



## Code of Practice on Societal Integration of Ports



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## Foreword

### By Victor Schoenmakers, Chairman of the European Sea Ports Organisation

The economic function of ports can only sustain in the longer run, if the societal function is taken seriously. More and more port authorities are becoming aware of the need to devise ways to develop co-operative synergies with cities, to improve the quality and accessibility of port areas and to generally promote a positive image with the general public. There is also a need to attract young people to pursue a career in ports and thus to remedy shortage of qualified labour in ports.

We encourage our members to be pro-active and develop innovative projects in these fields. This is why we established last year our Award on Societal Integration of Ports which turned out to be a great success. The positive response to the first edition was a strong motivator for us to continue with the ESPO Award this year.

Within this same spirit, the co-operation project 'People around Ports', which was initiated by the Port of Rotterdam in 2009, provided a great opportunity to bring practical experience together in a more structured way. The result is this code of practice which I am proud to recommend to all European ports.

I am grateful to the team of 'People around Ports' and the ESPO secretariat for drawing this Code together and I hope it will inspire port managers all around Europe.

Brussels, May 2010

# Executive Summary

The erosion of public support for seaports has only recently been recognised as an issue that needs attention from port management. Embracing co-habitation and dialogue with cities and local communities is for many port authorities still a difficult learning process since it often seems to be a distraction from the traditional engineering culture and commercial rationale of port operations.

Societal integration is nevertheless a perfect task for port authorities, regardless what form of ownership or organisational structure they have. It is an essential part of port governance and concerns actions that aim to optimise relations between the port and its surrounding societal environment. It focuses on the human factor in ports, i.e. (future) employees, people living in and around port areas and the general public.

This code of practice brings together practical experience in the field of societal integration of ports together, based on the co-operation project 'People around Ports' that ran from 2009 to 2010. It is to be seen in close connection with the ESPO Award on Societal Integration of Ports which ESPO established in 2009. Finally, it responds to a policy priority identified by the European Commission in both its port and maritime policies.

Structured along three inter-related themes, the code sets out ten concrete recommendations:

## General public support and image

- Measure the image of your port
- Make the port relevant to different target groups
- Open up the port: make people experience what port life is all about
- Make the port visible in the city

## Education and labour market

- Identify the gaps and needs within the port job market
- Invest in social infrastructure
- Match curricula of educational institutes with job needs

## Port-city relationships

- Make neighbours your ambassadors
- Limit negative externalities
- Develop a functional and spatial mix of ports and cities

The code of practice is meant to be a source of inspiration for all ports in Europe and may lead to further follow-up projects.

# I. Towards a policy on societal integration of ports

## 1. The dynamic evolution of European ports and port-cities



Since the dawn of civilisation ports have been gateways of trade and welfare for the European continent. The passage of goods and passengers brought a continuous flow of new ideas, technological innovations as well as a variety of cultural influences from all parts of the world.

Whilst shipping and ports have been around for thousands of years, their technological progress was for a very long time fairly modest. The advent of modern times and the Industrial Revolution would dramatically change this picture, leading to an unseen scale increase in shipping and transport which in turn called for adequate port infrastructure and more efficient cargo-handling operations. With ports becoming hungrier for space, the separation process between ports and cities intensified. Things did not happen overnight and also depended strongly on the geographical and topographical characteristics of the port cities involved. However, expansion needs eventually made most ports move further away from city centres, transforming waterfronts into boulevards for transit traffic and turning the old harbour quarters into derelict no-go areas.

The biggest change no doubt came with the industrialisation of port areas and the introduction of containerisation in the post-war era. As from the 1970s an unseen period of growth occurred which especially exploded during the last decade, propelling the need for more and larger port capacity, deeper access channels and high-trunk hinterland connections. At the same time, port development projects met with greater scepticism from public opinion and policy-makers. It can be summarised that, after having had decades of relentless and practically unchallenged engineering culture, the pendulum was swinging to the opposite side, with bureaucratic and costly planning and consent procedures slowing down port development.

Another post-modern phenomenon is the rediscovery of obsolete waterfronts for urban redevelopment. The sale of abandoned waterfronts was seen as an interesting trade-off to raise capital to finance investment in new port facilities located away from the city centre. Derelict waterfronts presented a range of new opportunities matching the diverse requirements of post-modern society, including housing, hotels, heritage, sports, recreation, tourism and local commerce. Paradoxically, the lack of imagination of many real estate developers produced a high degree of uniformity. Waterfront development in any case did not prevent city-port relationships from crumbling further. The struggle for space, powered by the lack of available greenfield sites and environmental zoning measures, however, limits the options for new port development and forces many ports to maintain or return activities near urban areas. With social acceptance of port operations being low this constitutes an important challenge which is reinforced further by post-9/11 security measures.

The future prosperity of ports can however only be safeguarded when social innovation grows equally. Future developments like spatial scarcity for logistic needs, energy transition towards bio based industries, impact of climate change and the needs of next generations of consumers will have their unpredictable impact on how ports will develop. It is obvious that people play a big role in the drivers of change towards the future. Societal integration should therefore be fully incorporated within port management.

## 2. Societal integration is a key task of 21<sup>st</sup> century port authorities

The erosion of public support for seaports has only recently been recognised as an issue that needs attention from port management. Embracing co-habitation and dialogue with cities and local communities is for many port authorities still a difficult learning process since it often seems to be a distraction from the traditional engineering culture and commercial rationale of port operations.

Societal integration is nevertheless a perfect task for port authorities, regardless what form of ownership or organisational structure they have. From a port governance perspective, it links to the ‘community manager’ function of the port authority which is a function that complements traditional landlord, regulator and operator functions. This function is intrinsically linked to the changing nature of port communities and stakeholders and has both an economic and societal dimension. The economic dimension is shaped by the evolution of economic actors and notably the globalisation process which is marked by a power struggle between carriers, terminal operators and logistics operators. Large global firms have only limited ties with the port and therefore lack affinity with neighbouring cities and local communities. The societal dimension is marked by conflicting interests with societal stakeholders linked to environmental protection, urban development, labour conditions, resident interests and overall economic development. The community manager function is essentially a coordinating function meant to solve collective action problems in and outside the port area. It also aims to shape accommodation between conflicting interests in order to defend the license to operate of the port. The community manager role advances and maintains good relationships between all those involved in the achievement of a plurality of targets, thus creating a port culture of trust.

## 3. Concept definition and context

*What is societal integration?*

Societal integration is a concept that covers many layers. For the purpose of this Code of Practice, the following operational definition is used:

*Societal integration of ports is an essential part of port governance which concerns actions by port authorities that aim to optimise relations between the port and its surrounding societal environment and it focuses on the human factor in ports, i.e. (future) employees, people living in and around port areas and the general public.*

*Societal integration and corporate social responsibility of port authorities*

Societal integration of ports can be seen as an integral part of the corporate social responsibility (CSR) of port authorities. The European Commission defines CSR as a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis. Whereas CSR has a broad scope and can in some cases stretch far beyond the local port area (e.g. knowledge sharing with ports in less developed countries), societal integration focuses on the surrounding societal environment and the human factor in ports.

*Societal integration and strategic stakeholder management*

Most port authorities already have policies setting out their approach towards stakeholders. This is because the growing complexity of different interests as well as the growth of knowledge and the availability of information of many stakeholders in areas surrounding ports is interfering with the development plans of port authorities and cannot be neglected. Most important in the strategy towards stakeholders is to develop a pro-active approach and to keep sustainable relations with each category of stakeholders in a tailor-made way.

*Societal integration and environmental management of ports*

Societal integration of ports has an environmental dimension where it interacts with human activities. In practice this covers especially pollution problems (air, water, noise, light ...). Environmental port management however has a broader scope, including ecological conservation, climate change and other issues. This Code of Practice will consider environmental aspects only where these have a direct impact on people living and working in or near port areas. This Code of Practice thus complements the ESPO Environmental Code of Practice which was originally published in 1994 and fully revised in 2004. A new revision is planned for 2011.

### *Societal integration and soft values of ports*

The soft values concept was developed in 2006 by Prof. Eric Van Hooydonk of the University of Antwerp. Soft values are defined as the non-socioeconomic assets of ports. These include spiritual as well as tangible assets. At a spiritual level, ports are, for example, objects of worship, myth and legend, places of refuge, gateways between historical eras, international conduits for free trade and merchandise, catalysts for human intelligence, biotopes for cosmopolitan communities, and sources of artistic inspiration and civic pride. Among the tangible soft values of seaports are their qualities as sensory stimulants, as collections of immovable heritage, as unique man-made landscapes, as laboratories for experimentation by urban planners and architects, as tourist attractions and as recreation resorts.

Management, promotion and development of soft values form essential tools to achieve societal integration but need to be complemented by hard values such as attracting employees by investing in educational infrastructure.

## 4. European initiatives

### *Recognition at EU policy level*

At a seminar organised by the University of Antwerp in May 2007, ESPO and the European Federation of Inland Ports (EFIP) issued a joint declaration calling upon EU institutions to encourage sector-driven initiatives for the restoration of the public image of ports within the framework of future port and maritime policies as well as inland waterways policy development.

