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On the waterfront

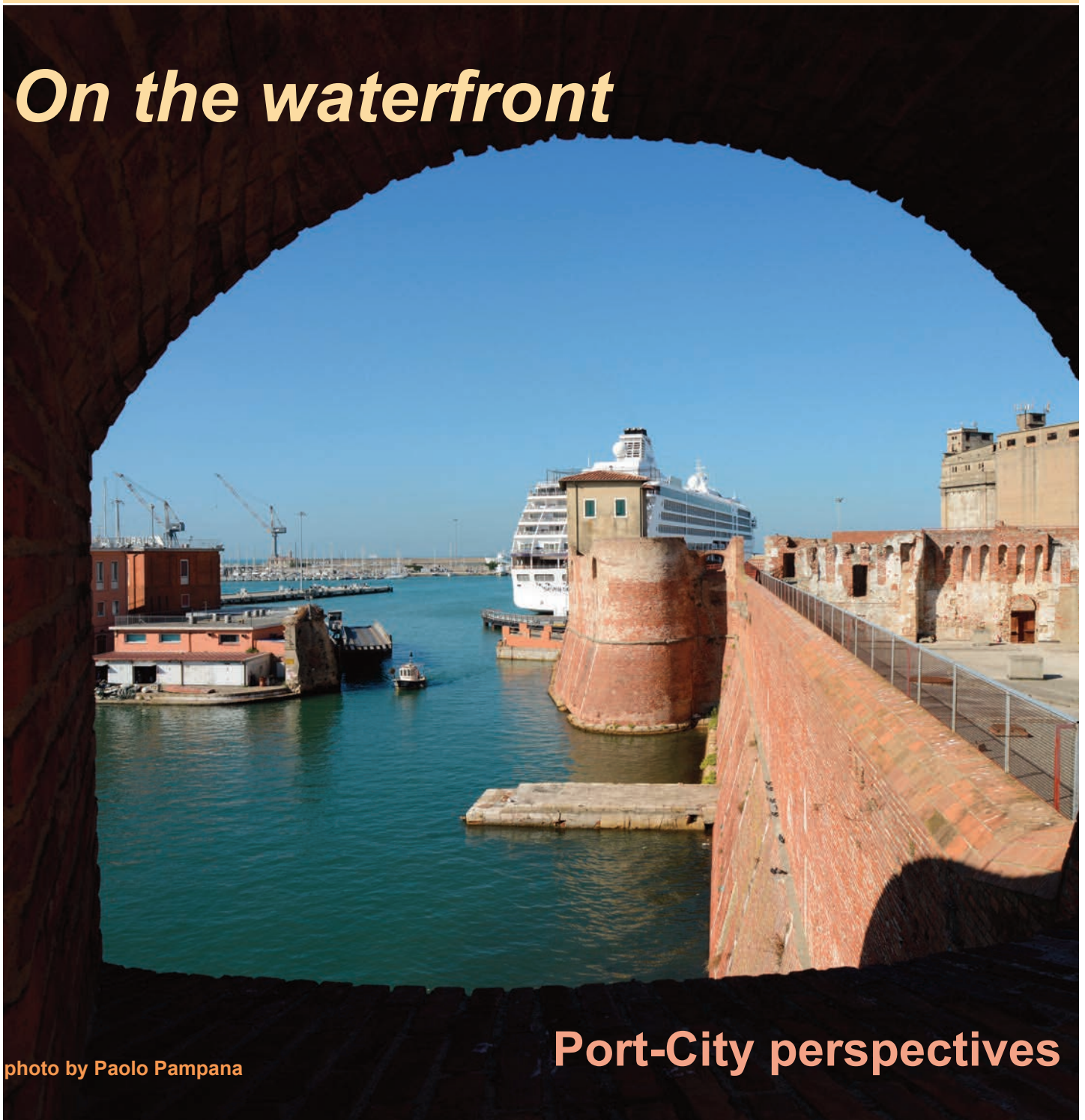


photo by Paolo Pampana

Port-City perspectives



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What if ports find out to have a soul? The renaissance of port cities



Perhaps port cities are now discovering something they never even knew they had, namely that behind an urban scenario made up of roads, piers, warehouses, cranes and ships there is something more than cement, metal and smoke.

Musil's Diotima had to read a lot before discovering she had a soul, while someone with a good eye just needs a glance to realise how much life and beauty lies beyond a port. In the past ports were considered an eyesore, something that one was aware of due to the grey smoke of ferry boats wafting against a cerulean sky or upon hearing the horns of far-off cruise boats. Nowadays, ports are more often considered repositories of culture and history to be referred to when defining the urban-port nature of its collective. Fortifications, warehouses, dockside equipment and other remains have survived the ravages of time while many of the areas that were once part of the port

have now been taken over by the city. The transformations undertaken by port cities in the second half of the twentieth century offer one of the best opportunities for urban growth in modern times, especially if one considers how these unused, obsolete areas have been employed. Staff at the AIVP (Association Internationale Villes et Port) have drawn up a practical guide on this extensive subject of the relationship between a city and its waterfront. The guide entitled "Faire la ville avec le port" explains how to: manage the transitional areas between a city and its port, solve the problems of transportation and accessibility, preserve a port's architectural identity, attract visitors and tourists, finance money-making projects or optimise energy consumption. These are the everyday issues that the AIVP deals with in practical terms by presenting examples of success and reference models. For example, did

you know how the port of Long Beach (USA) has tackled its lack of space? By merging three old terminals into one. Do you know the Port of Amsterdam's solution to reconciling port activities with those of the city? Well, in 2000 they commissioned the architect and designer Lally Malcic to create a modern passenger terminal that would include a shopping centre, hotel and exhibition area (the French consider it to be a good example of "mixité horizontale"). In Rotterdam new urban areas have been obtained by building directly on the water: we are talking about the Dura Vermeer floating bubbles, that are anchored in the old port. This guide is full of examples of ports whose urban planning has generated shared living space, the book's practical approach makes it essential, as well as very interesting, reading. The AIVP is pointing an accusatory finger at port wasteland; port areas that are not being used for maritime functions, but which could be reclaimed and reused to give the city a new look. Twenty years after the AIVP was established in 1988, the question of the use and reuse of abandoned port areas is still hotly debated. There is a lot to talk about, that is for sure. While new port structures and infrastructures are built outside the urban areas in numerous port cities, the sub-

ject of waterfront regeneration is still a source of study and research. There is an undoubted desire that so-called port wasteland is reclaimed by the city, however it is not always easy to maintain their historical identity.

In the past these areas were sacrificed for simple real estate profit, with buildings being demolished and replaced by shopping centres or tourist attractions, now they are being exploited and restored. More than any other historical site, these wasteland areas are the meeting point between the city and the port. The AIVP has no doubts about its aim of guaranteeing the survival of port activities in the city: through a combination of integration and work. One of the main themes to have come out of the 14th AIVP conference in Durban, South Africa, was that port cities must face the challenges of globalisation in an anti-modernist way. If we can look past the contradiction of terms, we can see that architectural innovation in port cities has not always overcome the barriers that separate the urban fabric from that of its port. Waterfront regeneration can, and must, introduce new functions to areas that preserve some semblance of their past. The AIVP is convinced that there must be open dialogue between the various institutions if this is to happen. This is necessary because of the complex nature of the relationship between a city and its port derives from the multitude of different competences jostling alongside each other in confined area. Today there is a need to recreate interaction between spaces, future uses and scenarios to cater for a

city's image as well as its economic and productive development. The AIVP gives a number of positive examples of Municipalities, and government bodies responsible for ports that have put aside their mutual diffidence and differences to work in concert towards a common objective. In 2006 the municipality of Durban and Transnet, the state body that is responsible for the management of the eight commercial ports on the South African put together a project called "Transnet Ethekwini Municipality Planning initiative" (TEMPI). The aim of TempI is to lay down a master plan with a shared decision making process for the development of the city together with the port. However, the AIVP emphasises that the role of state bodies should not be restricted to planning but that they have a great responsibility. Which? The answer is easy; any news on increased port traffic or the construction of a new terminal may make port stakeholders happy but will often leave the average man on the street aghast since 100,000 extra TEUs a year only mean more pollution and noise. At first glance such decisions might seem to have a negative impact on the quality of life of all citizens, the experts at Villes et Ports therefore ask what can be done to make such decisions more palatable or even acceptable? The answer can be found in examples like Valparaiso (Chile), Antwerp, Le Havre or Livorno, and can be summed up in a list of benefits for the citizenry, the possibilities include cultural and social events to discover and increase knowledge about the port and its work. For example, in Livorno

the eight-year-old project Porto Aperto has provided free visits to hundreds of students. Then there are Port Centers, which are more than simple port museums but workshops where new technologies enable tourists and citizens to learn about the real port and what it is like to work there. There are also shows and events that involve the local population in waterfront areas or even in the port itself; take Valparaiso that opens its port to sports, cultural and recreational events for 10 days a year, welcoming more than 15,000 people every year. The AIVP not only shares but supports these initiatives by promoting them amongst the more than 200 member ports in 50 countries.

