professors and students are working on ‘how to sell’ the area, by transforming the urban space into ‘laboratories’; seeking innovative activities, also by improving buildings for poorer communities.

**Projects for Culture and Innovation** include the Sea Pole (R&D&I, UPTEC), QUADRA Building, urban art, and enhancement of the beach and sea sports.

**Projects for mobility, public space and new activities** include the new Cruise terminal, renewal of the streets surrounding the south part of the harbour, enhancing the relationship between public space and restaurants, 3 new cycle ways, and a new bike-sharing service.

**Projects for enhancing economic activity and public spaces** include improving service quality in restaurants, improving existing businesses and attracting new ones, and the renewal of the Municipal Market.
How?
The university wanted new spaces for studies related to the sea, hence the ‘Sea Pole’ inside the harbour, research in the terminal and in other buildings in the harbour; UPTEC – Parque de Ciência e Tecnologia da Universidade do Porto (the Science and Technology park of the University of Porto) is a special body set up to manage the project. After the ‘nursery’ phase the Municipality has agreed to provide space for new SMEs. There is a contract between the university and the port; then the question will be how to create a big industrial park? Also the beach will be enhanced.

Streets are being renewed: over the last few years the restaurants have come out onto the pavements, and there are also three cycle-ways/paths, and a bike sharing scheme.

Outputs expected include Increased housing demand: mixed housing (with ADPL as partners), fewer unused open spaces and increased building renewal, increased commercial activity, and enhanced tourist attraction of the area.

Funding
Funding for the project is from ERDF (€7M), local/municipal (€3M), private (€2M), amounting to a total of €12M. The project is now awaiting final EU approval.

Governance of the project is through partnership with an operational team. Communication and promotion are also undertaken through this local partnership which includes the project leader, Matosinhos Municipality, the project partners, which are APDL, the Port Authority, ESAD, the High School of Arts and Design, business associations, restaurants, commerce, and the Metro and STCP (public transport).

The good practice is the involvement of public and private partners with a common objective (Cruise Terminal, Sea Pole, Quadra project).

Another good practice is the good relationship between the municipality and the port authority, which has allowed the project to be implemented. This dialogue is important in the development of a variety of projects, like some examples:

- Matosinhos waterfront;
- Leça da Palmeira waterfront;
- B Flatt Jazz Club;
- House of Architecture;
- New Passenger Rail Station;
- New Bridge.

Since this is a 20 years’ investment TRUST is needed! Urban policy is at the centre of the project. With a High school in the area people “feel important”.

Clusters can attract new people, with incentives: under a national incentive scheme no tax is payable for the first five years, for housing renewal. Also counselling is provided to people who want to set up businesses. Part of the task is also to show the real estate companies that it is a good idea to invest. On the other hand, avoiding speculation is difficult.

3. Case studies from Helsinki and Naples

3.1 Helsinki Case Study: the Hernesaari project
Jari Huhtaniemi, City of Helsinki - City Planning Department

Key features of the city and the port

Demographic: the Helsinki City population is 500 000, the Metropolitan area has 1.2 million inhabitants. The number of elderly people and single households is growing, unemployment is at 5,2% and the proportion of immigrants is growing (8%).

Strategic: Helsinki is the capital of Finland. It is a hub of transport, tourism, education and culture.

The Port of Helsinki
1/3 of Finland’s entire trade is transported through the Port of Helsinki. The port specialises in unitised cargo, also for transit to Russia. Cargo traffic moved out of the city centre, from the South to the Eastern harbour, since November 2008.

Key features of the cruise activities and of the urban port heritage
Helsinki is one of the leading cruise ports in the Baltic Sea area. There were 270 cruise
calls, bringing 330,000 passengers, in 2008. However, since Tallin is cheaper, Helsinki may be losing out on some cruise business because it is more expensive. Communication is good at present, with the mix of ferries and cruise ships. In future large scale cruise ships will be based in Hernesaari, and ferries in Jätäftäsaari. There is regular passenger traffic to Stockholm, Tallinn and Rostock. Annually around 9 million passengers pass through the port.

The Cruise port of Hernesaari: a new development area for the city

The new development area at Hernesaari combines housing, cruise tourism and water sports. The city is separated from the new harbour by an active dockyard. At present ships are limited to 230 m length in the South harbour, hence the need for the West harbour where there is more space. The airport is 15 km away but at present there is no rail link. The old Ford automobile factory and grain silo building next to the future cruise terminal are to be preserved, and will be visible from the new terminal. Uses are also being sought to develop and re-use the former grain silos, for example by forming window openings and creating a light well in the centre of the building.

The City of Helsinki owns the land, and will be preparing the infrastructure from 2012. The city provides the social amenities, and mostly rents out the plots in the long term. At present it is not clear what will become of the former Ford factory on the site, currently used as office space.

A draft Master plan has been drawn up to cover existing buildings, the cruise terminal, a waterfront park area with sports activities, a marina for 500 yachts, an area for water sports, a cruise terminal with ISPS areas, heliport and residential 'villages' for 4,600 new residents with few high rise buildings, close to the city centre. Services for tourism and leisure are planned for the area. The housing is a social mix, including social housing built by the city. There are five different levels of ownership, from social rental housing through to housing for purchase. The aim is that the mixed types of housing ownership plus the shared facilities will ensure that the area does not just become a dormitory area. In all, 2,000 work spaces are planned.