The message was well-received by EU policy makers. Both the European Commission's Ports Policy Communication and its Maritime Policy Blue Paper (both issued at the end of 2007) highlighted the need to establish a better dialogue between ports and cities and to ensure a qualified labour force in ports as priority areas.

Through its policy communications, the Commission underlines the need to reconcile port activity with culture, sea-related tourism and city-development at large. Also, ports are seen as essential players in restoring the maritime identity of Europe. Through initiatives as the European Maritime Day, which has been organised around 20 May since 2008, and various support programmes, the Commission aims at supporting these objectives.

The Ports Policy Communication recognises in particular problems related to congestion and pollution caused by port activities as well as the lack of accessibility due to security measures as being particularly relevant from a Community perspective.

### *ESPO Award on Societal Integration of Ports*

Within this context ESPO took the initiative to create an Award on Societal Integration of Ports. The initiative promotes innovative projects of European port authorities that develop co-operative synergies with cities and local communities, improve the quality and accessibility of port areas and generally promote a positive image of the port as a place to experience, live and work. The first edition of the ESPO Award was a great success. Thirty applications were received, representing a wide diversity but above all a clear determination of the port authorities concerned in making the added value of their port visible to their local communities. The jury selected the Port of Gijón as the winner of the first ESPO Award for its project "Gijón Port and City Together" and gave Special Mentions to the Port of Genoa and the Port of Ghent. The positive response to the first edition was a strong motivator for ESPO to continue with the Award in 2010.

### *Co-operation project 'People around Ports'*

Following an initiative of the Port of Rotterdam Authority, the European co-operation project 'People around Ports' was established in 2009. The project aimed to share information and best practices between port authorities to deal with the above-mentioned challenges for ports (image, public support, lack of facilities and shortage of workers). Supported by ESPO, the project saw the involvement of the port authorities of Amsterdam, Antwerp, Cartagena, Constantza, Gijón, Hamburg, Helsinki, Klaipėda, Le Havre, Livorno, Marseilles, Rotterdam, Stockholm and Valencia. The project established a database of good practices in the field of general image awareness, education and job-market as well as port-city relations. The work of the project partners resulted in the present Code of Practice.



## 5. Objectives, themes and structure of the Code of Practice

### Objectives

The Code of Practice has the following objectives:

- to raise **awareness** among port authorities that societal integration of ports is an essential element of port governance and should therefore be given the appropriate attention in terms of resources and empowerment;
- to provide **insight in the means** (initiatives, projects and tools) that port authorities can use to stimulate public support for ports;
- to provide **guidance, recommendations and inspiration**;
- to provide a **pro-active response** from the European port sector to a challenge which is still much underestimated.



### Themes

Concretely, the Code of Practice aims to address three interconnected themes which in turn address three related target groups as described in table 1 below.

Table 1: Main themes of the Code of Practice

Theme	Target group	Aim
General public support and image	General public	By involving the general public the image of ports will improve and will result in public support which is needed to maintain the license to operate of ports and to achieve expansion and development projects.
Education and labour market	(Future) employees	To have an impact on the supply side of the labour market in order to attract better educated workers to ports. This concerns investment in education, connecting port companies to educational institutes and to engage support of governmental bodies.
Port-city relationship	People living in and around ports	To conserve good relations with inhabitants in and around port areas, but also to co-operate between cities and ports within transformation areas. This should result in a good quality of life in the surrounding areas of ports supporting an attractive business climate.

### Structure

The structure of the handbook of recommended practices (part II of the code) is structured along these three principal themes. The handbook contains a series of general recommendations to port authorities to help them in creating a strategic policy on societal integration of their port. These are illustrated with a limited selection of practical examples derived mainly from the ports that participated in the 'People around Ports' project. A full inventory of projects developed by all the ports that participated in the 'People around Ports' project is included in the appendix of the Code.

## II. Handbook of recommended societal integration practices

### 1. General public support and image

When asked what the word 'port' associates, many people will find it difficult to relate to a specific image at all, or would associate it with negative externalities. These may come in many different forms, including environment and pollution, unattractive industrial areas, strikes, crime etc. If ports appear in general media it is often in this context. The related image problem does therefore not come as a surprise.

The biggest issue is that ports have become unknown territory for many people, a problem which has been increased through the disconnection of port areas from urban areas and has been reinforced through ever-stringent security rules. Ports have moved out of sight and therefore out of mind of the general public.

#### *Measure the image of your port*

European ports are very different and not all ports may therefore suffer in the same degree from an image problem. An important first step is therefore to measure what the image of the port is with different ranges of external stakeholders, including those living near the port, the wider community in the city or town where the port is located and the general public. This can be done through surveys and related tools.

The results of such an image poll can then be discussed both with representatives of the professional port community and other relevant stakeholders to devise an adequate response strategy.

#### **A barometer to measure citizens' opinion on the port**

The Port of Gijón won in 2009 the first ESPO Award for the systematic way in which it cared about the societal integration of its port. One of the distinctive features in its strategy is the fact that, since 2007, the port authority regularly measures, through an independent poll, the opinion of citizens about the image of the port, the satisfaction of citizens regarding the port's contribution to the city, its environmental performance and the opinion about port development projects. The barometer seeks the opinion of three specific groups: citizens of the Asturias region, citizens of the municipality of Gijón and citizens that are living close to the port area and area of expansion.

Each of the polls is analysed periodically by the port authority in order to give a response as satisfactorily as possible to the citizens. At the same time it allows the port authority to have a criterion on the image perceived.

#### *Make the port relevant to different target groups*

Public attention should be drawn by means of intense and purposeful information supply to make the port more relevant to different target groups. Aim is to help these groups adopt a positive



Comission Vice-President Antonio Tajani handed out the first ESPO Award on Societal Integration of Ports to Fernando Menendez Rexach, President of the Port of Gijón. The Award is designed by the renowned Belgian artist François Schuiten.

attitude and feeling about the port and gain more knowledge about what is going on in it. The latter aspect also works in reverse: through targeted stakeholder dialogue, the port also becomes better acquainted with stakeholders' requirements, objectives and motivations.

The best way to confirm to the general public that ports are boring business is to use the language that port managers are best at: statistics. Be it about freight volumes, depth of access channels, size of locks, it does not matter: the fascination for figures is typical for the traditional engineering culture of ports which is of course still very relevant for professional stakeholders. But it does not work when trying to uplift the image of a port so that it fascinates non-professional groups of stakeholders.

Most port authorities have communication, promotion or marketing staff, but these are almost generally focused on commercial activities. Communicating to the general public requires a totally different language, one that sparks fascination and interest and is adapted to the target groups concerned.

Media attention is an important tool and one which comes in very different forms: paid and unpaid (free publicity), in printed, digital and audiovisual media, interviews, short messages, articles, reports, announcements of events and actions, films or news items, advertisements, advertorials and use of billboards and websites. A lot of ports use local TV stations and local newspapers as a media partners. Involving media attention is not just a matter of issuing press releases but developing personal contacts with non-sector journalists, opinion makers, bloggers, internet edits, social media etc. Various ports have for instance started to use social networking tools in order to become better in tune with what is driving stakeholder target groups. Many of these groups have their own YouTube channel, accounts on Twitter, Facebook and LinkedIn. These networks offer easily accessible platforms to discuss current issues. The use of social media should not become a purpose in itself however, but be one of the main tools to strengthen major themes such as sustainability and accessibility of the port. The speed of social media allows the port authority to correct untrue stories spread about the port and avoid image or reputation damage.

#### **Communicating with the general public demands a creative approach**

The creativity used by the Port of Amsterdam in communicating its port has no limits. A very successful campaign was initiated by using the typical sailor's art of tattooing to relate to citizens of Amsterdam that the port is also theirs. Another example which connects the port to younger generations includes the port's contest for composing the best song about the port of Amsterdam, to establish a contemporary equivalent of Jacques Brel's all-time classic *Dans le port d'Amsterdam*. This is an example of crowd sourcing: songwriters, bands and musicians were invited to participate in the project via their internet communities.

#### ***Open up the port: make people experience what port life is all about***

Informing target groups about the port is not enough, activating them is the next step. Several case-studies have demonstrated that one of the most effective remedies to tackle the image problem of ports is to encourage people to visit the port and to make them experience what port life is all about. Through the live confrontation with gigantic ships, state-of-the-art terminal facilities and the general bustle of port activities, fascination for the port can be restored.

#### *Ways to bring people into the port*

Bringing people back into the port can be done in different ways. The most obvious tool is the port visit, which has a long history going back to the late 18<sup>th</sup> century when port visits became fixed parts of the first tourist programmes.

Port visits should however be innovative and give visitors the opportunity to experience the true atmosphere of the port. Visits also need to be adapted to the specific interests and needs of target groups. To meet these interests and needs, Amsterdam and Hamburg offer 'Port Safaris', making the port's activities visible and tangible through attractive themes like art, food and architecture

Organising port events such as open port days form another possibility. Here too innovation should be sought. Many ports organise open days linked to their history, the *Hafengeburtstag* in Hamburg being the best and probably oldest example. The port of Helsinki participates in the birthday of the city with guided tours in the port and organises every year in October the Baltic Herring Festival, the oldest city event in Helsinki. Other annual port events include the *World Harbour Days* in Rotterdam and the *Flemish Port Day* which is held in the ports of Antwerp, Zeebrugge, Ghent and Ostend simultaneously every two years.