This is where the guide "Faire la Ville avec le Port", comes into play. It is intended as a practical tool for politicians to "make the city with the port" and is by no means exhaustive. Rather it is intended as a source of ideas to deal with four principal themes; the organisation of space, strategies for economic development, how to deal with environmental challenges and governance. It is the fruit of 25 years of experience gathered from around the world with AIVP organising International conferences where architects, port authorities and operators get together and put forward ideas to make port cities better places to live in. We have decided to champion the themes in AIVP's guide in this latest issue of Port News because to quote Musil's Diotima – ports are not only "un peu de bruit autour de notre ame", but are, and must increasingly be the cornerstone to foster the sense of belonging to a place or city.

There can be no innovation without traditions

A port is made up of soft values too



The subject of waterfront regeneration is close to his heart, as is that of megaships or overcapacity. The changing relationship between a city and its port, the needs of urban planning, economic demands, the safeguarding and valorisation of the landscape, cultural and social sustainability regarding particular locations do not leave him unmoved. Since his time as President of ESPO, Giuliano Gallanti has had to deal with problems relating to the use of reclaimed urban areas. After all, coming from Genoa he should know. In his home town the so-called old port was off limits and separated from the town until the Municipality decided to get involved with its new plan for the historic centre that saw the seafront become a breath of fresh air with public services being reachable with the town's public transportation network, and pedestrian areas in the heart of the city. The restoration work on old buildings does not always complement their historical identity. The Commissar of Livorno Port Authority admits that he has found the AIVP guide

very interesting, "I find it very useful, I am in full agreement with its aims: a city and its port must be able to live alongside each other, it is something to be hoped for, and the various examples in the book are testimony to this".

President, is I say the word Waterfront, what springs to mind?

This word conjures up a very vivid image in my mind: the Guggenheim museum in Bilbao: a construction whose

lines remind me of a ship (if seen from the river), designed by the Canadian architect Frank Gehry. Bilbao is a forerunner of important public works involving the reorganisation of the waterfront and the regeneration of the historic centre. Every part of the museum has a unique and exclusive shape that was designed for the space it occupies. This is the scene I like to think of when talking about waterfronts; a complex puzzle within which every piece is closely connected with its neighbour, inextricably combining to make something unique. Uniqueness and co-existence are the key words in a new concept of waterfront that started to make headway in the 80s. It's no coincidence that Gehry was thought of as the king of architectural counterpoint, a term used in architecture to underline how two different objects can co-exist. For example Gehry wanted the strange and fluid façade of the Guggenheim to be able to co-exist with the rational shape of the windows along its front.

This is a notion that marries well with the latest idea of a waterfront.

Yes. Today a new vision is taking hold, it is one based on real estate tendencies of the 60s; these were rooted in the Baltimore model and gradually assumed the feature of social inclusion and the optimisation of the relationship between a port and its surrounding environment. I think innovation is legitimate if it makes the most of a port city's traditions and history. This is what really counts.

You mentioned Baltimore

I have adopted Pierre Gras's tripartite traditional, suggested in his work "Storia dei Porti", something the architect Marco Massa has spoken a lot about too, in an earlier report on this subject. In the 60s and 70s many North American port cities were going through difficult times and many buildings were acquired without considering their historic value, indeed some were demolished or replaced with car parks and shopping centres.

What's the situation today?

Look at Genoa, Marseilles, Valencia, Barcelona and St. Nazaire. These are success stories that highlight how the collective's pride in its history has led to them making their ports a symbol of their identity. Barcelona's old port has become an attraction for millions of tourists. It has a strong cultural, sporting and commercial lure. Barcelona is the perfect example to see how effective state institutions can be when they work together and take practical action with social value. The authorities in

Barcelona knew what was needed to collaborate with the industrial sector and satisfied the differing needs of the private sector. Even the universities were brought onboard to interact with industry to set up research centres that provided job opportunities. There was an energy and synergy of the players that overcame the diffidence of the local citizens and opposition from various portside clubs.

Are you trying to follow this example in Livorno?

We can try to imitate the success of the Barcelona model, albeit on a smaller scale.

Why?

We have something that a port city cannot relinquish if it really wants to regenerate its waterfront: the support and collaboration of all the port institutions and stakeholders. In Livorno the Municipality, Port Authority, Superintendence for Cultural Heritage, the University and port operators have established a coordinated dialogue that has guaranteed the complex articulation of the urban fabric and that of the hinterland as well as interacting with all the actors involved.

Can you give us an example?

The Fortezza Vecchia: this Medicean monument symbolises our synergy more than any other and is an emblem of the city's historical identity, helping the people of Livorno to uncover their roots. I think it's fair to say that since we took over the management of this monument, in 2013, when we set ourselves the target of recovering the so called pivotal areas between the port and the city, we have breathed new life into them. In the case of the Fortezza Vecchia it has become a center for

cultural and leisure activities, a meeting point for tourists and citizens. Moreover, as many architects point out it is an important landmark in an extensive area that is in turn surrounded by public spaces that enhance its visibility and make it easier to access.

Can the Port Authority be an active player in this innovative overhaul of the port city?

It can and must be a promoter of cultural activities and initiatives that revive the city's image. As a Port Authority we want to have a leading role in the improvement of the local population's life. I've said it before, the attraction of a particular port cannot and should not only be measured in terms of the number of containers that are loaded and unloaded every day. Alongside the TEUs there are values that illustrious thinkers have labelled "soft". Soft values are cultural and historical, they anchor the identity of the citizens and the port and draw the two together when looking for the meaning behind their shared life. Our project "Porto Aperto" has served this purpose, it has broken down the barriers that often exist between a port and its city and shared the port areas taken over by the city.

I would say that now Porto Aperto is a brand rather than a simple project, would you agree?

Yes, originally it was set up as an experiment and now it is a successful project that has involved numerous institutions and associations. The lowest common denominator is the port and the need to get the public, tourists and citizens to learn about it. We organise completely free, guided tours for hundreds of students. What is

more, Porto Aperto is a large vessel that welcomes initiatives that are worthy of attention and those of great cultural value: I would like to mention the literary prizes, television broadcasts and talk shows on important port-related subjects, then there are exhibitions and concerts, organised to entertain the population, and last but not least there are the numerous sponsored activities each year under the aegis of the Trofeo Accademia Navale, a partnership between the Livorno Municipality and the Naval Academy. You are absolutely right Porto Aperto is a brand, a calling card with which we invite the average citizen to come and see the port for what it is: a beautiful pulsating microcosm of life, history and culture.

The AIVP has dedicated a few chapters of its guide to the theme of social integration and dialogue between institutions.

The Associazione Internazionale Villes et Ports knows that if we are to overcome the challenges of globalisation and give locals a more human port, one that is not just made up of containers but also of men, professions, history and culture, all the players need to pull together. The Port Authority and Livorno Municipality have already done so to ensure that the city has a port that can be explored to its very depths and even loved. This is another purpose of the waterfront; since it common land, shared by the port and the city we need more than just shopping centres but reminders of the area's history.

In addition to Porto Aperto, the Livorno Port Authority has made other important contributions to the city by building infrastructures that have

improved transportation, is that right?

Very true. Firstly, let me say that still today we are the largest employer in the province. Each year we give work to hundreds of people, involving companies and enterprises in the construction of infrastructures and urban requalification to the tune of millions of Euros. One example is the Porto Mediceo, which we are gradually modernising. We recently completed and inaugurated the first section of the canal that starts from the remains of the Umbria docks and will cross the ex-Cantiere Orlando, to connect the Darsena Nuova dock to the area of water called Bellana. Moreover, we have extended Molo Elba pier by 150 metres at the end of which you will find a fuel station. These are two small works but are basic to the renewal of the Porto Mediceo.

Are there any other examples?

Although it is not exactly a waterfront area, the “hinges” between the port and the city are worth citing, the work on the Torre del Marzocco. This project is close to our hearts, it involves the restoration of one of the oldest and most historical buildings in Livorno to its original splendour. It is 54 metres high and entirely clad in white marble. This tower was built in the Renaissance and as the commercial port developed northwards the tower became trapped and hidden behind the docks and cranes. The Marzocco tower is a heritage building and five centuries ago it was in the middle of the sea, while now it is a prisoner on land. After this restoration work the building will be made safe and visitors will be able to reach and visit it.

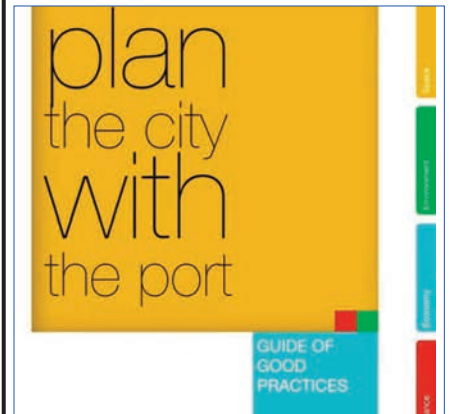
In the meantime the tourist port has become home to a museum for historical boats.

It's not a fully-fledged museum but an exhibition with a special display of boats that have made Livorno's history. Two boats have been housed at the ex-national railway warehouse, next to the Stazione Marittima, they are the: *navicello Pilade* (a small two-mast river and coastal water boat) and the tug *Marzocco*, recently restored by the Cantiere Lorenzoni under the supervision of Enrico Campanella. I think that the conversion of historical buildings like warehouses, which were once work places for the loading and unloading of goods, into museums is the best example we can give of how we have handled the regeneration of the waterfront. After all, Livorno deserves much more than a simple building where you can wait for the ferry or a connecting train, it should keep its cultural identity that has survived the ravages of time.