Planned amenities include a marina, water taxis, for example to the island of Suomenlinna, beaches and the City Centre, parking below the houses, a tramline linking to the city centre, retail space near the waterports area, a Heliport (though it can create noise nuisance over up to 5 km), and passages to travel to city by train or bike. However, the planned heliport at the end of the pier will limit yachting activities in close proximity.

Key problems, challenges and thematic focuses

Opportunities: the delocalisation of cargo traffic offers a unique opportunity to create a completely new concept of waterfront. The marina will bring added value to the real estate located around the marina.

Challenges:

− the project area is next to the city centre, yet isolated by the sea and the partially active dockyard area;
− activating commercial services and terminal facilities off season;
− combining housing and maritime activities, from small sailing boats up to Genesis class cruise vessels, including resolving ISPS (security) issues.

Potential contributions

− Early phase of the planning and realization of the West Harbour area;
− Strong growing position in the Baltic Sea cruise market;
− Experience in sustainable urban and port planning;
− Existing examples of enhancement and conversion of the port heritage in urban facilities;
− Strategic plan identifying the cruise traffic as an important economic sector for the city.
Potential expectations
− New port next to vital urban area with multiple functions;
− Attractive pedestrian connection from port area to the city centre;
− Development of cruise tourism services of Helsinki.

3.2 The Naples case study: the ‘Naples model’ for the new cruise terminal
Barbara Casolla, Marketing Development Executive - Port Authority of Naples

Until 1994 the Naples Maritime Station (Cruise Terminal) was managed by Consorzio Autonomo del Porto di Napoli (a Public Com-
pany). After the law n. 84/94 concerning the reform of Italian ports, part of the management of the cruise terminal was given to a pri-
vate company. At that time (in the mid 90s) the City was outside the cruise market be-
cause the traffic was not so impressive.

For the management of the Maritime station, the “Port of Naples” cruise ship terminal, a joint stock company was formed: “Terminal Napoli S.p.A.”. The Naples Port Authority was the first in Italy to establish a joint private and public partnership company for the management of its cruise terminal. It was also the first in Italy to involve the leading cruise ship companies from across the world.

Achievements include the reorganisation of general areas used to manage passenger flows, reorganisation of the pedestrian area parking, and good integration between port and city traffic.

Actions: delocalisation of all the small licence holders hosted in the Maritime Station building following the board of directors’ deci-
sions to renovate of the convention centre.

Direct and indirect economic and social spin-off: optimisation of cruise activity, in-
crease of cruise passengers, and increase of personnel.

Project management: the project leader is the President of Terminal Napoli, Dott.Nicola Coccia. Partners include the Board of Direc-
tors of MSC Cruise company, Costa Crociere, Royal Caribbean, the Port Authority of Naples, Intership, Marinvest, and Napoli Terminal Trade.

Funding is from private companies 95%, and the Port Authority of Naples 5%. Fully paid–up capital amounts to € 4M.
Governance: decision-making process, public-private partnership, communication to beneficiaries/citizens: citizens will be involved in the new activities arising from the new convention and shopping centre-port waterfront activity, due to be opened at the end of 2009.

Difficulties arise from a lack of coordination among the members, as well as different points of view in managing matters.

Best practices:
Naples ‘Terminal Napoli’ is an investment by the municipality and the port authority: cruise companies are part of the management. They share the same objectives: best practices plus work in progress. Competitors are members of the same company. Any decision is taken together, respecting the activity of each other. There is a Protocol of agreement between them. Companies that are not parties to the agreement pay differently.
However, there can be clashes of interest. Some companies don't want a shopping centre because they want to organise their own shops in their ships.

The challenge is how to satisfy the needs of cruise passengers and yet also satisfy the needs of the citizens? Since the city has no power, there can be problems between city and port.
In Naples the company is the concessionary (as in Marseille).

See the example of Hamburg ‘Hamburg Haven City’: master plan; investment in activities, dance etc. information centre on the master plan, plus debates, cycle parties and other events developing the image of the active port.
4. URBACT CTUR Local Support Groups and Local Action Plans

4.1 Local Action Plans within CTUR

Within CTUR each partner defines its own goal for its Local Action Plan (LAP) within the goals of CTUR. Within each LAP there will be sub plans on themes: projects on cruise tourism development within the local overall strategic plan.

For example in Alicante the objectives of the Urbact Local Action Plan are to revalue the old town: visitor centre, and different routes, to improve the attractiveness of the welcome for passengers and reactivation of the area, and to establish links between city and port, through tourism information and a city plan.

In Naples the objectives of the Local Action Plan are

- requalification of the historic city /port area and improving the tourism in the area specially from cruise traffic;
- re-use of a port heritage building to create a “Museum of Immigration”;
- to improve the economic and social impact of cruises on the deprived areas and generally on the city.

To be successful, input is needed from politicians. For this reason the choice of the LAP areas is connected with the elements already approved by a Strategic Document on the “Major programme for the UNESCO City Centre” agreed by the City Council, the Management Authority and the local Ecclesiastic representation, concerning the projects that will be financed by the 2007 – 2013 ERDF. Of course to have the LAP included in the agreed documents means that it is a shared political choice but also that it will be financed by ERDF Funds. The LAP areas defined are Piazza Mercato (Mercato square), a LAP under the URBACT HERO Project, and the waterfront from Piazza Municipio (Municipio Square) to Piazza Mercato (Mercato square) as LAP under the URBACT CTUR Project. So the two LAPS will be linked in one project for the monumental waterfront of Naples. The Port is involved as CTUR partner and as stakeholder of the LAPS in the framework of the European Programme URBACT II. It helps to involve the stakeholders to find a shared solution for this conflict area. The private sector and the EIB (European Investment Bank) are part of the Local Support Group as a way to find other ways to finance the projects beside EU funds. For each action there will be a ‘project sheet’.