Ports that do not have a regular port event could use the European Union's initiative of having an annual European Maritime Day on 20 May. The ports of Klaipėda and Helsinki have already used this opportunity.

An open port day or a port event should not be a one-off and should include more than a guided bus tour or a fleet parade. The purpose should be to make people physically experience the port. Information centres in the port area help in making people understand what a port is all about.

#### **Livorno holds eight months of open port**

Over a period of eight months local students and citizens, above all youngsters, are invited to visit the port beyond its custom gates to get to know the world that for the port-city of Livorno represents its main economic driving-force. Through a series of free events, the port reveals its secrets, not just its inaccessible sites, its protagonists and mechanisms that regulate it, but also its particular language and life-styles that over time have permeated the entire city. Local people are invited to take part in a programme consisting of various events designed along five themes: the port in history, the port at work and its professions, shipping routes and goods, the port of the future and the city in the port. The project is designed to disseminate port culture from an early age onwards, creating a sense of belonging to a port community and promoting a safety and quality culture.

#### *Investing in an attractive port area*

People should however also get the opportunity to visit the port area on their own initiative. Walking, cycling or car routes through the port are an interesting option. This also means that the port area should be attractive. Investment is therefore needed in vantage points, pick-nick spots and other facilities such as restaurants and bars with port-side views.

**A quality port should look like one**

A port which pretends to be a quality port should also look that way. That is the simple vision deployed by the Port of Rotterdam at an early stage. Spatial quality supports the port's public image, the development of new real estate, the settlement of new businesses and the recruitment of new employees. Therefore the Port of Rotterdam set up a programme to enhance the spatial quality of the port which contains, inter alia, a green plan, the development of new panoramic sites, travel guides for bicycle tours through the port, an annual award for companies that best maintain their site, a plan for new sustainable street lighting, a tourist signing system pointing at panoramic sites and other points of interest as well as a manual for a consistent approach for designing public space and infrastructure.

*Making the port accessible whilst meeting the security challenge*

The biggest challenge involved in opening up the port area is security. Whilst some ports, especially those with Freeport status, were traditionally fenced off, others remained generally accessible until the international and European port security measures came about following 9/11. Whereas the ISPS Code fenced off individual terminals within a port, the European port security Directive (2005) applied similar security measures to the entire port area.

Maintaining a port secure and accessible at the same time demands creative solutions, compatible with both the port security assessment and the port security plan.

The provision of structural visitors' facilities is a way to maintain controlled access to the port area. A good example can be found in Helsinki, where in 2008 a brand-new outer harbour was opened at Vuosaari. Although the port area is secured in accordance with the ISPS Code and the EU Port Security Directive, a viewing point and gangway over the gate area make it possible for visitors to experience the fascinating thrive of port activities at Vuosaari.

Similar concepts exist in Antwerp, including the provision of a restaurant and viewing gallery in the future Nautical Coordination Centre, which is planned for 2013, and the construction of a visitors' centre at the new lock on the left bank. The port of Rotterdam invested recently in the FutureLand Information Centre, through which visitors to the port discover the many different aspects involved in the construction of Rotterdam's newest port extension, Maasvlakte II. Since its opening in spring 2009, 70.000 visitors have already visited the facility.

The organisation of temporary events is another way of bringing people to the port. Sport events and concerts rank among the more popular initiatives. The most spectacular example is no doubt the organisation of America's Cup Race in the Port of Valencia for which part of the old port was transformed. Valencia also hosted the Formula 1 Race in the port. Other examples of sportive events include the Volvo Ocean Race in Stockholm, Naval Academy Trophy in Livorno and the Tour de France which will start in 2010 in the port of Rotterdam. For three years, Hamburg has been host to the 3-day Arts and Music Festival, whereby part of the port area is converted into an art exhibition and concert zone.

**Make the port visible in the city***The port experience starts in the city*

In many cases ports moved out of city centers. Old port areas made way for waterfront development projects which in many cases have very little to do with the port and often follow a standard pattern of luxury waterfront housing and recreational facilities which may at best include a museum harbour or a maritime museum. All this however tells the visitor very little about the actual port.

There are more innovative ways to point the visitor at the role of the port as soon as he sets foot in the city centre. Dedicated port experience centres or creative partnerships with cultural institutions such as museums or exhibition spaces may lure the visitor into the port.

**Towards a European network of port information centres**

The first port educational centres were established in Antwerp and Rotterdam, respectively in 1988 and 1996. These mainly aimed at an audience of school children, making them familiar with the different activities and professions ongoing in a port. Whilst this concept is no doubt effective in explaining what a port is all about to groups that have already set the step into the port area, it is more difficult to attract general visitors, including citizens and tourists. This is why the port of Genoa established in November 2009 a Genoa Port Centre in the middle of one of its main tourist attractions, the *Porto Antico* (old port). This initiative was given a Special Mention under the first edition of the ESPO Award.

Pioneers Antwerp and Rotterdam have now also moved to the city centre. The Antwerp Port Authority initiated a 'Port Information Ring' which starts in the city's brand-new Museum on the River, located in the old docks. The port authority established an ultra-modern port pavilion here which tells visitors all about the port and encourages them to discover further locations on the Port Information Ring which are in the actual port area. The Rotterdam Port Experience opened its doors in May 2009 for a broader audience to really experience the port within the city area with all kind of modern interactive facilities. Another example can be found in Turku, where the port authority cooperates with the Forum Marinum maritime centre in the city to make the port familiar to the local community. Together they develop a "virtual port outside the port" through a dedicated section in the maritime centre which, through modern technology, brings the port closer and more familiar to the public. The Port of Amsterdam currently collaborates with the Dutch Maritime Museum to create four areas dedicated to the port's past and present, including a port experience.

The ports of Genoa, Turku, Antwerp and Rotterdam decided recently to compare their know-how on port experience centres in a European network which has been set up under the auspices of the International Association of Cities and Ports (IACP).

*A port city should breathe port atmosphere*

A visitor to a port city should immediately get the impression of actually being in a port city even if the main port activity has moved out. This is in many contemporary port cities no longer the case. The best remedy is to maintain sustainable port activities in the city, which may also have beneficial impact on port-city relations (see further under *Port-City Relationship*).

Other ways to improve the atmosphere of a port city is to design street furniture with maritime elements such as anchors, bolders and so on. Another interesting option is to use billboards which can be found everywhere in cities to show live information about large ships entering the port

or other remarkable events happening in the port. Generally speaking, the use of existing urban communication tools such as posters, public transport etc. offers plenty of opportunities to advertise information on the port .

#### **250 recommendations to raise the port icon status of cities**

In 2007, Prof. Eric Van Hooydonk (University of Antwerp) published his meanwhile classic book "Soft Values of Seaports" thereby introducing a new strategy for the restoration of public support for seaports through the use of "soft", i.e. non-socioeconomic values, the dormant assets of ports.

One year later Eric Van Hooydonk applied this conceptual approach concretely to his home town Antwerp, proposing a strategy to raise the "port icon" status of the city which consisted of 250 recommendations, resting on four pillars: the rebuilding of the port city, the telling of the port story, breaking through the port boundaries and a broadening of the port community's perspective.

The same approach was applied to the northern port city of Helsinki, which underwent a fundamental change in 2008 with the opening up of Vuosaari Harbour outside the city centre. The strategy aims at avoiding that Helsinki would lose its identity as a port city as a result of this major transformation.

## **2. Education and job market**

A wide-range of professionals are active in the port: dockers, stevedores, terminal operators, shipowners, ship agents, ship brokers, shippers, traders, freight forwarders, warehouse staff, harbour masters, port authority staff, tugboat operators, pilots, boatmen, ship builders, ship repairers, dredgers, bunkering agents, waste collectors, port state control officers, customs authorities, port police, bankers, insurers, maritime lawyers etc. Ports act as magnets for industrial installations and logistic services and facilitate a range of other activities such as fishing, leisure and recreation.



Even if they may not employ port workers directly, port authorities should take an interest in having stable relations between companies operating in the port and their employees. Often port authorities can play mediation roles in order to safeguard the interest of all parties and the overall interest of the port.

#### ***Identify the gaps and needs within the port job market***

In many ports a shortage of qualified staff exists in different categories of the above-mentioned professions. This may relate to the lack of the right social infrastructure in the surrounding area of the port, aging of population and related demographic factors but also due to the perception with young people that the port sector is an old and dirty industry which requires little or no qualifications. In addition, programmes of schools, training institutes and universities are often not adapted to the needs of the port sector.

The first important step is to identify the dimension of the problem: what gaps exist and in which specific category of professions.

This requires first of all a collaborative effort with the main stakeholders in the port community: employers' organisations, trade unions, specific professional associations etc. The port authority can play a useful role in this process as coordinator and catalyst.