What's more the 3rd November saw the opening of the Port Center

This is a fundamental landmark on our path and when all is said and done, it is testimony of our great undertaking over the years to integrate the port and the city. It describes how a port works, projects its image, it promotes port operations, the professions and skills, helping to make it accessible, it will create a port community that is aware of the economic importance of having a sea port in such an important region and it will make it possible to share experiences. This is the scope of the Port Center and it is only right that Livorno should have one.

The association AIVP In the service of Port Cities



AIVP is the only international organisation that, for 25 years, has been bringing together all the public and private development stakeholders in port cities. AIVP has had the privilege of bearing witness to the changes underway in cities and ports the world over; we have accompanied our members in the implementation of new strategies that allow them to more effectively face up to the changes that impact economic, social and environmental development in port cities: urban-port integration, global reorganisation of economic routes, the challenge of societal integration, the climate change, the energy transition, the development of the cruise industry, etc. The president of the Association is Philippe Matthis, Deputy Director General of the Port of Brussels (Belgium), who succeeded Jean-Pierre Lecomte, Honorary President for the Port of Le Havre (France). There are five vice presidents: Hugo Borelli, President of the Port Authority of Bahia Blanca (Argentina); Antoni Vives, Deputy Mayor of Barcelona (Spain); Gilles Bontemps, Région Pays de la Loire, (France); Emmanuel Etoundi Oyono, Director General of the Port of Douala (Cameroon) and Mario Girard, general manager of Port of Québec.

The port authority as cluster manager

The port's role in the local society



Livorno has recently inaugurated the Port Center, in the Fortezza Vecchia, which has been restored and opened to its citizens, the Porto Aperto project is now in its ninth edition, the old railway depot has been turned into a maritime museum, then there are the port's global marketing activities and last but not least we have the research conducted in unison with many port operators. When you look at this list it would appear that the marketing and research department of Livorno's Port Authority has taken on, and overcome a number of challenges. The director, Gabriele Gargiulo is convinced of this, "As Patrick Verhoeven, the secretary of ECSA, rightly pointed out in his doctorate thesis the "Economic Assessment of Management in European Seaports", Port Authorities need to have an active role in the institutional frame work at local and National level. It is their job to foster the role of 'community management' without which,

nowadays, a Port Authority would simply be a housekeeper, or a property manager". Put simply this means "overcoming the historical confines within which a landlord Port Authority operates and to start acting as a cluster manager, establishing a pressure group with socially re-

sponsible policies". For Gabriele Gargiulo being a community manager means precisely this, "A Port Authority must be an independent player capable of setting up synergetic relations with other players in the area". The objective is always the same, to see the port as a three-dimensional object, not just from an economic point of view but also in a cultural and social context.

Is that why you opened the Port Center?

Yes, that is precisely so. The Charter of Port Centers, signed with the Villes et Ports association in May 2014, defines port centers as a place whose task it is to raise awareness and make the most of a port's activities by offering the public the chance to get to know what goes on inside a port, through educational activities, guided tours and permanent exhibitions. This is our objective; to make people understand that ports have a social

importance that goes beyond the gauges of people who only measure a port's value in terms of the traffic it handles. The 134m2 Port Center in Livorno is divided into two main areas: one dedicated to the port of the past and its history, the other looks at today's port and the different kinds of jobs involved. Knowing the types of work and skills needed in a port is fundamental, not only from an educational point of view but also if we are to train workers for the future. Consider that 30% of Livorno's GDP is generated by the port and its satellite activities. This shows that the port is a source of job opportunities. What we are trying to do is show locals that having a port nearby opens up many prospects.

Does the Porto Aperto project fulfil this objective?

Yes it does. Last year 3500 students visited the port of Livorno. These are big numbers that testify to the quality of the project that has brought the population into closer contact with the port. The project was set up by the PA's External Relations Department to underline the notion that the port and the city are two indivisible parts of the same being. Our aim is to increase contact and exchange between these two parties with a targeted series of activities that aim to foster a maritime culture and a port cluster for the city of Livorno. Porto Aperto is now in its ninth edition, it is a collection of events and initia-

tives through which we try to increasingly involve citizens, tourists and students to the port world.

How?

By organising free visits of the Port, having literary prizes, television shows and by paying particular attention to the work and professions of the future; I would say that these are the main contents of the project. It has been an important vehicle to transmit information of the port to thousands of students and citizens and has enabled them to see the old world of the port close-up.

Haven't you also organised studies?

Yes we have and this is something that should not be overlooked. Our port studies have focused on port operators, freight forwarders, shipping agents and all the local stakeholders in the port. A few weeks ago we presented a study on forestry products; these are one of the main types of goods handled here. Looking beyond the figures our team worked with local port



The Ancient Fortress lies in the heart of Livorno

companies to study the quality of the pulp. Thanks to this were able to give a positive slant to our dealings with the port community, which made us the spokesman of their needs with regard to these types of goods. It was a very successful experiment and has led us to start working with port operators on other studies. We have realised that this is the best way to carry out our new duties; experts call this role "cluster manager".

Finally you have begun work on the regeneration of the

waterfront, is that right?

Yes we have set up a work group in the PA, amongst whose many duties there is that of managing the historical monument, the Fortezza Vecchia. It has been opened to the public and tourists for guided tours and a disused warehouse, which was once a railway depot, has been restored. I believe that citizens have the right to enjoy the city's port and it is our job as the Port Authority to make this very beautiful port city an easier town to enjoy and with which to interact.



The Ports Centers: a union between heart and soul

The port cities rediscover their own identity



Francesca Morucci

Whoever hears the words “ports are beautiful” may be surprised by such a daring claim. One usually thinks of a port as being: functional, operative, competitive, efficient, organised, dynamic but “very beautiful”, well now. Since he arrived in Livorno, more than four years ago Giuliano Gallanti has never lost this perception. A port can also be admired for what it is, not only for its economic contribution and benefits it brings to an area. Is Mr. Gallanti a new Arnhem in the mould of Musil; a promoter of the union between soul and government administration? No, not in the least. The PA President’s idealism has not reached such heady heights that would see him attempt the audacious union between eternal truths and business. Yet if we were to look at things from Musil’s perspective we could say that Mr. Gallanti has known how to use democratic tools to replace the immeasurable effect of greatness with the measurable greatness of the effect. I very much doubt it is possible to find someone who would not be affected by listening to him calling a port beautiful, much less

when qualified with the term “very”.

If we go back to Goethe’s times, the noise of looms was considered a nuisance, by the time we reached Urlich, in 1900, people were enjoying – as Musil writes – the song of machinery, mallets and factory sirens. By the time we get to Mr. Gallanti a new idea

has made inroads, bypassing the complainers, environmentalists and hermits who want to live in a port city free from pollution and noise. This notion has influenced and fashioned the collective consciousness with regard to the essence of a port.

So what makes a port beautiful....

The Port Center’s mission charter, drafted by the Villes et Ports international association, defines this clearly. It is a view that the Livorno Port Authority adopted when it signed up with the association in May 2014.

- 1) Firstly a port is beautiful because it draws part of its being from the beauty and attraction of the sea on which it is built;
- 2) A port is also beautiful when it is considered as a living thing, it is open 24/7, 365 days a year, open to the sea and the wind, to vessels, men and goods and to all the world;
- 3) A port is also beautiful because it conveys a sense of freedom, where work, albeit subject to economic rules and property


rights, is not a mechanical and repetitive process like an assembly line.

- 4) A port is also beautiful because it belongs to everybody, it is common, shared property.


These are four posits that illustrate how the concept of beauty has blossomed in a port scenario. This is where port centers come into play; they have the role of connecting feeling and logic; two things that are as far apart as our bowels and our brains. However, one cannot fail to notice how these centres, created to welcome the public and teach them about the productive importance of the local port and promote awareness of the business and employment they generate are also the last point of contact with the sea. They are not merely museums but centres of edutainment, with indoor exhibition areas in which one can acquire detailed knowledge of port jobs and satellite activities: freight forwarders, shipping agents, Harbour masters, customs, terminal operators and article 16 activities. Nothing is overlooked and in Livorno, one of Italy’s most important ports, the need to have a point of contact between the port and its hinterland was essential.


The Port Centers Missions Charter


All this is clearly explained in the Missions Charter of a Port Center, the key point are:


 Explaining the port; how a port works, enabling city


inhabitants to grasp and understand the socio-economic importance of port activity in their region.


 Promoting port-related trades and professions; to stimulate vocations especially among the young.

 Projecting the port's image; through a permanent exhibition and a programme of activities to create links on the basis of shared value.

 Experiencing the real port; experiencing the port from within, opening it to citizens through free tours, Open Port days for businesses, port tours by bus, on foot, by bicycle, by boat,

 Learning through Edutainment; favouring interactive and teaching workshops, maintain links between the port and the local situation

 Engaging the Port Community; with innovative educational projects, allowing a real approach of young visitors to maritime activities.