Project sheet example

An example of ‘project sheet’ presented by Joseph Thomatis, CTUR Lead Expert, concerns a project for l’Isle d’Yeu. It started with an analysis, then a study of what would be needed in the way of communication actions, for example starting by promoting Isle d’Yeu as a welcoming island, transport, and tourism valorisation; secondly the island was promoted as a ‘different experience’: projects, and commercialisation; thirdly that the proposals should be sustainable and attractive. Governance guidelines were put in place for each work area: short, middle and long term actions. Actions were presented in project sheets, as a road map for those in charge. Every year progress is evaluated, so it is necessary to decide how to evaluate the efficiency of each action; information includes: how much, who is in charge, technical parties, and feasibility. Such a technical document may then have to be communicated more widely.

4.2 Matosinhos Local Support Group and Local Action Plan

Amelia Castro APDL Port Authority of Douro and Leixões

The new Cruise terminal is a key element of the Matosinhos Local Action Plan. It consists of a new Cruise Quay, Passenger Station and Nautical Recreation area. There is great potential arising from the creation of the new terminal: an opportunity to develop the port/city relationship with the development of the cruise industry, to develop tourism in the North of Portugal, and to promote cultural heritage of transnational interest

The new cruise terminal will have a berth that will allow ships up 300 m long and up to 10m deep to berth, a Passenger Station building with several amenities for transit cruise liners or turnaround cruise vessels, which will also
includes a Maritime Research Centre, a Nautical Recreational Port for 300 vessels and essential support services for vessels as well as parking areas for coaches and vehicles, and direct access from the city to the Terminal.

It also involves an urban integration project, integrating the South Jetty with the upgrade of the Matosinhos Waterfront, a regional project with direct impact on the entire Porto Metropolitan Area, a coordinated Strategy for the development of the port-city, and improved environmental conditions of the coastal frontage with the opening of the city to the sea.

A feasibility study and the Business Model for the New Cruise Terminal of Port of Leixões have been followed by a public tender. Indicators show that up to 100 cruise ships and 108,000 passengers can be expected.

Strengths include the existing Leixões passenger station, as part of the Architectural and Historical Heritage of the City of Matosinhos, new socialising spaces (the jazz club), the upgrading of the Matosinhos and the Leça da Palmeira Waterfront, the cultural heritage of transnational interest (the following sites are classified as World Heritage by UNESCO: the City of Porto, the Douro Region and the City of Guimarães).

Weaknesses include a lack of infrastructure to improve the cruise activity at the Port of Leixões, given the ever-greater length of the ships, lack of logistical conditions to host cruise passengers, difficulties to attract global players, lack of private sector initiative and a lack of tourist packages on offer in Matosinhos for cruise passengers.

Opportunities: the new Cruise Quay will allow the mooring of vessels up to 300 meters length and 10 meters draught and opening the port to the city (with direct access from the city to the Terminal). The Cruise terminal is part of the Atlantic Europe Network promoting the market (Lisbon, Bilbao, La Coruña, Brittany, Dover, Cork,...) which aims to contribute to the reinforcement of the position of the Atlantic Area in the European cruise tourism market, and the creation and promotion of new itineraries and tourist products which, through the action of a network of ports, cities and regions, emphasise the value of the specific aspects of culture and Atlantic identity. However, a weakness is the lack of coordination among stakeholders in promoting the tourist potential of Matosinhos and Northern Portugal.

Three problems remain:

− Lack of tourism opportunities + small cruise ships;
− Lack of promotion of tourism potential of the region;
− The need to promote the North of the region.

To address these they are creating a dynamic Task Force, to promote a package for visits

The Local Support Group
The Local Support Group held its first meeting last week, and will start to work after the holidays. Its membership includes:
- APDL (Port Authority) - Management of the port of Leixões and the Maritime Public Domaine;
- Municipality of Matosinhos - Local Administration;
- ADETURN - Turismo Norte de Portugal - North of Portugal tourism promotion;
- CCDRN - Coordination and Development of the North Region of Portugal;
- Oporto University – University;
- Superior School of Art and Design of Matosinhos – University;
- Association “O PEIXE À MESA” – Local (Matosinhos) association of restaurants.

4.2.1 The Managing Authority
Fernando Gomes, Managing Authority, member of the Local Support Group

The North Regional coordination and development Commission (elected by all the mayors) is the closest organisation to regional power, and decentralised from central government. Themes covered include regional planning, land management, environment, cross border cooperation and regional government. They recently completed the Northern strategy for up to 2015, with themes on people, economic activity and territory. They are now at stage 2 of the strategy, to create a regional pact for competitiveness for the North of Portugal. They are currently preparing a series of thematic agendas. Regional action plans will be prepared as guidelines to the main actors.

Two clusters: tourism and the sea. Each cluster has specific guidelines. The Sea cluster has an emphasis on cruise tourism and emerging activities (including research etc). To improve strategy, economic resources are needed, so a segregated structure is responsible for the management of Structural Funds. The Cruise Terminal and the UPTEC, the Parque de Ciência e Tecnologia da Universidade do Porto, are covered by the Operational Programme.