#### ***Invest in social infrastructure***

Solutions to the mismatch between supply and demand for employees can not only be found in the right education of young people, but also within the existing labour market. The port labour market has a need for concrete projects to make sure that unemployed people within the port area are led to the vacant port jobs. Sometimes they have to be educated to reintegrate within the working force again. Ports have a social responsibility to support initiatives of the local government or private initiatives to reintegrate unemployed people.

#### **A career at sea may lead to a career in a port**

For many years, European shipowners and seafarer trade unions have been discussing ways in which to remedy the shortage of qualified European seafarers and officers. This has led to a maritime career mapping plan which has been developed through the European social dialogue framework. A study commissioned by the European Community Shipowners' Association (ECSA) and the European Transport Workers' Federation (ETF) demonstrated also a number of barriers to the mobility of qualified seafarers between the sectors, such as lack of commitment and drive among some seafarers, lack of opportunity and lack of appropriate management qualifications.

### ***Match curricula of educational institutes with job needs***

After identifying the specific gaps in the port labour market in terms of supply and demand, an analysis should be made of the various educational programmes on offer in the wider environment of the port. This should cover different levels of education, including specific vocational training but also university education and the general awareness of ports in primary education.

Co-operation between the port sector and various educational institutes is vital in this respect. Again, it is the port authority that can play an important coordinating role on behalf of the entire community.

The Port of Rotterdam for instance established a special programme addressing the higher vocational level with an associate professor seconded by the port authority. Another initiative consists of a port digital educative programme in co-operation with a secondary educational institute. The secondary level is important because students still have to choose their vocational training after finishing. The programme consists of: port visits, visits to port companies, visit to the World Harbour Days, basic lesson material about ports, masterclass by a port company CEO, working on special assignments etc.

The Port of Gijón started a special programme to recruit and train its staff. Main goal was to train people in foreign languages and to share a more global approach towards the ports with the employers of the port authority and the port community.

The Port of Amsterdam has a 'port college' in the port area where students are being educated and trained on the job in a real-life setting.

Other examples include the Port of Constantza which monitors employment in the port area and the port of Klaipėda which, similar to many other ports, receives a lot of interns from maritime colleges, universities and other educational establishments.

## **3. Port-city relationship**

In many European ports, port areas and cities have separated both physically and mentally. This phenomenon is not new but has become especially predominant as from the 1970s due to the unprecedented growth that took place in many ports.

The physical separation translates itself in a struggle for space. This has typically resulted in waterfront development projects whereby old port areas close to the city have been returned for urban development purposes. In most cases these projects have consolidated the separation between cities and ports also mentally as they mostly do not include any link at all with the actual port and make citizens forget that the port constitutes an essential part of the city. This lack of awareness means that citizens do not appreciate what the port is contributing to the city and the region.

The mental separation is closely linked to the general image problem that many ports have as described above in the first section. Where port activities do remain close to urban communities, negative externalities play an important role in conflicts with citizens, such as congestion, air quality, noise etc. An apparent paradox thus emerges: the image of a port can be enhanced if people physically experience what a port is, but at the same time the negative externalities generated by port activities can deteriorate that image.

### ***Make neighbours your ambassadors***

In accordance with the well-known saying that it is 'better to have a good neighbour than a distant friend', people living in or close to port areas have the potential of being the port's best ambassadors. The starting point of developing a good port-city relationship is therefore to look for win-win solutions. A successful port benefits from an economically strong local community and vice versa.

#### **Permanent stakeholder dialogue with neighbours pays off**

The port of Ghent received in 2009 a Special Mention under the ESPO Award for the Ghent Canal Zone Project. The jury welcomed the project as a 'best in class' on local stakeholder management.

Ghent Canal Zone is an area of great economic importance, both for the Ghent region and Flanders as a whole. As a result of historical developments, industrial activities, port activities and habitations are located at very short distances from one another. Within the framework of the Project Ghent Canal Zone, a policy is pursued in which economics, living, landscape and nature are equally strengthened.

This is thanks to the permanent stakeholder dialogue incorporating, in particular, local residents. Within the framework of the project, concrete initiatives are taken and specific projects improve the ties between port and residents, thus enlarging the social basis for the port's activities. The intensive involvement of residents in the policy and implementation of concrete projects in the area led to the organic growth of the project structure – through an administrative network of public and private actors – and also led to the professionalization of the residents' groups. The concrete result is that port development in the Ghent Canal Zone progressed without the usual contestation of residents' groups.

The problems related to port-city development are not new and not specific to Europe. It was the mayor of Le Havre, Antoine Rufenacht, who, in 1988 took the initiative to set up an international organisation of port and city authorities. Since then, the International Association Cities and Ports (IACP) serves as a worldwide platform for exchange of best practices and a centre of information resources on port-city development.

In 2006, members of IACP signed a Charter for Sustainable Development of Port Cities which covers the following aspects:

- to ensure coherence of projects on the scale of port cities and regions;
- to deal with port interfaces from the viewpoint of mixture;
- to respect the equilibrium between port cities and their natural environment;
- to strengthen social cohesion and stimulate employment;
- to promote innovative port and urban economic development
- to foster co-operation among port cities.

### Limit negative externalities

Typical problems that are generated by having an active port zone in or close to an urban or populated area relate to noise, air quality, light intrusion and related external effects.

A variety of good practices exist to deal with these, many of which were developed through EcoPorts, a network of port professionals specialised in environmental management, which is coordinated through ESPO. The most recent environmental management survey conducted by ESPO and EcoPorts in 2009 highlights the main environmental priorities of the European port sector over time. The survey shows that two typical port-city concerns, noise and air quality, have moved up the ranking to take first and second place. Furthermore, relationship with the local community entered the top-10 for the first time as a specific priority.

Table 2: Top 10 environmental priorities of the European port sector over time

	1996	2004	2009
1	Port development (water)	Garbage / Port waste	Noise
2	Water quality	Dredging: operations	Air quality
3	Dredging disposal	Dredging disposal	Garbage / Port waste
4	Dredging: operations	Dust	Dredging: operations
5	Dust	Noise	Dredging: disposal
6	Port development (land)	Air quality	Relationship with local community
7	Contaminated land	Hazardous cargo	Energy consumption
8	Habitat loss / degradation	Bunkering	Dust
9	Traffic volume	Port development (land)	Port development (water)
10	Industrial effluent	Ship discharge (bilge)	Port development (land)

Whereas true port aficionados may find harbour noise having musical qualities, this is generally not the case with people living close to port areas. Already in 2005, a number of European ports co-operated under the umbrella of EcoPorts in a co-operation project called NoMEPorts. The project is based on European noise legislation and contains a good practice guide containing an array of proposals on how to cope with noise problems in ports by adopting a methodological approach. Depending on the vastly different sources of noise, the guide presents solutions and measures on both an organisational and technical level.

The problem of air quality in ports has gained much attention in the context of the international World Port Climate Initiative, which was launched in Rotterdam in 2008 to develop a common approach of world ports to combat climate change. The programme developed interesting tools that can be used also in a city-port context. A good example is the project on the use of shore-side electricity in ports, that was established by the Port of Gothenburg in co-operation with the ports of Amsterdam, Antwerp and Hamburg. A website provides information and calculation tools about shore-side electricity for seagoing vessels as a measure to improve air quality in and around ports, reducing emissions of carbon dioxide as well as noise generated by ship's engines.

### Develop a functional and spatial mix of ports and cities

In 2007, a number of European port cities engaged together with the International Association Cities and Ports in a regional co-operation project under the EU's Interreg IIIC programme called "Hanse Passage". Objective was to compare good practices for the redevelopment of city-port linking spaces, i.e. the sustainable blending of uses on those spaces that link ports and cities. The project resulted in 25 recommendations grouped around the following objectives:

- to respect the accesses to port areas;
- to take care of the accessibility of city-port interface sites;
- to treat the port like an urban space
- to render the port visible
- to exploit all the potentials of the water
- to organise and benefit from blending
- to play with flexibility and not to freeze spaces
- to reduce reciprocal impacts
- to communicate and to get certain nuisances accepted
- to prepare for tomorrow's jobs
- to integrate the port with the life of the city
- to open the port to the population

#### Change the waterfront development paradigm

In order to come to genuine win-win solutions, waterfront projects should ideally combine residential urban functions with port activities. This would not only bring the genuine feeling of a port-city, but may also offer logistics solutions for both passenger and goods traffic in the city as explained further. Water is not just meant to look at, it should also be actively used.

#### Port heritage in a living port environment

Since 1999, the development of the Marseilles' city-port interface has been carried out through a partnership between *Euroméditerranée*, a public development institution, and the Marseilles-Fos Port Authority. The aim of this ambitious development programme is to sustain port operations, while renovating the old districts close to the port border.

One of the first concrete realisations in this partnership is the renovation of the Silo of Arenc. Built in 1926, it is a symbol of industrial architecture of the port. Plans to demolish it in 1999 however provoked strong reactions from local inhabitants. As a result, an ambitious renovation programme was carried out, providing a combination of space for culture and offices. The port authority however remains owner of the silo and rents only the inside of the building, while the volume underneath remains reserved for port operations under a concession of 50 years.