 Developing the spirit of a Port Culture Forum; by promoting; with debates, conferences and the interchange of ideas that are the drivers of a better performing port city

The example of Livorno

Francesca Morucci, who is responsible for Livorno PA's external relations, together with her manager, Gabriele Gargiulo, has been fully committed to creating an operative port center. Today she has reached her

objective.

She describes what has been done, "This is a place that is open to citizens and tourists, our objective is raise awareness and enhance the appreciation for port activities, we give the public the chance to get to know port activities through educational activities, guided tours and permanent exhibitions. We have chosen themes ranging from port-related industrial activities to logistics and international exchanges, port professions and have even dealt with the subject of integration between the port and city".

The Port Center was set up in one of Livorno's most beautiful historical landmarks, the Fortezza Vecchia. Ms Morucci explains, "Visitors will find educational subject matter in the Palazzina del Capitano, the exhibition is high-tech with screens, simulators and virtual reconstructions. We have also included Livorno's past so that citizens, tourists and students can view memory as a place of virtual discovery from which to draw and put the present into perspective".

The first part of this exhibition center was inaugurated on 3rd November and immediately promises to establish Livorno's Port center into a Center Network that will help disseminate port culture and provide for the exchange of experiences between port cities all over the world.

On a personal note she adds "I would firstly, like to thank everyone who believed in this project, in particular I would like to thank the works Director, archi-

tect Francesca Pichi, as well as all my colleagues at the port authority. A special thanks goes to Maria Grazia Lodde who has worked on the idea of a port center, and especially the museum built in the port area where we can now see some historic boats, whose restoration she helped oversee. Other colleagues brought their particular skills ensuring that the port center saw the light of day, I would like to mention my colleagues Patrizia Innocenti, Barbara Bonciani, Paolo Pampana, Lisa Oliviero and Elena Novelli».

For Francesca Morucci the new Port Center is an important step, she feels it shows how seriously the PA takes "this big undertaking with the recent integration of the port and the city. Livorno is a member of the International Association of Port Cities and is part of the center network. The PA has also signed the international charter of Port Centers with the AIVP. Now we have a new way to interact with our citizens, just as important we are working alongside the AIVP that supports and develops synergies at international level in an attempt to involve citizens in their local port. I am pleased that Livorno is part of this team".

She is also very happy that during the inauguration of the Port Center, on 3rd November, she was able to arrange an important workshop with AIVP and Assoportenti entitled: "From Port-City to the Port Center's strategy". She proudly remarks, "we had some important guests of international repute, their presence shows how important the relationship between port and cities is in other European areas".

Face to face with Francesca Pichi, the person responsible for setting-up the exhibition center

Let me tell you a little bit about our Port Center It will be filled to the brim with technology



Port Centers are not just centers of learning or a tool, they help citizens understand what a port is and how it works. They are places where visitors can see the considerable and positive impact a port has on its area, but this one is also a high-tech centre. Our center has infrared sensors (Kinect); that read body movement and make it possible to control objects and information remotely, one room has interactive panels on the side and ceiling and live-maps with real-time photographs of all vessel traffic. The architect Francesca Pichi is the person behind the center, she was appointed the director of works by the Livorno Port Authority and saw her work come to fruition at its inauguration on the 3rd November. It is located in one of the city's most beautiful historical monuments; the Fortezza Vecchia. Inside the Palazzina del Capitano there is a 134m2 exhibition area with screens, interactive flooring, simulators and virtual projectors that will

take citizens, tourists and students back in time and see memory as a place of virtual discovery to drawn on and reflect about the present.

We have seen what a Port Center is and its function. However, could you please tell us what the one in Livorno will be like, since you have been responsible for supervising the preparation and setting up the exhibition areas?

We'll start from the premise that the aim was to respect and preserve the nature of the Palazzina del Capitano. This building is located in the Fortezza Vecchia, and we tried to keep our work on the building to a minimum. Our intention was to set up the Port Center so that it would have a strong visual impact and be exciting. Consequently, we looked for design solutions containing innovative exhibition technology, with visual and graphic content of a high technical level. We wanted visitors to be astonished and involved in the port by surrounding them with images and sounds in a virtual simulation.

OK. A great idea but how did you go about this?

Well let's take the history of the port of Livorno, from its origins as a city annexed to a port, right up to the present time.

Yes...
We asked ourselves, "what is the best way to describe the origins of the port without boring visitors?"



And what did you come up with?

The idea of multiple projections on the ceiling of the room. It is a projection of images that will run through the important moments in the port's history very quickly. Each image will symbolise iconic features that will be echoed in how the exhibition is set up. The aim is to exploit the unusual effect of the visitors' perspective as they look up at the ceiling and create a visual suggestion of reversing and turning their perspective upside down.

How will the multiple projections work?

In two ways. In the case of a guided visit, the guides will turn on the projection from



**The Captain House, in the Ancient Fortress
Here we have the new Port Center**

their portable devices, sending a signal to the control station so that the content can be displayed. In the case of an unaccompanied visit the projection will start when the infrared sensor at the entrance detects the visitor entering the area.

So as visitors enter the Palazzina del Capitano, they will be taken by surprise with a series of images and a narration falling from above, what next?

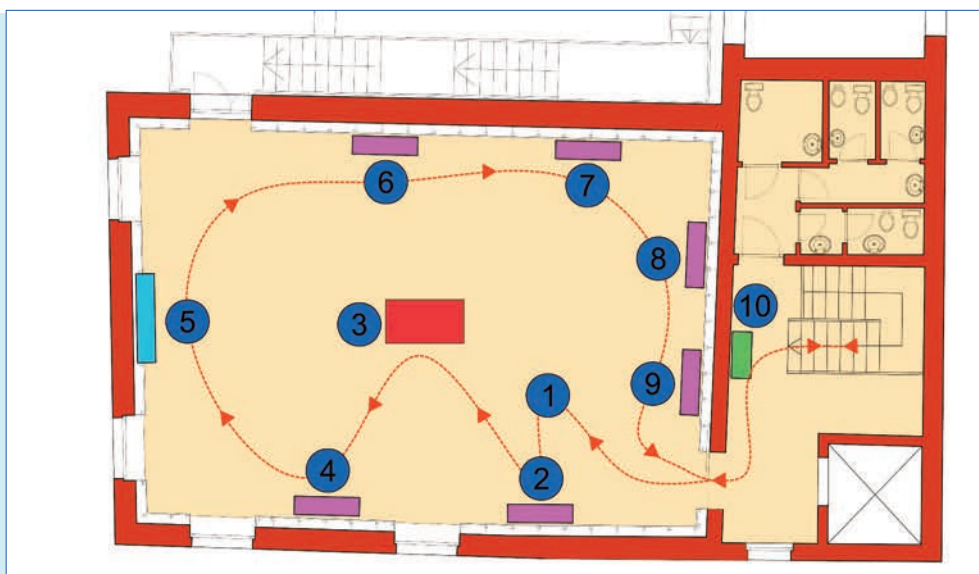
Entering the port museum they will see an interactive video projection of the port and its history on the left wall.

But isn't the history of the port told by the projections from above?

Yes, but this exhibit goes into greater detail and provides more evidence than the initial projection that is just a "taster".

So what do mean by interactive video projection?

Visitors can interact with the panel using typical interactive gestures like a swipe or zoom that are carried out with their arms or hands. For example, in the introduction, "What is a



The exhibition area of the Port Center will be on the first floor of the Palazzina del Capitano, in the Ancient Fortress

port?" the chosen metaphor is an album that progresses chronologically through the pages that have maps and old photographs, there is also an audio track and five videos on the origins of the port, these can be chosen with an open-hand gesture.

What themes will the five videos deal with?

The origins of the port; the Medici port; the unification of Italy; the port between the two world wars; the port after the second world war. There will also be an edutainment application for children on these same themes. They will be able to explore the different historic scenarios through the eyes of a seagull, an avatar for the player, in a flight path that goes through obligatory steps and precise timing of multimedia explanation.

So far we have talked about history and origins. How will

the information on today's port be presented, for example shipping traffic?

Well, we will remain on the left-hand wall where visitors will have a "live map" of the port showing the vessels in real time and with the possibility of consulting updated information on the individual ships, their heading and speed. Visitors will be able to interact by using an optical pen pointer. By selecting the icon associated with a vessel they can access further information.

What can you tell me about the different types of goods handled in the port?

On the right museum wall visitors will find a number of "story-telling" objects laid out on a display unit. These objects have been chosen to represent the various types of goods; their origins, how they are stored and stocked, transportation conditions and quantities.

Please tell me something more about these "story-telling" objects?

A display case will be made consisting transparent cylindrical-



A rendering of the Livorno Port Center



Videoprojections from above: The key moments in the port's history will be projected on the ceiling

cal columns, so that visitors can see inside them. These objects will represent the specific group of goods.

For example?

Take forestry products, the relevant column will be filled with goods from that sector, such as pieces of wood. An object will be placed on the top of each column to represent the group and be fitted with an RFID tag.

An RFID tag?

All the objects in the transparent cube will contain a radio-frequency signal emitter. When the object is moved from the display to the central base a video is activated that talks about the origins of the goods, the volume of traffic and their movements within the port. The height of the objects in the transparent columns will be a representation of the quantities of traffic for that particular group of goods.

What follows on this interactive journey of the port?