4.2.2 School of Art and design ESAD.PT
José Bártolo

The school of art aims to respond to the economic, social and cultural needs of the region. It includes a design research programme and design studios, and enjoys a strong collaborative relationship with the university, ADPL etc. In 2007 research began on 16 waterfronts, which led to a design identity and communications plan, plus equipment and amenities, as well as the ‘Buto Capelo’ street workshop: “The urban context seems increasingly fragmented by functional changes and accompanying planning and economic challenges. Art interventions in the city continue to provide an opportunity to bring different actors together in a single situation, which brings about new encounters, debate and the mediation of social, cultural and economic differences. The public space is our room for public events. When we want to become public, we have to enter other people’s spaces. We position our actions in the interstices: in between institutions; in between institutions and associations; in between institutions and individuals.”

Proposals include involving local communities, improving the quality of services, promotion of business and new commercial opportunities, improved infrastructures, promotion of creative initiatives, improvement of public spaces, and the creation of an innovative space for cultural and tourist information.

4.2.3 UPTEC
Mario Leitão

UPTEC is a University science and technology park, bringing together five buildings on the university campus. It started 3 years ago, and now houses 45 projects and start ups: “every day there are new projects”. It acts as an ‘incubator’ to create new technology based enterprises, and to promote the transfer of technology between the university and the market. It is now building a ‘sea campus’ dedicated to marine technologies, with a space for new enterprises.

Portugal’s regional structures

There are five regions in Portugal. Porto and Lisbon are metropolitan areas which have strong links with national government. There are also associations of municipalities. The regions manage regional operational programmes. Regarding the division of funds between regions, the North of the country has the biggest amount of funds. A segregated organisation has the management of the structural funds, and is also involved in the cities’ agenda, for example by organising a regional ‘URBACT’ type programme to get cities talking to each other.
Public/private partnerships can be a mix of public and/or private, and can involve the private sector, for example in the regional agenda. The Monitoring Committee can have influence on private partners, for example on the quality control of projects. The University contribution to the new cruise terminal is as part of the research centre in the building; evaluation/cruise tourism + research. Already some start-ups have begun. The challenge will be to get tourists into the city, e.g. "Mar à Mesa" for restaurants, promoting the commercial centre. The person responsible for tourism economic development is also a member of the Local Support Group.

4.3 Local Action Plan status reports: Alicante and Naples

### ALICANTE

<table>
<thead>
<tr>
<th>Specific objective 1:</th>
<th>Specific objective 2</th>
<th>Specific objective 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revalue the old town and the urban heritage</td>
<td>Improve tourism attractiveness of the destination</td>
<td>Establish a link between city and port</td>
</tr>
<tr>
<td><strong>Action 1.1:</strong> Development of a visitor center in the old town of the city to welcome cruise passengers.</td>
<td><strong>Action 2.1:</strong> A specific programme to welcome cruise passengers to the city.</td>
<td><strong>Action 3.1:</strong> Improve tourist information at the port (guides, signposting…) and on board.</td>
</tr>
<tr>
<td><strong>Action 1.2:</strong> Development of different routes in the old town depending on time and preferences (museums, churches, gastronomy, handicrafts..)</td>
<td><strong>Action 2.2:</strong> Reactivate and reuse the area port as a commercial and leisure zone.</td>
<td><strong>Action 3.2:</strong> Develop a Port-City Plan in order to integrate visions to improve relationships.</td>
</tr>
</tbody>
</table>

### NAPLES

<table>
<thead>
<tr>
<th>Specific objective 1</th>
<th>Specific objective 2</th>
<th>Specific objective 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Requalification of the waterfront monumental area and surrounding historical urban area</td>
<td>Give new functions to the port heritage for urban regeneration</td>
<td>Maximize economic and social impacts of cruises</td>
</tr>
<tr>
<td><strong>Action 1.1:</strong> Requalification of via Marina</td>
<td><strong>Action 2.1:</strong> Museum of immigration in the Immacolatella Building</td>
<td><strong>Action 3.1:</strong> Development of a commercial center in the multifunction cruise terminal facility</td>
</tr>
<tr>
<td><strong>Action 1.2:</strong> Support the renovation of private properties</td>
<td><strong>Action 2.2:</strong> Refurbishment for new functions of the Stazione Marittima (Cruise terminal)</td>
<td><strong>Action 3.2:</strong> info-points for cruise passengers and crew</td>
</tr>
<tr>
<td><strong>Action 1.3:</strong> Support to the historical activities in the area: gold and textile crafts</td>
<td></td>
<td><strong>Action 3.3:</strong> Opening time of the commercial activities connected with the cruise tourism</td>
</tr>
<tr>
<td><strong>Action 1.4:</strong> Regeneration of Piazza Mercato</td>
<td></td>
<td><strong>Action 3.4:</strong> Improvement of the training of tourism personnel</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Action 3.5:</strong> Improvement of the transport infrastructures – new metro station and new lines, modernization of tram, requalification of the railway station and airport</td>
</tr>
</tbody>
</table>
4.4 Projects proposed by CTUR partners as ‘donors’

Alicante:
- Plan for regeneration and renovation
- Cruise terminal
- Plan for pollution treatment

Dublin
- Poolbeg development plan (new area for cruises)
- Heritage buildings: new uses
- Social/affordable housing
- Dublin Bay water quality project

Helsinki
- Cruise Baltic experience (promoting Helsinki to the promoters and marketing plan with cruise lines)
- Waste handling

Matosinhos
- Accessibility to road system,
- Airport link to harbour,
- Regeneration management and governance.