Other projects in the partnership include the *Terrasses du Port* and *Digue du Large* which will further enhance the port-city symbiosis in Marseilles.

*Offer transport and logistics solutions to cities, for cargo and people*

Congestion, rising pollution and CO2 emissions are major challenges for many cities. 60% of EU citizens live in cities, which makes seamless solutions a paramount concern. In a joint publication, Inland Navigation Europe (INE) and the European Federation of Inland Ports (EFIP) highlighted in 2008 the potential of cities located on water to offer solutions to these challenges. The brochure illustrates how in cities such as Amsterdam, Hamburg, Lille, Liège, Brussels, Lyon, London and Paris the discovery was made that, rather than competing between transport, housing and leisure, a shared use of the in-demand waterfront makes sense.

This approach fits within the spirit of this Code of Practice. By permanently handing over strategic urban waterfront locations to residential property development, the creation of a truly co-modal network may be undermined which may lead to more environmental headaches in the end. The loss of waterside transshipment space to residential property development may make voters happy and fill municipality funds, but the long term drawback is that a reduction of use of rivers results in a 'modal backshift' adding more trucks to already congested roads.

The potential of using the waterway for urban logistics purposes therefore needs to be promoted as it will lead to a genuine win-win solution for both port and city.

**London: re-using river wharves for city distribution purposes**

Although not the only European port city to experience the negative results of development pressures on its infrastructure brought about by regeneration, they arguably happened first, and most intensely, on the banks of the River Thames in London. In the late 1990s the Port of London Authority (PLA) sought to reverse the "vicious circle" caused by huge development pressures and the resulting increases in land values on riparian wharves in London. By safeguarding a number of strategic wharves along the river Thames for cargo-handling purposes the worst excesses of property speculation are being halted and opportunities for sustainably transporting cargoes on the Thames in London are increased. In this way London and its diverse communities have begun to reconnect with the port.

Another possible use is (public) transport for passengers. Therefore investments should be made in facilities along the waterfront, reserving space for berths and waiting zones. These can for instance be combined with other facilities such as pick-nick places, benches, sports and leisure zones

*Exploit the tourist potential of cruise and industrial tourism*

Cruise traffic remains booming business, even during the most recent economic crisis. Cruise tourism is also a way of putting a port city on the map. Although the direct economic effects for the port itself may be limited, the revenue for the city, both direct and indirect is very significant. Cruise tourism may be a way also to reinforce the port-city identity, by having ships mooring in the city centre and making the departure and arrival of these large vessels a spectacle for the local population, comparable with the departure and arrival of the trans-atlantic liners in the golden age of sea travel.

A study made by Policy Research Corporation in 2009 on behalf of the European Commission values the investment made in tourist facilities in ports. These investments are dependent on the objectives that are set by the ports. A distinction needs to be made whether ports have a region with high tourist attractiveness or not. In the latter case, ports should not aspire more than being a pure turnaround destination. If the tourist potential is high, ports can – according to the study – opt between being a pure transit destination or becoming a cruise tourism hub. If the strategy of becoming a cruise transit or hub destination is chosen, then port authorities should take a strong involvement in the management of cruise traffic.

**Culture as a binding factor between port and city**

The "Cartagena, Port of Cultures" Consortium is composed by the Regional Commerce Ministry of Murcia, the Cartagena Council, The Chamber of Commerce, the Employer Confederation of Cartagena, the Technical University of Cartagena and the Port Authority of Cartagena. The Cartagena Port of Cultures Consortium offers a place where different regional and local institutions interchange information, develop touristic plans, establish initiatives in order citizens can know and enjoy better the Port and the City. In the same way people can learn about the history of the port through the archaeological remains, and discover the Port Facilities from the sea in the "Catamaran Port of Cultures". The Port of Cartagena participates in this consortium with the aim of being more visible for the citizens, showing them its history, opening their installations, and offering the city different cultural and educational activities.



The 'People around Ports' team in action. Project meetings were held in Rotterdam, Valencia and Le Havre.



# Appendix: Inventory of good practice examples

This inventory was made in 2009 by Daniël Klijn, an intern of the Rotterdam University of Applied Sciences in the context of the 'People around Ports' project. The inventory is divided according to the three themes of the Code of Practice: general public support and image, education and job market and port-city relationship. For each project the role of the port authority is specified as well as the role other actors played. The inventory was closed in 2009. The ports involved have since then been making progress on the three themes. Therefore the list is not exhaustive but is meant to serve as a source of inspiration for other ports.

## 1. General public support and image

### Port of Amsterdam

Project	Role port authority	Other actors
Campaign 'Port of Amsterdam, make it yours'	Initiator and sole actor	
Awareness campaign using port of Amsterdam tattoos as a vehicle		
ART-on-a-BOX	Initiator and sponsor	Container terminals
Art on container project aimed at general public and B2B		
Local TV: port news items on regular basis / documentary series	Sponsor	Municipality, port companies
Port cycle routes and guided cycle tours <i>4 cycle routes varying in character and length, since 2008</i>	Initiator and sole actor	
Guided port boat tours and 'Port Safari' <i>Since 2009</i>	Initiator and sponsor	Entrepreneurs
Port Photo competitions and expositions in public spaces <i>Yearly, since 2006</i>	Initiator	Media partners
Port exposition rooms and port experience in Maritime Museum <i>Opening in 2011</i>	Sponsor	Museum and its financial partners
Various actions aimed at specific groups within the general public and sponsoring of relevant events (WK Amsterdam, StadsSpelen, Chocolate festival Amsterdam)	Initiator and sponsor	Various organizations
Sail 205, 2010 – various projects		
Yearly survey on port awareness, knowledge and popularity		



## Port of Antwerp

Project	Role port authority	Other actors
Vlaamse Havendag; Flanders Port Day	Initiator, sponsor	Flemish government, port companies
Port visits (public, professionals, companies)	initiator, partner	Portcentre, municipality
Open doors day	Initiator, main sponsor	port companies
Portcentre Lillo	partner	Province Antwerp
Antwerp Port TV	Initiator	Media house
Waterkant: boating event	Main sponsor	private partner, municipality
Car and cycle routes	initiator	municipality
Welfare for seafarers (i.e. bus transport)	main sponsor	
Books on maritime activities	main sponsor	
Museum MAS	sponsor	municipality, private companies
Port Pavilion MAS	initiator	
Sponsor policy: cultural, sport, social maritime heritage	initiator, main sponsor	private partners
The Ship Church	partner	
publications in Infomagazine	partner	municipality

## Port of Constanza

Project	Role port authority	Other actors
Maritime Day (15 <sup>th</sup> of August)	Co-organizer	Navy Staff, Local Council
Port Museum	Administrator	
Port Soccer Team	Administrator	
Exhibitions in the Passenger Terminal with public access	Administrator	
Visits onboard different vessels with public access	Organizer	
Prix de port	Organizer	
Sponsor policy	Sponsor	
Port tours for pupils and students	Organizer	
Kindergarten for proximity locals	Owner	
Port Hospital and Polyclinics	Administrator	
Sports Room	Administrator	
Car Wash Services	Administrator	

## Port of Gijón

Project	Role port authority	Other actors
Port visits for schools	Main sponsor	Ministry of Education, Municipality
Port visits for Professionals & Companies	Main Sponsor	Chamber of Commerce, Regional private Enterprises
Prince of Asturias Awards	Patron	Royal Family of Spain, Regional Government
Recovery of Light Houses	Owner, Main Sponsor	
Peñas Cape	Owner, main sponsor	Council of Gozón

Torres Cape	Owner, main sponsor	Council of Gijón, Tourism local office
LABORAL Culture City	Sponsor	Regional Municipality Government,
Regional Maritime Museum	Sponsor	Regional Government, Luanco Municipality
Orchestra Philharmonic of Gijón	Sponsor	Municipality
Annual Golden Medals Even	Initiator and Main Sponsor	Board of Directors
Open doors Day	Initiator and Main Sponsor	
Itinerary Port Pictures on Asturias councils	Initiator and Main Sponsor	Councils of Asturias
Port Barometer interview	Initiator	Port Community
Books Publications about Maritime activities	Main Sponsor	

## Port of Hamburg

Project	Role port authority	Other actors
Port-Birthday-Party with 1 million visitors: organised that at the same time all the operation in the harbour keeps running normally	cooperation & support	municipality
fill historical port-related buildings with new use for example: museums, restaurants and design-centers	cooperation & support	sponsors & traders
offer clean beaches 12 month a year (gratis for everyone)	sponsor / owner	-
launching ceremony (Schiffstauen)	cooperation & support	traders, shipowner
maintenance of historical buildings (for example: Alter Elbtunnel)	sponsor / operator	-
install attractions (for example: BBQ-areas)	sponsor	municipality
plan and build a bicycle lane cross the harbour	give huge capacity (man-power, money)	municipality
offer different publications for the general public	sponsor & initiator	-
walking trail and spotting points in the harbour	sponsor	-