On the right wall still, there will be an area dedicated to containers and a graphic representation of an ordered sequence of containers. A big

video projection will show a time-lapse of the loading/unloading of a container ship, and on one side visitors will see containers being opened and a 32 inch display will show the history of containers. These can be activated by touching sensors around the monitors and signalled with relevant icons.

But ports don't only consist of goods and containers.

Precisely! that is why at the end of the right-hand wall we have dedicated a panel to showing the various steps in port and customs processing, focusing on some of the main features.

That is quite a complex theme...

Indeed. We have decided to talk about the import/export of goods, the people involved, the role of customs offices, and the TPCS (Tuscan Port Community System). We have set up an infographic that will show a product's journey from the factory to the point of sale. The various steps will be activated by an optical pen and will start videos and voice over animations that explain the various phases: the ship's arrival into port, the customs checks, the unloading of goods, their handling and

finally their delivery.

Will the Port Center address the issues of cruise traffic and tourism?

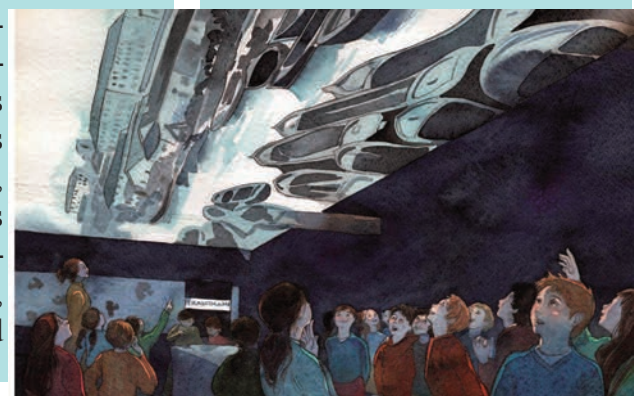
Yes as soon as you enter on the right, there will be an interactive video projection that talks about the main aspects of passenger traffic in the port of Livorno, the interaction between the port, the city and the hinterland, the connections with main logistics nodes (the freight village and the airport). Visitors will be able to choose the videos with simple gestures that are detected by an infrared sensor enabling them to interact with a graphic interface; this is kinect technology.

So visitors just need to go to the port centre once everything has been set up.

They will also be able to visit the Livorno Port Center virtually.

Meaning?

Soon a web site will be going live (www.livornoportcenter.it). It will be possible to visit the virtual museum on this site. The Virtual Museum will open with a 3D image of the entrance to the Livorno Port Center museum; the Palazzina del Capitano in the Fortezza Vecchia. Users will be able to explore the area immediately outside the Palazzina del Capitano as well as enter the Port Center.



A old warehouse has been turned into a museum

A new life for three ancient vessels



A sort of naval museum has been created in the old railway warehouse, near the maritime station, that has been restored specifically with this purpose in mind. This building once belonged to the national railways and is now the first part of an exhibition area that will stretch from the heart of the tourist port to the Port Center in the Fortezza Vecchia. The work was overseen by Maria Grazia Lodde from the Port Authority.

This is an example of how Livorno is aiming to reuse waterfront areas, whilst maintaining their historic identity and use parts of the port to promote high-profile cultural.

The depot was inaugurated in May, and houses two boats that can be considered the only surviving relics of trade dating back to the origins of the Tuscan grand duchy, which was finally dissolved during the post war industrial revolution.

Gabriele Gargiulo tells us, “the main aim of the project is to draw up a plan of anthropological inspiration that highlights the historical importance of the two vessels and the work they once did. This work contributed to the development of a culture that became part of our daily life and our memories. That is probably why there is not a single painter from Livorno who hasn’t fallen victim to charm of navicelli boats and used them as subject matter”.

The tug boat Marzocco and

Navicello Pilade are the undisputed stars of this exhibition area. The first was built at the Mazzantini & Romoli shipyard in Livorno in 1952, upon commission of the Genio Civile Opere Marittime of Livorno, and was registered in 1953 in the Compartimento Marittimo of Livorno under number 5426 of the Harbour Master’s ships register. It was decommissioned after 30 years of service. The Pilade was built in Pisa in 1907 at an unknown shipyard and was used in the port for decades for the loading and unloading of goods. It was left on display in front of the Maritime Station until its condition became so bad that it required restoration. The boats were restored by master shipwrights at the Cantiere Lorenzoni shipyard before being put on show in the exhibition room.



The legendary guard ship Gregoretti, moored at the Andana degli Anelli

Gregoretto patrol boat

In addition to the Pilade and Marzocco, visitors can also see the patrol boat Gregoretto, that is moored at the Andana degli Anelli, in the Porto Mediceo. It was launched at the Schweers di Bardenfleth shipyard in Germany in 1972 and entered into service on 4th July 1972 (it is 23.2m long, 5.3m wide and has a draft of 1.4m.). The patrol boat was in service with the Livorno Harbour Master for more than 30 years as a rescue boat with the registration number CP 312. In its 43 year career the Gregoretto was the hero in numerous dangerous rescue operations helping those lost at sea after their boats had sunk or was used to tow vessels that were surprised by storms and lost control in treacherous weather conditions. It was decommissioned in 2007 and taken off the register one year later. The Harbour Master ceded the "Bruno Gregoretto" to the Port Authority with a decree on 2 July 2012 with the intention of restoring and putting her on display in her original white green and orange livery so that she could be visited by citizens and tourists to learn about the port's activities.



The Ancient Fortress, the symbol of Livorno A place of leisure and a hangout



The Fortezza Vecchia is one of Livorno's architectural jewels and undisputed symbol of the city's history. The original nucleus of the Fortezza Vecchia probably dates back to Roman times when a number of coastal towers were built to protect the small natural harbour on the Tyrrhenian coast. As the nearby port of Pisa falling into decline Livorno's harbour became more important. As a result it was increasingly fortified and enlarged, first with a square tower, the Torre Vecchia, and then a round one, the Mastio di Matilde, before the addition of a quadrangular keep that formed a fortress; the Quadratura dei Pisani. With the rise to power of the Medici family in Florence, the fortress was enlarged and isolated by a moat that surrounded it completely. Throughout the Middle Ages Livorno was a small town of modest size until the proclamation of the Leggi Livornine (Livornini Laws) at the end of

the 16th century. These gave rise to the rapid expansion of the settlement and the birth of the city of Livorno in 1606. After centuries of being the city's garrison and housing its prisons the Fortezza became part of the town's residential district at the start of the 20th century. However during the Second World War it was almost totally destroyed as the port of Livorno was practically razed to the ground during bombings because of its proximity to strategic targets. It was subsequently partially rebuilt with work lasting until the 70s.

This Medicean complex is now managed by the Livorno Port Authority and can be visited by tourists and citizens. It is open from Tuesday to Sunday from 9.30 to 12.30 and from 3pm to 5pm. There are explanatory panels along the visitor circuit and QR codes with descriptions in a number of languages. A smart phone app is needed to read the codes and the texts will appear automatically and can be saved on the visitor's phone.

These days the Fortezza Vecchia is a hang out for the young and not so young, it is also a venue for parties, concerts, photography exhibitions, literary awards and many other events.

Let's help citizens to reclaim their own urban space A proper communication is essential



President Philippe Matthis, these days the relationship between ports and cities is very complex. On one hand at macro-regional and national level there is a need for ports to be increasingly competitive and one could say that the local inhabitants never benefit from products handled. So while the country, as a whole, may be pleased that a port's traffic increases, locals complain because containers only increase such problems as pollution and congestion on the roads. So what can be done to overcome this incompatibility of interests.

Well, there are three possible courses of action that combine well.

What are they?

Firstly, we must reduce the causes of urban congestion and have a more efficient use of the transport available, guaranteeing intermodality between the port and city.

Secondly?

We must strengthen the relationship between companies and citizens (the city port) and finally we must ensure greater compatibility between port activities and the local economic fabric (business port).

Let's talk about environmental pollution for a moment: ports are seen as the main culprits for fine dust in the air. What's your take on this?

In order to reduce air and noise pollution arising from the close proximity of its port, the Brussels Port Authority has spurred port companies to introduce measures that reduce pollution or alleviate the environmental effects of port industrial activity that is particularly harmful for humans.

For example?

I'm thinking of the measures taken when certain activities are carried out, for example: the automated watering of piles of sand, limiting the accumulation of bulk materials and the circulation in ports of heavy vehicles. Companies in Brussels are fully aware of the fact that they are in an urban setting and are pushing for sustainable development. It is a well-known fact that many cement works located in the city centre have obtained ISO environmental certification.

Brussels is a good example, even with regard to mobility, right?

Yes the port is considered a model by Brussels regional government, both because waterways are used for transportation and because port companies are perfectly integrated into the economic fabric of the area. People are familiar with the fact that a high percentage of goods are destined for Brussels and direct consumption, like building materials for example. In addition only a very small quantity of goods are transported by road.

How important is communication in a port setting?

Good communication with the community is not only important but appropriate, whether it is to explain what port companies do, or to understand their role in the economic and social life of the city and what's more dialogue is the best way to solve problems.

The three key factors for a port's competitiveness are a vast maritime area, efficient port operations and a hinterland with excellent connections. What, do you think, are the three main factors that lead to the success or failure of a port city?

A port will never be accepted by its citizens if it cannot prove its worth. First of all, it must satisfy the economic needs of the city ...