Naples
- Link between transport and heritage/archaeology
- Urban plan to transform former industrial area into new services: planning department.
- Nausicca society
- Bagnoli: beach/port/green area
- Training pole: region and port. Training project led by trade unions

Trieste
- New harbour plan, city and port
- Reconversion in progress: municipality urban integrated regeneration programme funded in 2010: not on the waterfront but behind it: pathway between stations etc, tourist partners, craft networks, old cafés, street furniture, cycle paths, event promotion.

Valencia
- Regeneration experience of historical area for tourism, and commercial business
- Linking the historical area to the port
- Masterplan
- Events (America’s Cup)

Varna
- Conversion of port terminal and docks
- Governance questions

AIVP:
- Bringing best practices: can bring more to next meetings on tourism and port cities, also ISPS. Vis their study on ‘Tourist facilities in ports’.
5. CTUR Project management issues

5.1 Methodology
Carine Guidali, CTUR Thematic Expert

Two of the CTUR working methodology’s strong points are the setting up and animation of a Local Support Group and the production of a Local Action Plan by each project partner. “The URBACT programme requires each partner to set up a local support group (LSG). This group works to maximise the impact of the transnational exchange of practice between cities. LSGs can ensure that ideas emerging from the project are realistic and can test their viability at local level. They have the potential, as part of a European wide URBACT “community”, to take key messages about managing sustainable cities to a far wider audience. They can mobilise stakeholders, define needs, and co-produce the Local Action Plan (LAP). They have the potential to become a long-lasting legacy once the URBACT project is finished”.

Objectives for Local Support Groups
- Help clarify the particular needs or concerns of the partner in relation to the thematic network or working group topic;
- Help identify (mobilize and validate) what the city can offer to the project in the form of good practice, existing tools, site visits, policies and other experience;
- Help ensure that this knowledge is reflected in the LAPs;
- Help disseminate the findings of the project to a wider local audience and ensure that end-users have a voice in the decision-making process;
- Act as project champions and help to mobilize the political and institutional support required to ensure that the LAP leads to real change.

Tasks for Local Support Groups
- Familiarise themselves with the baseline study, which is the output of the development phase of CTUR project;
- Take part in the design and follow up of the LAP;
- Identify and/or validate project inputs or outputs such as case studies;
- Take part in exchange activities through meetings and online contact;
- Periodic meetings, especially to contribute to the URBACT II partner’s contribution to project seminars;
- Comment on final outputs;
- Test or pilot recommendations through the LAP;
- Act as local project champions and lobby for changes;
- Organise local dissemination events;
- Obtain media coverage;
- LSGs progress.

Local Action Plans
- A concrete roadmap for each partner and a range of solutions to tackle the core issues identified at the start of the project: 2 to 5 specific objectives, and for each objective a list of operational actions;
- Drawn up in close cooperation with the Managing Authorities, in order to maximize potential opportunities for funding;
- Proposals for action in the form of a list of steps required:
  - WHAT needs to be done
  - WHO should take the actions
  - HOW it will be carried out (funds, resources, methods)
  - WHEN (timeline).

Case studies
CTUR is based on experience and good / bad practices exchanges between the partners. Each partner is both ‘donor’ and ‘receiver’ of experience. Each partner will present several case studies during the workshops, so as to share his own experience and to compare his practices to other partners’ practices on the same issue.

Where it is not possible to ‘match’ donors and requests, the project experts will endeavour to bring in additional experiences from elsewhere, starting with the contribution of AIVP, the International Association of City Ports.
Due to the fixed length of the project it is necessary to hold the first thematic meeting before the summer; the quality of information needs to be improved in some cases if it is going to be useful for other cities, and there must be a balance between no detail and too much detail. One difficulty can be the availability, or lack of it, of documents needed to fully describe the case studies.

5.1.1 The CTUR programme: selected themes

**Theme 1: Transforming, regenerating, adapting the physical and environmental components of the port city system**
- Attractiveness of the port city: Opening hours, Diversity of attractions and events;
- Environmental concern: Clean environment;
- Accessibility: Connection to the airport and railway, port/city connection + compatibility safety/free accessible port, access of the city for the disabled;
- Functional diversity: Re-using derelict port areas, multi-use facilities, development of new cruise and marina facilities;
- Port building heritage: Heritage management plan, conversion of industrial areas, conversion of historical sites.

**Theme 2: Cruise traffic and port heritage as economic & social benefits**
- Evaluation of impact: definition of indicators;
- Economy generator: How to work with the retail / tourism supply;
- Employment: Job creation & training in tourism skills;
- Housing mix.

**Theme 3: Governance**
- Public / private partnership
- Creation of specific bodies

5.1.2 Provisional working programme for the CTUR seminars

**Seminar n°1**
Matosinhos Attractiveness of the port city

**Seminar n°2**
Trieste Regeneration & environmental concerns

**Seminar n°3**
Dublin Cruise facilities & Transport connections

**Theme 2: Cruise tourism as economic & social benefits**

**Seminar n°4**
Alicante/Valencia Economic & social benefits

**Theme 3: Governance**

**Seminar n°5**
Helsinki Port heritage & Governance

**Seminar n°6**
Rostock Governance tools

5.2 Dissemination activities

**Gaetano Mollura, CTUR Lead Partner**

During the URBACT Thematic Pole meeting on June 9th and 10th, the topics covered included administrative issues, LAPs and ULSGs, involving Managing Authorities and politicians, thematic poles and “Clouds” (knowledge platforms), thematic pole outputs, the URBACT response to the “Crisis”, and the Urbact Annual Conference.