## Port of Helsinki

Project	Role port authority	Other actors
EU Maritime Day	Initiator, coordinator, main sponsor	other maritime players
Baltic Herring Market	Initiator and main sponsor	real estate dep't, fishermen rel. fishermen's ass, WWF
Helsinki Day	partner	City
Cruise traffic development	Initiator, partner	City tourism
Carpet washing rafts	Maintenance	
Studies and publications on port:		
SATAMA, book on port history and decision making process	initiator	
Telakasta satamaksi, how Vuosaari wharf became a harbor (construction)	initiator	
study on harbour work in West harbour and North harbour		university of Helsinki and city museum
Renovation of old wooden vessels' quay	initiator, executor	
Web site project: "Port knowledge for everyman"	initiator	

## Port of Klaipėda

Project	Role port authority	Other actors
Port Tour (by boat) - annual public campaign "Let's Get Acquainted with Klaipėda Port". Free of charge, guided port tours are organized throughout summer for general public and the city's inhabitants. Guides are captains of vessels.	Initiator and organizer	
Photo exhibition „Klaipėda – a seaport of Lithuania“. The exhibition is held each 3 months in different public places (such as municipalities, libraries, seamen's club, maritime schools, universities, etc.). The exhibition is regularly enlarged by the latest photos.	Initiator and organizer	Public institutions (where the exhibition is held).
European Maritime Day. On this occasion, the port tour by boat and/or by bus is organised free of charge for general public.	Initiator and organizer	
Presentations. Klaipėda State Seaport Authority regularly receives various delegations for which it organises port tours, visits to port companies and terminals.	Initiator and organizer	Port companies.
Press trips for local media to visits to neighbouring ports. Annual event.	Initiator and organizer	
Port visits for national media. Chief executives of port companies hold direct meetings with national media. Annual event.	Initiator and organizer	
Social responsibility project: cooperation with Klaipėda Children's Foster Home (arrange of various events for the children).	Initiator and organizer	
Hosting of various regattas and other maritime events.	Host port	Klaipėda municipality
Dissemination of information (brochures, leaflets, DVD's, articles in local and national media, TV programmes, websites, etc.)	Initiator and organizer	

## Port of Le Havre

Project	Role port authority	Other actors
Port visits	Initiator	
Port 2000 Week end	initiator	
Sea Museum	partner	municipality
Odyssey 21	partner	municipality

## Port of Livorno

Project	Role port authority	Other actors
OPEN PORT	Initiator, team leader and sponsor	Municipality, Harbour Administration
Special edition local news papers (Gazzetta Marittima)		
Local TV emission	Initiator, team leader and sponsor	TV-station Telegranducato
Trofeo Accademia Navale e città di Livorno (saling trophy): stand and visits of the port	Partner and sponsor	Naval Army Harbour Administration Private companies

## Port of Marseille

Project	Role port authority	Other actors
Open Port's Day	Initiator and main sponsor	
Euroméditerranée sightseeing	Partner	Euroméditerranée
Real Estate Day	Partner	Entrepreneurs
Sea Days: breakwater access	Partner	National government
Port newspaper Reporter	Initiator and sponsor	
Port review in local newspaper: Mag du Port	Partner	La Provence
Mag du Port Blog on the web	Initiator	
Local Trade Fair Foire de Marseille	Partner	Municipality
Festival de la Camargue	Facilitator	Natural Park
Cranes and port illumination	Partner	Euroméditerranée

## Port of Rotterdam

Project	Role port authority	Other actors
World Port Days	Partner and main sponsor	Municipality, sponsors
Future Land MV2	Initiator and main sponsor, owner	
Maritime Museum	Sponsor	Municipality
Port Experience Center	Initiator and sponsor	Private party, Municipality
Special editions local news papers (Rotterdam Daily, Metro)	Initiator and sponsor	Publisher
Port local newspaper	Initiator and sponsor	Publisher
Cycle routes 'Experience the port'	Initiator and sponsor	Tourist office
Local TV series 'Ik ziet de haven al'	Sponsor	TV-station Rijnmond
Prix de port	Sponsor	Municipality
Sponsor policy	Initiator	Entrepreneurs, social companies
H2otel		Private, Municipality

## Port of Stockholm

Project	Role port authority	Other actors
Portdays	Initiator	
Exhibitions about future port projects (Nynäshamn, Värtan)	Initiator	Consultant
Pavilion during Volvo Ocean Race together with city: future city and port development	Co initiator	Municipality, sponsor
Tall ships race and other big events such as Volvo Ocean Race (2009)	Initiator	
Press conference on board/together with a cruise ship demonstrating the environmentally friendly equipment	Initiator	Customer
Environment competitions: "Miljöbojen"	Initiator	
Display of ships (historical, Naval and others of public interest) including exhibitions and happenings.	Sponsor	Private, governmental municipal and others

## Port of Valencia

Project	Role port authority	Other actors
Transfer of spaces around the inner harbour to the local government (Valencia).	Initiator and sponsor	Valencia Town Hall
Green areas.	Owner	
International events: 32 America's Cup y Formula One	Facilitator	America's Cup Consortium, Valmor, others.
Support of local traditions	Co-sponsor	Civil society
Rehabilitation of emblematic buildings and warehouses..	Owner or organizer	
Sports activities and cultural events	Co-sponsor and facilitator	Civil society
General External Communication Plan	Organizer	
Publications:Annual report, newsletter, guides and best practices, art exhibitions	Organizer and publisher	
Projects linked to safety, security and environment. Protection of fauna and flora.	Leader, partner, publisher.	Experts, other ports and administrations.
Studies of economic and environmental impact	Sponsor	Universities and experts.
Corporate Social responsibility Plan	Leader	Valenciaport Foundation

## 2. Education and labour market

### Port of Amsterdam

Project	Role port authority	Other actors
Campaign 'Port of Amsterdam, make it yours!'	Initiator and sole actor	
Awareness campaign in schools and for working and unemployed people		
Website 'werkenindehaven.nl' ('workingintheport')	Initiator	Schools, municipality, port companies
Port College	Co-initiator and sponsor	Municipality, schools, employers
Training centre for port jobs (theoretical + practical)		
Brainstorm sessions for students about water- and port related questions	Initiator	Waternet (public water company )
Guest lectures at schools and universities		
Co-operation with various educational institutes on various levels and in various ways, to initiate new programmes or influence curriculum and education		
Computer game 'Portjumping Amsterdam'	Initiator	Various organizations
Investing in public transport and in attractive public spaces within the port area, i.e. green areas, cycling and walking paths, public benches, picnic areas, view points, etc.	Initiator	

## Port of Antwerp

Project	Role port authority	Other actors
Cooperation with University of Antwerp	Partner	university
Cooperation with Ittma	Partner	university
Cooperation with the Flemish public employment service (VDAB)	Partner	flemish government
APEC Antwerp/Flanders Port Training Center	Initiator	
internships	Initiator	
Collaboration with different schools	Initiator	private companies
Training programmes	Partner	
Portcentre Lillo	Partner	Province Antwerp
Public transport	Initiator	
Jobevents	Main sponsor, initiator	private companies
Guest lectures	Partner	universities
Monitoring port labour market	Initiator	Alfaport (umbrella port community)
Create an attractive working climate (cycle paths, truck stop, )	initiator, partner	private sector

## Port of Cartagena

Project	Role port authority	Other actors
Teach children and youth in order for them to have a better understanding of the ports' role.		
Port receives visits: schools, universities and other courses.	Initiator	
For younger students, the port organizes a competition and prize-giving ceremony.	Initiator	
Computer equipment was given to schools and university grants were awarded to students.		
Conferences organized for university students.		
Collaboration Agreement with the University Business Foundation of Murcia (Fundación Universidad-Empresa).		
Programmes for schools and course visits.		
Programmes for professional training.		
Universities and conferences.		
It is essential that workers are well trained in ports.		
Creation of Customer Service (SAC) of the Port Authority	Initiator	
Course-workshop for representatives of the Port Authority and Port Community on Short Sea Shipping.		
Local and national press campaigns to promote the Port.	Initiator	
Periodical advertisements in various publications.	Initiator	
To increase awareness and knowledge of the ports' activities, the Port organises various conferences addressing different target groups.	Initiator	

## Port of Constanza

Project	Role port authority	Other actors
Collaboration with different educational institutes on several levels	Leader	
Guest lectures (on demand)	Leader	
Cooperation with different universities (Maritime University Constantza, "Ovidius" University Constantza)	Leader	
Monitoring employment in port area	Through Human Resources Department	
Spatial quality	Administrator	
Creating attracting working climate: Green spaces	Administrator	
Restaurants	Building administrator	

## Port of Gijón

Project	Role port authority	Other actors
Collaboration with University of Oviedo		
Master of Logistics	Sponsor	University of Economy, Interest Parties,
Collaboration with Business School (FENA)		
Master in Chinese language & Culture	Sponsor	Bussiness School, Regional Entrepreneurs
Training Programmer for Port Community Members	Sponsor	Port Community
Annual Seminar of Energy & Steel Industry	Sponsor	Regional Government, ARCELOR-MITTAL, Electric enterprises