In other words?

Today "intermural" port activities are connected to the

consumption: I'm thinking of the supply needs of local manufacturers, for example in the construction sector, or the disposal of waste (waste from building sites, metal, recycling). The latter is important since it helps a city's procurement of raw and semi-processed materials; this is what we call urban mining, it helps improve the geographic balance of local economic development. In addition to traditional river traffic, city ports must equip themselves to handle all new types of goods that are a considerable part of urban consumption: containers, pallets etc.

What else must a port do in order not just to be tolerated but accepted by the local population?

From a transportation point of view it must restore the balance in favour of more environmentally friendly means of transport, such as railways, waterways and short-range coastal navigation.

Anything else?

The integration of port activities in the development plans of the city is essential. This integration can be of different types.

For example?

They can be recreational (water sports, events) or action plans at regional level to increase the level of employment in the port. For example, the Port of Brussels, takes an active role in the training and employment of personnel. Just like sea ports, internal or river ports could not exist if they didn't have the necessary re-

quisites to attract port activities, namely good access of waterways, railways and roads, customs services and high performance logistics and well-equipped areas. These are all qualities that the Belgian port has.

The support of the population is essential in that it gives the port the "licence" to operate in any given area. What distinguishes one particularly prolific city port from another is precisely this sense of belonging that the population has with its surrounding area. What can be done to strengthen this tie?

One of the things to work on in support of greater integration between port and city is enabling the citizens to discover and rediscover their port. It means opening the doors of the port to the local population and giving them leisure areas on the pier or equipment to promote sailing with pleasure craft, they could also be provided with sports facilities or pier side walkways. What's more there are large-scale public events that give citizens the chance to enjoy the port setting close up. Open days organised by port companies are truly effective.

Many ports are developing new strategies for communication to inform citizens and improve the image of the port. From this point of view Port Centers are a wonderful tool.

True. Port centers are fundamental in making a port genuinely comprehensible. This also applies to operations,

which are often ignored and sometimes misunderstood or merely tolerated by citizens and local power players. The Centers help port cities acquire the importance they deserve; they act as places in which to exchange opinions and experiences pertaining to specific problems of integration of port and city and where permanent dialogue can be established between all stakeholders. As a plus they can attract the public to port infrastructures, which are not usually frequented, for large-scale or sporting events and festivals. This is precisely what we are doing in Brussels.

Namely?

Every year the Port of Brussels puts on its party cloths and presents numerous activities to the public. Visits on boats, river trips, a range of demonstrations, shows and so on. The annual edition of the "Port Party" is put on at the same time as a series of events sponsored by the Municipality and are given the name "Bruxelles-Les-Bains". Today however, Brussels is aiming higher...

How?

With its general modernisation plan and urban development of the canal area, designed by the architect Alexandre Chemetoff, the Belgian capital has taken the decision to work on social cohesion, going right to the core of the port. The aim is for each citizen to appropriate an area within the port, the objective is to break down the barriers between port and city.

The waterfront plan is often



The river port of Brussels

related to the reconversion of the port's unused areas. To give you an example; an unused warehouse was turned into a tourist attraction where it is possible to see some old vessels that have been restored and brought back to life.

Do you think that waterfront areas can be redeveloped without affecting their identity? If so how?

It is important to safeguard the port identity of certain areas. The role of the authorities and institutions is essential for this. A municipal administration can regulate how the transformation of urban and regional areas are managed with town planning. With regard to waterfront areas their urban planning tools can be compatible with the port plan. In other words, where a government body has the power to do so, it can transform the urban landscape taking care to preserve features of a port's heritage as much as possible. I am thinking of the intrinsic value a "landmark building" might have, a small shed in the port and the restoration of old mechanical equipment. For some time now Brussels has implemented such a policy of conservation, as can be seen from the

examples taken from the AIVP's guide to good practices.

Can you give me an example...

Think of the reconversion to a museum or convention centre and the large industrial site Tour & Taxis. It is a jewel of architecture, in the past the site was used for the transshipment of goods, customs duties were paid here and numerous products were stored, today there are offices and areas dedicated to big public events.

If you were to give suggestions about how to get a lasting mix of urban and port functions, what would you say?

Speaking about integration means having a shared vision on the development of port areas and their environment. The Port Authority, local and supra local powers, players from the private sector and representatives of the local society must all be able to contribute to the creation of a healthy and sustainable urban environment. This strategic vision can be achieved thanks to initial planning and group consultation but may not always go smoothly, but once the differences are ironed out there will be a likelihood of producing very successful projects.

What do you mean by group consultation?

Good teamwork involves getting the different players from

the port/city around the table so that they can exchange views on common development; take objections and suggestions on board and gradually work together towards the fulfilment of their shared objectives, it is a fundamental and essential modus operandi. Many projects have been blocked and abandoned on the path of public submittal and this should make us think carefully about how to approach this theme. This group consultation can even be carried out by an independent player who has the skills to interface with the different parties.

Who is Philippe Matthis

Is into the sixth month of his Presidency of AIVP, he has held the post since May, having replaced Jean-Pierre Lecomte, Honorary President of the Port of Le Havre, in France. Philippe Matthis is the adjunct Director General of the Port of Brussels that is one of the main logistics centres in Belgium, thanks to its customs, storage and goods distribution activities. It is well connected with rail and road networks (one only needs to recall Zeebrugge or the ABC axis – Antwerp /Brussels/Charleroi), or the Brucargo terminal in Zaventem. Brussels is a river port and is connected to the Rupel river by the Willebroek canal and from there to the Schelda estuary (in Antwerp). What is more, there are numerous navigable canals that connect the Region to the coal reserves of Charleroi and the industrial region of Sambre. Brussels is in the Brussels-Capital region, which together with Flanders and Vallonia, are the three regions of Belgium.

Transparency and adequate information

Let's strengthen the synergy between ports and cities



The AIVP has recently published a Guide of Good Practices “Plan the City with the Port”. Nowadays there is a strange link between ports and cities: from one hand ports need to be competitive if cities want to benefit from it. But on the other hand, while benefits are generated to a supra-regional or supra-national level, negative port impacts generated by noise, air pollution, and traffic congestion, are localized. What local governments can do in order to solve this mismatch? What are they doing in your port-city?

The city together with the port should plan the territory. When the port is not seeking consensus with the community and communicates little or nothing about the activities that have high impact on the environment of the city caused by new developments in the port area, a traumatic relationship is created or refractory between both. The port must seek to minimize these impacts, trying to generate local benefits which go, in principle, to the provincial and national governments indirect-

tly. The port and the city must estimate and inform to the community the positive impact of each project over the own city. In recent times the interaction between the Municipal Authority and the port authority, this is the Consorcio de Gestión del Puerto de Bahía Blanca, is really low, but it has not always been the case in previous years. The idea of the Port is that it is the city which has a port, and not the other way around, so any port Master Plan should be designed in consensus with the planning of the city itself. The relationship between the City and the Port must be particularly strong and the port should permanently inform to the citizens the positive aspects, as well as resources and jobs that it pours over the city.

The three main determinants for competitive ports are: extensive maritime forelands, effective port operations and strong hinterland connections. But, according to you, which are the three determinants for a successful port-city?

- 1) Strong public awareness of the importance of having a competitive port.
- 2) Vigorous participation of the port authority on the demands of citizens.
- 3) Strong links between local government and the port authority.

The support of a local population is essential for ports in

order to keep their license to operate. What distinguishes a successful port city from another is the sense of pride and ownership of the port by the population. According to you, what must be the basis for developing a good sense of pride?

Transparency and adequate information about the port decisions. Fortunately, the port of Bahia Blanca has achieved in its 22 years of successful self-management, appreciation and pride of the population, which considers it a prestigious institution that benefits the city. The process is powered by a permanent advertising of port acts and a strong program of corporate social responsibility.

Several ports apply open and active communication strategies to inform and engage local citizens and improve their image by opening up the port to the public. Livorno Port Authority, for instance, presents each year the “Open Ports Days”, through which it invites local citizens and tourists to familiarize with the port and to assume a positive approach towards it. One of the most successful examples of this more open and proactive approach are the Port Centers. Antwerp, Genoa, Rotterdam...: several important ports have their own port center that provide accessible information on port's operations, industrial areas, and so on. Are they the key to im-



prove the image of a port perceived by the population? Do you have other examples of good practices in regards to these communication strategies in your local framework? The Open Day Port and Port Centers are very useful tools to bring citizens closer to port activities. Other means are guided tours to the port of different segments of society such as schools, universities, families and friends of the workers in the sector, organizing contests about the port role in the development of society in general, holding artistic activities in the areas of public access, etc.

The port of Bahia Blanca has created recreational and leisure spaces open to the public within its territory. These areas are not under international security restrictions like the rest of the commercial terminals of the port (ISPS Code). It is just the port which has to create the necessary conditions for people to visit it. The port also established an ambitious education program in primary schools and kindergartens to put in children minds the importance to live in a city with a port.

Developing Port-City interfaces has been often related

with the rehabilitation of old port areas: in Livorno an old warehouse has been transformed in tourist attraction where some historical boats can be freely visited. But may the transformation of city/ports interfaces be promoted without affecting its historical and cultural identity? How?