Seminars aimed at the members of the Local Support Groups would be taking place in London (18th June), Athens (19th June) and Madrid (25th June).

The URBACT II communications strategy training session in Paris, on June 2nd 2009 included a graphic charter workshop, a session on how to manage press relations, how to manage events organisation, and the CTUR web space on URBACT II Website.

The communications plan includes objectives and activities.

Files on the Graphic Charter can be downloaded form the Urbact website for the Urbact Logo type, Urbact Network, Urbact Publications and to be used for any creation or duplication of URBACT documents. For Urbact Project PowerPoint Presentations (PPT) and Urbact Program PowerPoint Presentations (PPT) the PowerPoint Slide Master to be used for project or programme presentation. These files can be downloaded from: http://urbact.eu/fileadmin/graphic_charter/

The interactive communication plan:
By the end of June the **Urbact AGORA Collaborative Platform** will include latest documents, a calendar, messages, tasks, URBACT news: videos, conferences and chat, and a video channel on Dailymotion from April, and the URBACT blog www.blog.urbact.eu.

From September there will be a new URBACT Website and new minisite for CTUR.

*Pauline Geoghegan, CTUR Thematic expert*

CTUR messages are aimed at a wide audience: to local partners and other stakeholders, to partner cities, to other cities, and to policy makers at European, local and city level. Local communication on the project helps you to gain visibility, involve key stakeholders, create awareness of the issues at stake, and to secure financial support. It will also raise the importance of a EU project, not just as another site visit, but real added value for the city and its port, raise the profile of the Local Support Group so that it can become a sustainable actor (in the long term), convince the Managing Authority that this is a viable project for their support, and, why not, gain some visibility and credit for yourselves…?

Communicating to a wider audience requires coherent presentations format from the start, which means that each presentation will be a brick in the construction of the final products of the network. Once the URBACT website is up and running presentations on the CTUR mini site will be coherent. It will thus be easier to compare common questions shared between projects.

This can also entail dissemination to [URBACT National Contact Points](#) across Europe, disseminating and collecting information in national languages, and to expand its audience even further, **URBACT conferences** open to the general public. These conferences focus on topical subjects, from the point of view of city professionals and elected officials. URBACT II projects are required to develop and implement a communication plan: press releases, communication documents, notes and their outputs.

URBACT recommendations include: “Simple easy to use” language, “user friendly style” and “direct concise style”. The graphic charter includes guidelines on the URBACT logotype: use, size etc, Colours: programme and project, typography and iconography (photos).

These apply to document covers, leaflets and presentations.

Plans for communicating the outcomes of CTUR include a final report, the project ‘pocket’, the exhibition, other forms of communication… such as video. More ideas are welcome.

### 5.3 Financial management

*Gaetano Mollura, CTUR Lead partner*

**Phase 1 Project (development phase)**

April 21st to October 21st 2009

The Urbact Monitoring Committee has approved an exceptional claiming period for phase 1 of the project. The Claiming Period will be open in the PRESAGE-CTE system from 1st July until 30th September 2009 for costs to be certified Partners which remain to claim for this first period are the City of Alicante, the City of Matosinhos, and the City of Rhodes. The City of Varna must re-sign their certificate.

**Phase 2 (implementation phase) – Reporting periods and deadlines**

**Reporting periods:**

The project duration is subdivided into 6-month periods: running from July to December and from January to June. The reporting documents have to be signed and sent to the URBACT Secretariat within 3 months after the end of the reporting period.

**Deadlines for sending reports:**

- During Phase II:
  - 1st reporting period 21 Nov.–31 Dec. 2008
  - 31 March 2008
  - 2nd reporting period 01 Jan.–30 June 2009
  - 30 Sept. 2009
  - 31 March 2010.
  - And so on.....

Presage has to be filled by the LP.

**Reporting responsibilities and tasks**

The Lead Partner shall report to the URBACT Secretariat about progress of the whole project, with particular reference to outputs and results.

Documents related to reporting:

- Certificates of Expenditure;
- Payment Claim;
- Progress Report (Activity and Financial Sections).

For each period, the reporting documents have to be submitted to the URBACT Secre-
tariat - using the format available in the web-based monitoring and accounting system PRESAGE-CTE.

Progress report
The main aim of the Progress Report is to ensure that the project’s activities are progressing in accordance with the work plan and the budget approved by the Monitoring Committee. It includes sections mainly related to activities and finances, but also to communication and expertise. It is signed both by the Lead Partner’s responsible person and by the Lead Partner’s first level controller.

Contents include: reporting per objectives/ actions (expenditures must correspond to activities!), reporting on minor changes, update on bank account’s information (important for a quick ERDF refunding), if the budget of a main category is exceeded (<20%, i.e. 20% flexibility rule), and changes of the contact details of the first level controllers.

Accounting & certification of the expenditure
Expenditure must be accounted by the Lead Partner and partners in PRESAGE-CTE (with personal login and password). The Lead Partner checks and validates the accounted expenditures. After it has been validated by the LP, the expenditure can be certified by the certifying body, i.e. the first level control of the PP in PRESAGE-CTE (with personal login and password).