## Port of Hamburg

Project	Role port authority	Other actors
offer trainees & internships for students	sponsor & support	-
give lectures in the university	sponsor & support	-
give guides in the port for students	sponsor & support	-
girls day	partner & support	municipality, traders
an attractive offer for apprenticeship and a wide range of vocational trainings for the employees	employer	-

## Port of Helsinki

Project	Role port authority	Other actors
co-operation and material support with local schools	partner	city education dep't residents' associations
trade fair (Helsinki Transport and Logistics 09)	partner	
EU Maritime Day (see above)		
summer employees guest lectures (on demand)		
theses to universities and logistics institutes	partner	Technical University of Helsinki, Laurea institution, Metropol institution, Jyväskylä University

## Port of Klaipėda

Project	Role port authority	Other actors
Lectureship. Representatives of Klaipėda State Seaport Authority are regularly invited to make presentations and lectures at various educational establishments.	Initiator, lector	
Cooperation with (specialised) maritime schools and universities. Representatives of Klaipėda State Seaport Authority are invited to make dedicated (specific) presentations at (specialised) maritime schools and universities. Occasionally.	Initiator and organizer	
Internship. Klaipėda State Seaport Authority regularly receives interns from maritime colleges, universities and other educational establishments.	Provider and trainee	
Presentations. Klaipėda State Seaport Authority regularly receives various delegations for which it organises port tours, visits to port companies and terminals.	Presenter	Port companies.
Dissemination of information (brochures, leaflets, DVD's, articles in local and national media, TV programmes, websites, etc.).	Initiator and organizer	Klaipėda Municipality. Port companies.

## Port of Le Havre

Project	Role port authority	Other actors
Lectures ; courses in schools	partner	Schools, universities
Participation to the administration of various schools and universities	partner	Schools, universities
Strong relationships with the port research institute	partner	
Implementation of a website linking maritime jobs and training	Partner and sponsor	Schools, universities

## Port of Livorno

Project	Role port authority	Other actors
Green port: the renaissance of the port-city	Initiator and team leader	Local educational Institutes
Logistic local pole for educational support	Partner	Universities Province Municipalities Chamber of commerce Banks
ITALMED: educational support to North African Countries	Partner	Italian port authorities Private companies
S.UP.PORT Skills Upgrading in the Ports	Applicant Organization Project Leader	Italian Port Authorities Universities Private Companies
PIMEX: integrated logistic platform for commercial Relationship development	Initiator and team leader	European port authorities Province Municipalities
EUNETYARD Supporting Employment & Adaptability in the Shipbuilding Sector	Partner	European Vocational Training Centres
EUROSTIBA Operational Training for Commercial Ports	Partner	European Port Authorities Public Companies
EFFORTS Effective Operations in Ports	Partner	European Port Authorities Public & Private Companies Universities Research Centres
OPTIMUS Operational Port Training Models Using Simulators	Technical Coordinator Team Leader	European Port Authorities Public Companies Universities

## Port of Marseille

Project	Role port authority	Other actors
Cooperation with different universities (Architecture school of Luminy, IAR (Regional Planning Institute), Aix-Marseille University, ENPC (Engineer schools...), Montpellier University)	Partner	Universities, schools
IFEP (in-service training)-ITIP (Bachelor level)	Initiator and sponsor	Education Minister
Cluster Provence Logistics	Initiator and partner	Companies, Research institutes
Reception centre for Sust. Dvt Pompe du Tonkin	Initiator and main sponsor	Associations
Cleaning up of the beach La Gracieuse	Initiator	Municipality of Port St Louis
Environmental planning incl. Inventory Fauna/Flora	Initiator and main sponsor	Environment Minister

## Port of Rotterdam

Project	Role port authority	Other actors
Collaboration different educational institutes on several levels	Influence on education curriculum	Educational institutes
Lectureship Ideal Port	Initiator, lector	University of applied sciences, Deltalinqs
Guest lectures (on demand)		Educational institutes
Cooperation with different universities (R'dam, Delft, Eindhoven)	Influence on education curriculum	Universities
MBO-agreement (technical and vocational training)	Partner	Deltalinqs (umbrella port community), interest groups, vocational institutes
Monitoring port labour market related to student outflow, Ecorys	Partner	Consultant, Deltalinqs
Cooperation Young Economic Development Board	Partner	Municipality
Education Information Center (Rozenburg)	Initiator, owner	Deltalinqs
Development RDM campus	Landlord, cooperation local government R'dam	University of applied sciences/vocational, Deltalinqs, Municipality
Monitoring employment port area	Initiator, partner	
Research relation labour demand port area and labour supply living area	Initiator	Surrounding municipalities
Investing in public transport (by boat, by bus)	Partner	National municipality government,
Hotel @Work (accommodate temporary workers)	Initiator	Private
Spatial quality	Initiator	
Landscaping, creating an attractive working climate for employees and improving the business climate for employers. Guidelines for maintaining factories, offices, installations, tanks and so on.	Initiator	Architects, municipality, entrepreneurs
Consequential use of materialization of street furniture (streetlights, benches, bricks).		
Realizing panoramic spots, viewpoints, picnic areas.		
Designing the green structure and special green (recreational) areas.		
Investing in services and leisure facilities in the port (recreational area, cluster of services, truck stop, restaurants, hotels, cycle paths)		

## Port of Stockholm

Project	Role port authority	Other actors
Lectures at seminars – on demand	Initiator, lector, guest	University
Practical vocational training place, students from college, university and people from other ports	Initiator	University
Study visits, in ports, companies and authorities	Initiator, guest	Depending on the visit
Structured competence development for coworkers	Initiator	University, company, consultant

## Port of Valencia

Project	Role port authority	Other actors
Training: university internships, professional work experience. Master in port management and intermodal transport.	Initiator and Sponsor.	Valenciaport Foundation and Universities.
Professorship	Co-Sponsor	Official Credit Institute and Valenciaport Foundation.
Professorships in business	Co- Sponsor	University and others
Specialized scholarships	Sponsor	
Seminars, Conferences and projects related to the sector	Sponsor and organizer	
Networks and forums	Partner	
Innovation projects	Leader and sponsor	
Corporate volunteering	Leader,initiator and facilitator.	ENGAGE -FUNDAR

## 3. Port-city relationship

### Port of Amsterdam

Project	Role port authority	Other actors
Development of PortCity areas such as 'Stadhaven Minerva', a buffer zone in between city and port	Initiator	Private investors
Direct regular contacts with people living near the port area, about solutions for noise	Co-initiator	Other organizations within the local government
Adoption of projects in neighbourhoods near the port	Sponsor, co-initiator	Local organizations in neighbourhoods
Programme to protect and develop nature in the port area and to protect the environment from pollution (air, water, soil)	Initiator	Companies in the port
Citizens panel, involving inhabitants of Amsterdam in discussions about sustainability, jobs and education and soft values; listen to their advices and opinions	Initiator	

### Port of Antwerp

Project	Role port authority	Other actors
Invitation public to sponsorevents	initiator, main sponsor	Philharmonic orchestra, associations
social projects	main sponsor	private and public organisations
public transport by boat	facilitator	private companies
Renovating old port part	main sponsor	municipality
Urban development: new port house by Zaha Hadid	initiator	municipality
Antwerp Port Cruise	partner	municipality
Neighbours board	partner	private companies

## Port of Cartagena

Project	Role port authority	Other actors
Cartagena, Port of Cultures.). XI Convention on Sea Traffic and Port Management.	Partner	
Fundraising New Year's Eve Concert for charity institutions.		the Tourism Department, Town Hall, Chamber of Commerce, Technical University, Business Confederation, a Business Organization and Port
Activities to mark the inauguration of Alfonso XII Quay: live radio shows, concerts and readings, yacht races, sport competitions, aeronautic exhibitions, etc.		
Visits to the Port of Cartagena		
Visits of companies from different countries interested in establishing their businesses in the Port.		
Delegations of companies currently working with the port.		
Authorities that have visited the Port: King and Princes of Spain, President of Spain, President of the Autonomous Community of Murcia.		
Translators from the European Union.		
Direct and reverse trade missions to promote Cartagena as cruise call port.		
Visits of various charity organizations.		
Nature/green areas		
ISO 14001 certification from Lloyd's Register Quality Assurance (standards for environmental management).		
Sustainable Development Award of the Region of Murcia for registering under the Emas II Certificate.		
Underground containers were installed in the leisure area at the Alfonso XII Quay for the collection of wastes.		
Signing of an Addendum to the agreement between the Port and Sasemar concerning the collaboration scheme maintained to improve sea traffic and safety.		
Installation of new water piping in Escombreras in order to reduce leaks.		
Installation of an anti-pollution barrier protecting Cortina Cove.		
Removal of weeds and vegetation from El Fungal watercourse (Escombreras).		
Monitoring of the population of yellow-legged seagulls.		
Periodical cleaning of the port waters.		
Participation in the Environmental Responsibility Forum organized by the regional government.		
Conference on Contaminated Soil.		
Instalment of a measuring tower to collect meteorological data regarding the feasibility of a wind park in the expansion area at Escombreras Basin.		
Spatial planning		
Port-City Integration Plan completed with the opening of business premises and commercial building.		
Alfonso XII Quay urban development.		
Inauguration of the recreational area of Alfonso XII Quay.		
Inauguration of the business premises of the Marina.		
Construction of a Cruise Terminal.		
Opening of Marina, Yacht Port Cartagena.		
Muralla del Mar (seawall) works.		
Opening of an underground car park in Alfonso XII Quay.		