The historical importance of the ports should be strongly kept, and the challenge is precisely to develop the port-city interface considering the historic character of it. The main objective should be to preserve those “pieces of history” at any price and from that, go ahead into the future.

Our port has preserved buildings and historical facilities since its foundation 130 years ago and it is a general thought to keep them alive as cultural attractions. As an example, the Port Authority has recently opened a promenade called “Balcón al Mar” located at the entrance of the first dock built in the port in 1885, from where the people can see the estuary and the ships operating in different berths.

And to conclude, according to you which are the key points for a sustainable mix of

urban and port functions?

- To recognize each other (City/Port) their basic roles.
- To work together (City/Port).
- To consider the citizen as one of the main pillars when evaluating any development project (port-industrial, urban, inland transportation, etc.).
- To establish an effective communication system to inform the citizens and receive from them all their questions or concerns.

Port of Bahia Blanca



Bahia Blanca is the first deep water port on the Argentine coast and is about 900km south of Buenos Aires. It was originally built for the exportation of agricultural foodstuffs and today handles about 13million tonnes of goods. In 2014 it handled 6 million tonnes of liquid bulk (vegetable and fuel oils and gas) and nearly 7 of solid bulk (mainly wheat and fertilisers). As a result of a law passed in 1993 ownership was transferred to the provincial authorities and the port has since been managed independently by the Consorcio de Gestión del Puerto de Bahía Blanca, a state body comprising nine members who represent the interests of the main stakeholders. Hugo Borrelli is the President.

The port generates a high quality of life We need to develop a greater sense of port culture



Ports; a cross to bear or a place to enjoy? They produce wealth but citizens often complain about them. Why is it so difficult to talk about ports in a purely positive way Mr. Girard?

First of all, we should point out that it makes no sense to turn our noses up at the positive effects that a port and its infrastructures have on the local and regional economy. The majority of people who work in a port or the maritime sector are highly skilled and well paid. At the Port of Quebec for instance the maritime businesses and port give work to five thousand people. That is something that should not be overlooked.

Yes. Ports give work but they also damage the environment...

Ports and land-based infrastructures have a considerable impact on the environment, there's no denying it. That is why we need to have an open dialogue between the population and traders who are in the immediate vicinity of port areas. This dialogue needs to be constant and fruit-

ful. It is of paramount importance for traders and residents to understand the reality of their neighbourhood, it is equally important to make these people understand the port setting and its users. This is the first step in reaching the objective of full integration between port and city. It must be conducted in concert with appropriate policies to mitigate the negative perception that people might have of their port. What is required is effective communication that explains these measures. A port must communicate and explain its work to guarantee better integration of port operations on the surrounding area.

Can you give me any practical examples?

The port administration of Quebec is doing a great deal to bring the port and local citizens closer together. For example, we have set up a committee to interact with the local community, we have set up work committees with citizens to focus on geographical themes, we have an open committee on the environment within which we have arranged the participation of workers and port users.

What else?

We have standardised the procedures for monitoring and intervention: we have set up a 24-hour hotline for information on environmental subjects, we have established a system to monitor fine dust and arranged continuous training and raise awareness among workers so they can

take preventive and proactive action to reduce the risk of accidents. In addition, the port of Quebec is part of a social network that has direct contact with the population so that it can inform them of the port's main activities. Constant, relevant communication is a highly effective too. But things don't end there, we have increased the role of citizens in the local decision-making processes, involving them at all stages of the project, from planning through to execution. The directors at the APQ (Administration Portuaire De Québec) take an active part in the round tables arranged by the city of Quebec. What's more there is a department that is solely dedicated to Responsibility towards Citizens.

The list of things that the Canadian Port Authority has effectively done and is doing to convey a positive image of its port has helped us to understand the assets the administration should focus on to mitigate the negative impacts arising from port operations. According to you what are the things that mustn't be done to avoid conflict with the local population?

First of all, lack of communication and not listening to others leads to misunderstanding and ill-feeling. Secondly, a port could make a big mistake by allowing and individual to have benefits to the detriment of the collective; such behaviour is the root of many conflicts between citizens and government. Finally, another mistake is not un-

derstanding or refusing to understand the importance of social integration for the purpose of the sustainable and shared development of the port.

You've just said, the support of the local citizenry is fundamental if ports are to work in an area. What can be done to strengthen this support?

One must develop a port culture. Get the population to associate port development with pride. The population must be informed about port activities, port equipment and buildings must not be an eyesore and blend into the cityscape; with waterfront buildings that are pleasing to the eye. On top of this one must exploit maritime heritage and history. All too often, locals find themselves going for a walk in public areas in a port without realising that they are in the heart of the port. A port must show-off its assets with pride and demonstrate its cultural, social and economic worth.

Is communication at the basis of all this?

Of course. One will never be able to do enough to inform the citizens on the importance of a port and its activities for the surrounding area. But Open days, footpaths around the port structures, murals on shed walls depicting historic moments of the port, setting up a social network, the dissemination of videos on port jobs and free port visits open to locals are all examples of good governance. For example, the port of Quebec has opened three parks near and inside the port, there are 5km of cycle-path, an open-air theatre, a beach a marina and events center. These are open-air areas and

events for the local population in a port that handles between 25 to 30 million tonnes of goods a year.

On the subject of the waterfront, what do you think should be done to make the transitional areas between city and port attractive, without compromising their history and cultural identity?

There is a simple answer: you must always respect maritime heritage. It is possible to innovate and give a contemporary feel to buildings that are being regenerated, without diminishing their associations with the past and their historical nature. This also requires propagating a port culture. A port can and must be seen and considered a source that improves the local quality of life.

Finally, what are the cornerstones for a policy of good governance in the dealings between port and city?

Having effective communication; developing initiatives with a high educational value, whilst ensuring that this does not spill over into propaganda; ensuring that there is suitable investment in the surrounding area to counterbalance the effects of new business or infrastructure plans, ensure that the public is made aware of the port's role and importance; give information on a daily basis about what is happening in the port, maintain a good relationship with the various political decision-makers, involve the population in the port's plans and development, these are all actions that institutions should implement to foster genuine integration between the port and city.

The port of Québec



The Port of Québec is a deep-water port at the head of the St. Lawrence / Great Lakes trade corridor and plays a key role in this continental trade route, as the only port that can boast more than 11.5 metres in depth at low tide and full intermodality. This makes the Port of Québec a strategic transfer point between the industrial and agricultural core of North America and the rest of the world. Accessible year-round, it is one of the most important Canadian ports, both in terms of tonnage and economic impact. In recent months the President of the Port Authority, Mario Girard, announced that there would be investment for expansion and infrastructures in the port's main area, the Beauport, that looks out onto the Saint Lawrence river. This new project has been called Beauport 2020, and will require a \$190M investment to extend the wharf line, develop an area behind the wharf and rebuild and redesign the beach. Seventy percent of this investment will come from the private sector. After the construction of the infrastructure, private investment of \$250M to \$400M may be obtained for the development of additional facilities to be built on the area behind the wharf following the rigorous application of an environmental assessment process involving public participation.

The Eu wants more independent port authorities

A complete functional autonomy is necessary



Port Authorities have the opportunity to revive their role and support a renaissance. However, this will only be possible if they learn how to obtain significant operational and financial autonomy combined with a suitable company structure.

Patrick Verhoeven, the secretary general of the European Community Shipowners' Association (ECSA), believes this is the path that the core ports in the central TEN-T network should adopt. At the very least apply this should to the largest ports that have won a market and a role that reaches beyond national borders.

The main idea, extracted from Verhoeven's doctoral thesis of over 150 pages, presented at Antwerp University two months ago and in Livorno on the 3rd of November at the inauguration of the Port Cen-

We herewith confirm your attendance to the public defense of the doctoral thesis of

Patrick Verhoeven

Economic Assessment of Management Reform in European Seaports

Supervisor: Prof. dr. Eddy Van de Voorde

Closing speech: Mr. Dimitrios Theologitis, Head of Ports Policy, European Commission

Tuesday 1 September 2015 at 4 pm

Promotiezaal Grauwzusters
City Campus – University of Antwerp
Lange Sint-Annastraat 7, 2000 Antwerp

ter, is that the only way forward for the 93 core EU ports is a reform that gives them considerable and official independence”.

Independence from whom or what? First and foremost from the yoke of political power. The leader of ECSA is clear and there is no room for misinterpretation in his thesis, “We have noticed that current port governance status cannot provide adequate conditions for the development of larger ports. A review of the reform process, in which Rotterdam was involved, clearly highlighted what the adoption of a public governance would have led to; the port’s performance would have been compromised. It is evident that making the Port Authority an independent body, with a company structure, has given the Dutch port a considerable advantage”.

It’s easy to see what these advantages are? The 2003 reform

has enabled the local Port Authority to increase its power of investment; living it greater autonomy over the use of the income it generates directly through port tariffs and concession fees, its ability to attract new capital, to access private funding and bring partners on board. In so doing the port has extended its sphere of influence on the entire logistics chain.

The EU and new trends

Patrick Verhoeven believes that independent port management is something to aspire to although it is within grasp. Indeed, it is a subject that has been discussed at European level for some time. He expands on his thoughts, “the European Union has no explicit strategy towards a common management model, but EU law regards port authorities essentially as undertakings engaged in economic activities. Current EU policy thinking furthermore implicitly supports the autonomous role of

port authorities”.