The LP will submit the certificates / statements of expenditure signed by the PP’ and LPs certifying bodies plus a global project payment claim (within 3 months after the end of each reporting period).

Eligibility of expenditure
To be considered eligible, costs must:

- have been paid, certified and declared by the Lead Partner during the project eligibility period;
- have actually been incurred, be recorded in the beneficiary’s accounts or tax documents, and be identifiable and controllable.

Eligibility period: costs are eligible from 19 January 2009 – 19 July 2011 (30 months period, phase II).

Approval of First Level controllers– procedure
Each first level controller has to be approved at national level:
1) The first level controller of PP/LP is proposed in the final application and in the audit trail;
2) The PP/LP fills in a checklist with the information concerning the proposed controller and sends it duly signed to its national contact (i.e. the authority in charge of the approval at Member State level).

The «checklist for approval of first level controllers» is available on the URBACT website/documents section;
3) The national contact confirms the proposal by sending a letter to the URBACT Secretariat and to the concerned Project Partner with the filled in and signed «checklist for approbation of first level controller» in annex;
4) The approved first level controller is given an access to PRESAGE-CTE.

Financial reporting – summary of activities
1) Each PP approval of first level controller: send signed “Checklist (for) Approval of First Level Controllers” to your national contact (download from URBACT website);
2) The national contact will inform the URBACT Secretariat about the approval;
3) The approved first level controller and each PP is given access to PRESAGE-CTE through the URBACT Secretariat (email will be sent);
4) PPs feed in their expenditures into PRESAGE-CTE: (all 12 partners put in costs occurred between 19 Jan. -30 June. 9 for first reporting period in phase II);
5) LP validates (checks) the costs of the partners and gives ‘green light’;
6) PP’s first level control certifies through PRESAGE-CTE with the help of the “Checklist For First Level Controllers”,
prints out the Certificate of Expenditure (pdf) and signs; original documents are kept at the PPs;
7) PPs send the signed Certificate of Expenditure to the LP;
8) LP collects all Certificates of Expenditure and sends them together with an overall Payment Claim to the URBACT Secretariat (respecting the set deadlines);
9) URBACT refunds to the LP and the LP refunds the PPs.

Helpful documents
Partners are requested to familiarise themselves with the most important documents related to URBACT II and to check the URBACT II Programme Manual (Technical Working Document updated on January 11th 2008)
- Fact Sheet 1 - The URBACT II Programme;
- Fact Sheet 2a - Thematic Networks;
- Fact Sheet 2b - Fast Track Label;
- Fact Sheet 6b - Project management;
- Fact Sheet 6c - Financial management and control


6. Next steps for CTUR

The Lead partner and Lead expert strongly remind the CTUR partners about their commitment to the project, which will lead them to develop Local Action Plans for the development of cruise tourism in their respective ports.

Next steps for the cities will entail

At city level
- Ongoing meetings with the Local Support Group;
- Reinforcing local partnerships;
- Progressing the Local Action Plans;
- Exploring funding possibilities.

At project level
- Reporting on meeting with the Local Support Groups;
- Reporting progress, but also the challenges, and questions arising, entailed in developing Local Action Plans;
- Preparing case studies for future seminars (see table accompanying this report)

It is vital for the project and all its partners that the cities of Rostock, Rhodes and Istanbul (as associate partner) attend the next meeting, on the theme of 'Regeneration & environmental concerns', in order that they, and the rest of the CTUR partners, fully benefit from their experience and expertise in the subject of the CTUR network.

The next meeting of the CTUR network will take place in Trieste on September 28-29.
## Appendix 1: Programme of the Matosinhos seminar

### Sunday June 14th 2009

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>20:00</td>
<td>Welcome meeting Hotel Axis Porto Business &amp; Spa</td>
</tr>
<tr>
<td>20:30</td>
<td>Dinner</td>
</tr>
</tbody>
</table>

### Monday June 15th

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>08:45</td>
<td>Arrival of participants</td>
</tr>
<tr>
<td>09:00</td>
<td>Plenary - Welcome from the host city</td>
</tr>
</tbody>
</table>
| 09:30 | Plenary - Presentation of the agenda/approval of the Varna seminar report  
Lead Partner Gaetano Mollura - Lead Expert Joseph Tomatis |
| 09:45 | Plenary - Progress report: CTUR toolkit, inputs from the partners, results of 'donors/receivers match-making, possible questions about methodology  
Lead Expert - Thematic Expert 1 Carine Guidali |
| 10:15 | Plenary - Introduction to the theme "Transforming, regenerating, adapting the physical and environmental components of the port-city system"  
Lead Expert Joseph Tomatis |
| 10:30 | Plenary - Presentation of Matosinhos/ APDL development projects. Introduction to the case studies and to the on-site visits  
APDL Matosinhos Partners |
| 11:15 | Plenary - Presentation of Matosinhos/APDL case studies  
APDL Matosinhos Partners—Lead Expert |
| 11:45 | Plenary - Discussion of Matosinhos/APDLE case studies  
All partners – Lead Expert |
| 12:30 | Thematic Pole Update / Communication and dissemination of results on local and project level  
Lead Partner and Thematic Expert 2, Pauline Geoghegan |
| 13:00 | Administrative and financial management of the project  
Lead partner |
| 13:30 | Lunch Break |
| 15:00 | Site visit to port and city |
| 17:30 | End of the meeting |
| 20:00 | Dinner |
Tuesday June 16th