Submarine Isaac Peral is moved to a new location on the Alfonso XII Quay (in front of Cruise Terminal).

Inauguration of the redesigning of the Fish Market.

Pedestrian path to Cortina Cove, in port area.

New bicycle stands are installed.

New paddle tennis court at the Port's Social Club.

The Port Authority authorizes activities place in the Alfonso XII area: craft markets, exhibitions, youth events

Other

Completion 1st phase of extension of Escombreras Basin.

ISO 9002 certification from Lloyd's Register Quality Assurance for container, solid bulk and general goods.

Port Police received the Q of Quality Certificate, included in the Integrated Quality System for Tourist Destination.

Member of MEDITERRANEAN PORTS COMMUNITY.

Involved in the Project REMOMED.

The Port grants subsidies to various organizations.

Presentation of the new shipping services.

Establishment of companies in the port.

Creation of a direct access from the Terminals in Cartagena's Basin to main roads and motorways.

Opening of the new Transport Centre.

Cruise Terminal Expansion.

## Port of Constanza

Project	Role port authority	Other actors
Public debates on future projects of the ports with probability to affect the local community (public access)	Leader	
Noise maps available on port website	Through Domains Direction	

## Port of Gijón

Project	Role port authority	Other actors
Recovery of old industrial coastline	Main Sponsor	Municipality
Fomento Promenade	Facilitator	Municipality, Architects
Aquarium building	Owner	Municipality, Architects
Physiotherapy centre	Owner	Municipality, Architects
Young people Summer activities (A ver la ballena)	Main Sponsor	Municipality
Maritime Show centre	Main Sponsor	Port Community

## Port of Hamburg

Project	Role port authority	Other actors
	initiator	
offering open days at HPA	owner	
gave huge port-areas away for urban development (without getting substitution)		municipality, tenant, urban planners
execute round tables (regularly) for current critical topics	partner / moderator, initiator	municipality, terminal operators, inhabitants
enable housing-development nearby the port while port industries are obligated to reduce their noise level	partner / moderator	municipality, tenants
hold public lectures on topics which interest the citizens	partner	citizens' initiatives
engaged in (port-related) workshops, architecture and planning competitions with local initiatives	partner	municipality, tenants, citizens' initiatives

## Port of Helsinki

Project	Role port authority	Other actors
panoramic viewing spot in Vuosaari	Initiator	
meetings with residents' associations	Initiator, facilitator	
development of South Harbour	partner	City planning dep't
cruise business development	initiator	city tourism
development of West harbour into housing	partner	city planning dep't
cruise vessels' open day to present environmental steps taken		
development of cargo harbour: meetings with residents' associations, nearby leisure house owners, boaters and fishermen	initiator	

## Port of Klaipėda

Project	Role port authority	Other actors
Port Tour (by boat) - annual public campaign "Let's Get Acquainted with Klaipėda Port". Free of charge, guided port tours are organized throughout summer for the city's inhabitants and general public. Guides are captains of vessels.	Initiator and organizer	
Annual Sea Festival, Fisherman's Day, other maritime and cultural events.	Initiator	Klaipėda Municipality. Klaipėda Tourism Center
Monuments to the city. Klaipėda State Seaport Authority finances the construction of various monuments (for example, the monument to honour departed Lithuanian seafarers and sunken ships). Occasionally.	Initiator and organizer	Private companies.
Poetry event Fly, Bird of Poetry, over the Sea. Meetings of local and foreign poets with Klaipėda maritime community. Annual event.	Initiator and organizer	Klaipėda Municipality.
International running competition Amber Nautical Mile. The event for adults and children: professional and amateur runners from Lithuania and abroad. Annual event.	Initiator and organizer	Klaipėda Municipality.
Cruise shipping related events. When large cruise vessels arrive at Klaipėda port, the crafts fairs and folk performances are held in the city. The city's inhabitants may participate in these events.	Supporter	Klaipėda Municipality. Klaipėda Tourism Center

- Presentations. Klaipėda State Seaport Authority regularly receives various delegations for which it organises port tours, visits to port companies and terminals.	Initiator and organizer	Port companies.
- Waterfront projects ("Seagates" and "Memel City"). Maritime industry is relocated and the former port land is given to private investors to establish an entertainment quarters, to restore historical port buildings, etc).	No specific role	Private investors.
- Dissemination of information (brochures, leaflets, DVD's, articles in local and national media, TV programmes, websites, etc.)	Initiator and organizer	Klaipėda Municipality. Port companies

## Port of Le Havre

Project	Role port authority	Other actors
Transformation of former port docks into shopping center, cinema, recreational center	partner	Municipality, private investors
Creation of an attractive residential area close to port equipment	Co-partner	Municipality, private investors
Visit of the port area to the public with a focus on sustainable development	Only actor	

## Port of Livorno

Project	Role port authority	Other actors
CLIMEPORT: mediterranean ports' contribution To climate change mitigation	Partner	European port authorities
		Research and educational institutes Private companies
Vento e porti (wind and ports)	Partner	European port authorities Universities

## Port of Marseille

Project	Role port authority	Other actors
Euroméditerranée: since 1999 the both structures are working together on major urban projects, located in direct interface with the city and the port. This collaboration has focused on the mix of uses and functions.	Partner	Local authorities
Creation of Littoral Bd (45 m width) along the port	Partner and facilitator	Euroméditerranée
Silo d'Arenc: building of a theatre in a silo	Landlord, cooperation with local authorities	Euroméditerranée
Terrasses du Port: building of a shopping mall	Landlord, cooperation with local authorities	Euroméditerranée
Fiesta du Sud: musical event in Marseille near the port	Partner	Association, local authorities
Public transport by boat: harbor sightseeing	Facilitator	Private
Marseille Provence 2013 European Culture Capital	Partner and facilitator	Municipalities, Culture Minister, local authorities, Private...

## Port of Rotterdam

Project	Role port authority	Other actors
SS Rotterdam (renovated heritage ship with new function)	Facilitator (berth)	Housing corporation, private parties, educational institutes, municipality
Public transport by water. (watertaxi, waterbus, Spido)	Sponsor	Municipality, regional government
Development PortCity area, transformation port area into combination of port and urban area.	Co-Initiator	Municipality
Lobby for good quality of life in the surroundings of port area (housing + amenities)	Initiator	Surrounding municipalities, regional government
Corporate Social responsibility policy	Initiator	Social companies

## Port of Stockholm

Project	Role port authority	Other actors
Development PortCity area, transformation port area into combination of port and urban area. Informationactivity: newsletters, webpaige, brochure, ad	Co initiator	Municipality, sponsor
Lobby for good quality of life in the surroundings of port area Strandvägen, Norr Mälarstrand, Celsing	Initiator	Municipality, sponsor, consultant
Corporate Social responsibility policy (Fryshuset)	Sponsor	Governmental organizations and other organizations
Cooperation with media, building good networks before a big project	Initiator	Media
Opinion polls to investigate what people, customer, travellers and others think about the port and company – the result is communicated with media and customer	Initiator	consultant
Shared communicationplan with the municipality for future city and port development (Värtapiren/Norra Djurgårdsstaden)	Partner	Municipality, consultant
Temporary art exhibitions in ports	Sponsor	Municipality
Newsletters, to customers, neighbours and organizations	Initiator	Consultant

## Port of Valencia

Project	Role port authority	Other actors
Long term agreements with local administrations	Initiator	Town Halls of Valencia, Sagunto & Gandía.
Regular meetings with stakeholders representatives.	Leader and organizer.	
Environmental projects: air quality or noise pollution	Leader and sponsor.	Civil Society

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### 3. Colophon

Editors: Patrick Verhoeven, European Sea Ports Organisation and Natalie Backx, Port of Rotterdam Authority (Coordinator 'People around Ports' project)

Contributors: Adriano Cadrecha (Gijón); Christiana Racautanu (Constanza); Eeva Hietanen (Helsinki); Francesca Morucci (Livorno); Florence Soudry (Le Havre); Frederic Dagnet (Marseille); Heike Naumann (Hamburg); Ingela Trolle (Stockholm); Isabel Cascales (Cartagena); Kurt Tuerlinckx (Antwerpen), Pilar Blaya (Valencia); Regine Vinson (Marseille); Renée Menting (Amsterdam); Henk de Bruijn (Rotterdam); Isabelle Ryckbost(EFIP).

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**European Sea Ports Organisation**  
vzw/asbl

Treurenberg 6 – B-1000 Brussel / Bruxelles  
T. + 32 2 736 34 63 – F. + 32 2 736 63 25  
mail@espo.be

[www.espo.be](http://www.espo.be)