But it's not just Mr. Verhoeven who has noticed the adoption of a more independent approach is a growing trend that is being embraced by an increasing number of European ports.

He points out, “in 2010, 46% of the 66 port authorities that participated in the ESPO Fact-finding survey had what could be considered an independent status, either in private or corporate form. A quick review of reforms that occurred since would increase this share to at least 55% in 2015, conversely the percentage of core network port authorities with another type of formal governance configuration” has decreased.

He writes that, “The move towards independent port management would serve the European port system as a whole”. Indeed, in May 2012 the representatives of the European Sea Ports Organisation (ESPO) came out and said this, insisting that better performing port authorities were required, having financial autonomy and full control of the performance levels for services supplied by third parties.

“Together these elements give us substantial ammunition to justify that, if further reform is considered for European core network ports, it should move towards independent management”.

Corporatisation or Privatisation?

Yes agreed, independent port

management is the target that ports in the European TEN-T Core Network can, and should strive for. Yet how can this independence be attained?

Mr. Verhoeven explains that there are two options available. With corporatisation, ownership of the port authority essentially stays in the hands of government, who becomes a shareholder, whereas privatisation cedes the factual ownership to a private undertaking, either in full ownership of the port estate or through a long-term master concession.

The choice between privatisation and corporatisation depends on the system the Port Authority wants to adopt.

What system?

Well Port Authorities now have different mandates (including the management and maintenance of government maritime property, regulating port operations, ensuring that labour, health and safety laws are respected, the provision of some or all port services and community management) and according to Patrick Verhoeven there are three different governance models that can be adopted.

These are:

Conservator

A conservator port authority concentrates on being a good housekeeper and essentially sticks to activities or ordinary administration whose main concern is to maintain and manage the port areas and apply applicable regulations regard-

ing the issuing of concessions and health and safety at work. Conservator port authorities may run the highest risk of being marginalised and even becoming extinct in the future.

Facilitators

“A facilitator port authority profiles itself as a mediator and matchmaker between economic and societal interests, hence the well-developed community manager function”, they take on the role of coordination and problem-solving to the benefit of the collective. They take care of the training of port workers, advertising and marketing while working with companies to find high-tech solutions to make the port more competitive and efficient. Facilitator port authorities look beyond the traditional landscape of the port area and try to set up strategic networks in their catchment area.

Entrepreneur

Entrepreneur port authorities adopt the good work of the port facilitators, exploiting their political connections with “a more outspoken commercial attitude as investor, service provider and consultant on all three geographical levels. Because of this ambitious profile, it is also the one which runs the highest risk of running into problems caused by conflicts between the various functional levels.”. Especially in those port authorities run in a landlord configuration, which might find themselves in the unpleasant situation of having to compete

with their own concessionaires or service providers in the port.

Verhoeven claims that facilitator and entrepreneur profiles give port authorities the greatest opportunity to exert some competitive influence in their ports. The role of facilitator is best suited to landlord port authorities, while the entrepreneur is a better fit for comprehensive port authorities; those which also manage port operations.

Towards corporatisation

According to Patrick Verhoeven, the best choice for many European core ports, particularly for the multi port-gateways, is corporatisation. The famous Dutch expert Teo Notteboom considers these to be veritable clusters, where two or more ports in the same macro-regional district are the equivalent of a single government body.

Corporate governance: looking beyond mere words.

Once should first ask what opting for corporate governance really involves “clearly a reform of the management model is not only a legal position that may be more or less comfortable for the port authority”. Indeed corporatisation would not have a positive effect if it were not accompanied by at least four indispensable pillars for a policy of

good governance.

What are these pillars?

Functional autonomy

Firstly, a port authority must have free and complete control over the port estate. Although it may not have the power to sell parts of the port an AP must be able to contract land out to third parties, engage in participations in companies or enterprises deemed to be important to the logistics chain and must be able to decide whether and how to work with other ports, if necessary as a cluster, and it must be able to provide port services if there are no third party service providers.

Financial Autonomy

Obviously functional autonomy is closely related to financial autonomy. Due to the limited funds made available by governments for the construction and modernisation of port infrastructures, due in part to the limitations arising from State-aid laws, port authorities must learn to be less reliant on government subsidies and public funding. This implies that PAs must have direct control over their resources at the very least. For Patrick Verhoeven financial autonomy goes hand-in-hand with being able to decide what investments to make and how and how much to pay staff (naturally in compliance with national laws)

A Corporate culture

The third pillar is what the secretary of ECSA calls “Corporate Culture”. In practical terms it means only one thing;

Port Authorities What do they do?



Patrick Verhoeven believes they have four main functions.

Landlord functions: Port authorities manage government estate. They are responsible for the maintenance and improvement of basic infrastructures (pier, depots, goods loading areas, etc.)

Regulator functions: Port authorities guarantee that the loading and unloading of goods is done safely and ensure that labour laws and environmental regulations are respected. They have the power to suspend licences for port work or revoke the concessions of port companies or terminal operators if these laws and regulations are violated.

Operator functions: related to the provision of port services that can be divided into three types: the movement of goods and passengers (in the case of service or tool ports) and the supply of nautical services. With privatisation the role of directly carrying out these operations or managing terminals has been taken away from port authorities.

Community manager functions: a new role that gives PAs coordination powers. This enables them to solve problems that affect the collective both inside and outside the port area. Moreover, cluster managers take care of training for port workers, develop technological solution to make the port more competitive and promote their port all over the world.



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having an executive body that acts in the sole interest of the Port Authority and the port.

This is a different type of organisation that port authorities have granted themselves in semi-autonomy, with a supervisory board that oversees the executive, while still representing the interests of its members – whether they are local politicians or government representatives, concessionaires or clients. This is another reason why the “board of members” must be chosen with care; they must be competent and independent. The same applies to the “management committee” (the CEO) called upon to manage the Port Authority.

In Mr. Verhoeven’s view the roles and duties of the supervisory board, executive board and shareholders general assembly must be carefully laid out to avoid situations of favouritism that could have a negative impact on the decision-making process.

The example of Rotterdam

The Rotterdam Port Authority is a share company that is not listed on the stock exchange, the Rotterdam municipality holds a 70% stake while the remaining 30% is in the hands of the Dutch government. It is one of the few PAs that has decided to voluntarily adhere to the corporate governance code, which is usually applied to Dutch companies on the stock exchange.

Rotterdam’s Port Authority has a two-tier board: and executive, on which three people sit: Allard Castelein, Ronald Paul and Paul Smits, amongst whose responsibilities are the

administrative running of the company with a certain autonomy compared to daily execution of the executive’s duties and tasks. Then there is the, Board of Directors, an oversight body, comprising 5 people who oversee and provide consultation for the executives. This body also presents the annual balance sheet to the Shareholders General Assembly and must approve the Board of Directors’ most important decisions (for example concerning possible purchases, expansion, rebuilding or financial restructuring).

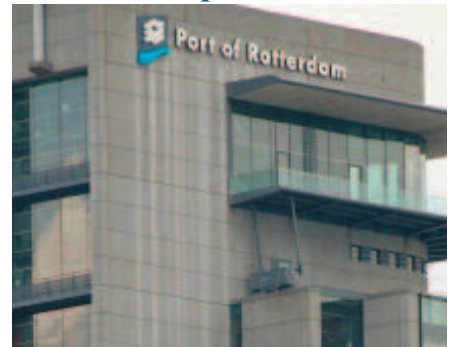
A Regulatory Oversight

Being free from political intervention does not mean doing as you please. Port authorities can exert considerable power so any regulation should take into account countervailing powers to prevent any possible abuse. This makes regulatory oversight the fourth pillar in a modern-day reform on the governance of Port Authorities.

In conclusion

A reform that provides financial and functional autonomy in a “corporate” structure with counterweights to limit and prevent abuse of power will equip Port Authorities with the tools to face the challenges of ever increasing and heated global competition. For Patrick Verhoeven independence and autonomy are the cornerstones on which to lay a modern “management reform” that will make Port Authorities count and have a positive impact on their port’s competitiveness.

The port of Rotterdam The Corporate Code



The Code of Corporate Governance was published on 9th December 2003. This code was issued upon the request of: Euronext Amsterdam, the Netherlands Centre of Executive and Supervisory Directors (NCD), the Foundation for Corporate Governance Research for Pension Funds (SCGOP), the Association of Stockholders (VEB), the Association of Securities-Issuing Companies (VEUO) and finally the Confederation of Netherlands Industry and Employers (VNO-NCW) upon the invitation of the Ministry of Finance and the Economic Ministry. It replaces the previous “Corporate Governance in the Netherlands Report”.

The Codice has 21 points for “good governance” that should be followed by a company’s bodies (the management board, supervisory board, etc) when implementing activities that involve the company itself or its organisation.

The code is divided into five chapters: 1. Compliance and enforcement; 2. The board of managing directors; 3. The board of supervisory directors; 4. The shareholders; 5. The audit of financial reporting and the position of the internal audit function and the external auditor.

The principal concept is that a company is conceived of as a “form of long-term collaboration between the various parties involved”. Here too we have an expression of the idea of a company having a social function. This code must be unconditionally applied by companies listed on the stock exchange.





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