08:45 - Arrival of participants

09:00 - Group sessions
Presentation of case study n°1 “Physical/Environment”
Port of Naples, Thematic Expert 1

Presentation of case study n°2 “Physical/Environment”
City of Helsinki, Thematic Expert 2

09:30 - Group sessions
Discussion about case study n°1
Port of Naples, Thematic Expert 1

Discussion about case study n°2
Helsinki, Thematic Expert 1

10:30 Plenary - Wrap up of the case studies: good practices and transferability
Sharing feedback on the learning from each case study
Lead Expert and Thematic Experts 1 and 2

12:30 – Lunch Break

14:00 Plenary - Presentation of Matosinhos/APDL’s LAP
Presentation of Matosinhos/APDL’s LSG and key stakeholders
LSG Matosinhos /APDL Partners

15:00 - Group sessions - All Partners LAPs & LSGs progress
Parallel workshops / partners split in two groups
Room 1 Group 1—LAPs & LSGs progress
animated by Thematic expert 1/ LE/LP
Room 2 Group 2—LAPs & LSGs progress
animated by Thematic expert 2 / LE / LP

16:00 Plenary - Focus on the role and involvement of the Managing Authorities: LP, LE all partners
Next steps / Questions about methodology/ planning/ expected results
Lead Expert, Thematic Experts

16:30 Plenary - Next steps / Questions about methodology/ planning/ expected results
Lead Expert

16:45 Plenary - Evaluation of the meeting by the partners
Lead expert

17:00 Plenary - Conclusions
Lead partner

20:00 - Dinner
Appendix 2: Participants at the Matosinhos seminar

Matosinhos: host city
Mayor Guilherme Pinto, Deputy Mayor Nuno Oliviera, Elsa Severino, Joana Moreira, Local Support Group members Mário Leitão, José Bártolo and Fernando Gomes.

Naples: CTUR lead partner
Gaetano Mollura

ADPL: host city
João Matos Fernandes, President of Leixoes Port Authority, Amélia Castro, Cândida Moura

Alicante
Sara Prieto Vidal

Dublin
Eileen Quinlivan

Helsinki
Tuija Haaviko and Jari Huhtaniemi

Port of Naples
Fiorinda Corradino and Barbara Casolla

Trieste
Elizabetta Boglich and Raffaela Turpin

Valencia
Marta Galbis Rocher

Varna
Giorgi Gilev

Association Internationale Villes Ports
Greta Marini

Project experts
Joseph Tomatis, CTUR lead expert, Carine Guidali and Pauline Geoghegan, thematic experts

Missing partners
Rhodes, Rostock and Istanbul (Observer partner)
Appendix 3: Power Point Presentations made during the meeting in Matosinhos

The PowerPoint presentations from the Matosinhos seminar are available online on https://docs.google.com/leaf?id=0B5AbHdMvLrIUZmYyMjdINmltNDFlMy00MTdjLWI4MDgtMzhmODA4MzkyMzc2&hl=it

1 – Focus on the host city: Matosinhos and APDL

Matosinhos and Port development projects
Nuno Oliveira – Deputy Mayor of Matosinhos

Port Authority of Douro and Leixões
João Pedro Matos Fernandes – President of APDL

Quadra Maritima case study - Matosinhos Municipality
Nuno Oliveira - Vice-Mayor of Matosinhos

School of Art and design ESAD.PT - Quadra Maritima case study
José Bártolo

2 – Experts presentations:

Progress report
Carine Guidali – Thematic Expert

Introduction to the theme: “Transforming, regenerating, adapting the physical and environmental components of the port-city system”
Joseph Tomatis – Lead expert

Rehabilitation of Waterfronts: examples and illustrations (Fr)
Détente Consultants

Example of development scheme for the tourism economy: L’Ile d’Yeu (Fr)
(Schéma de développement de l’économie touristique de l’Ile d’Yeu)
Presented by Joseph Thomatis, Lead Partner

3 – Case studies of the partners

West Harbour Project Helsinki
Jari Huhtaniemi, City of Helsinki - City Planning Department

Port Authority of Naples
Barbara Casolla, Marketing Development Executive - Port Authority of Naples

4 – CTUR Local Action Plans

LSGs & LAPS methodology
Carine Guidali, Thematic Expert

Schéma de développement de l’économie touristique de l’Ile d’Yeu (Fr)
Détente Consultants

Local Action Plan APDL/Matosinhos
Amelia Castro APDL Port Authority of Douro and Leixões

LAP of Naples (City and Port Authority)
5. Communication and dissemination strategies

Communication and dissemination strategies - CTUR web space
Gaetano Mollura, CTUR Lead partner

CTUR Communications
Pauline Geoghegan, CTUR Thematic Expert

6 - Administration issues for CTUR partners

URBACT-PRESAGE Management system: Instructions for use

Organisational and Administrative Issues
Gaetano Mollura CTUR Lead partner
URBACT is a European exchange and learning programme promoting sustainable urban development. It enables cities to work together to develop solutions to major urban challenges, reaffirming the key role they play in facing increasingly complex societal challenges. It helps them to develop pragmatic solutions that are new and sustainable, and that integrate economic, social and environmental dimensions. It enables cities to share good practices and lessons learned with all professionals involved in urban policy throughout Europe. URBACT is 181 cities, 29 countries, and 5,000 active participants.

www.urbact.eu/ctur