



Port Center

The next step in your port-city relation

What can AIVP and the Port Center Network do for you?



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Visit to the port of Antwerp. Author: Jesse Willems ©Havencentrum Antwerp

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Foreword

Philippe MATTHIS

President of AIVP



We live in a world of constant change where the acceleration of the economic exchanges accompanies that of the internet revolution which hustles our modes to communicate and our way of transmitting information. The port cities are affected as they are in the middle of these upheavals. The port changes, it is modernized and adapted, but remains very often a closed world which should from now on be made again accessible to the inhabitants and citizens from the port city.

At the same time, cities struggle to define themselves and compete in national and international stages to attract capital, inhabitants and socio-cultural resources. The interaction between them is a two-way street, in which both have to be open to give and receive inputs for their mutual development. In this context we can see that, in the relation between city and port, the citizens play an increasingly important role. Further on, in the last ten years we have assisted to significant changes in our society. The communication between individuals and institutions has mutated from official channels to the informal social networks. The available knowledge has increased exponentially and the general curiosity about the world we live in has grown to unprecedented levels. All these changes have affected the port-city-citizen relation, evolving from static positions to dynamic interactions.

In this context AIVP is convinced that the Port Center concept has become a formidable tool in the search of reappropriation of the port by the citizen and the development of a more sustainable relationship between port and city.



Port Center of Le Havre ©Le Havre Port Center

The Port Center Concept

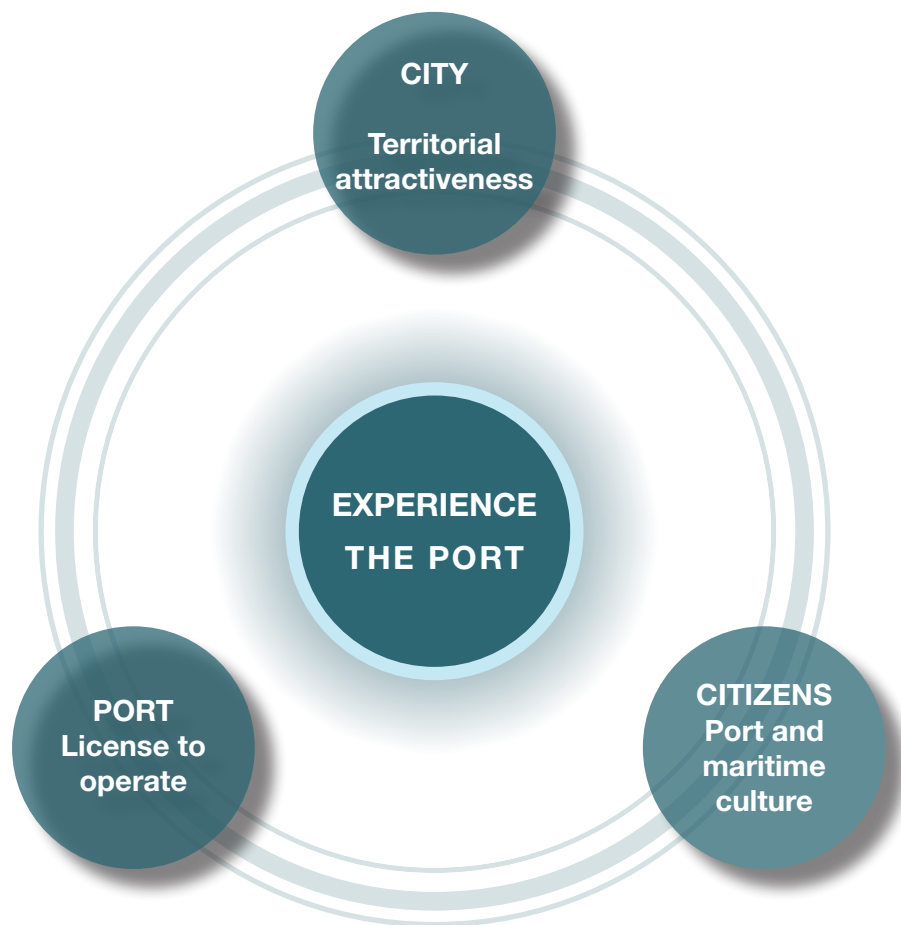
Olivier LEMAIRE

General Manager of AIVP



Port Centers provide the public, initiated or not, with the possibility to discover, experience and understand better contemporary port activities. This is possible thanks to a dedicated exposition and different educational animations, as well as the organization of adapted on-site visits in the port area. A space open to the widest public, it can cover subjects such as industrial port activities, the goods transported, international trade, the port professions or again the integration of the port with its city and many others.

The implementation of this concept, which has been evolving since the late 1980's, gives a face to the abstract idea of the soft values of seaports. In one moral and physical location it is possible to gather the stakeholders to interact around the port-city subject. The necessary dialogue for its foundation is already a new step for the port-city relation. From this point on it can work as the engine for the port-city synergies, discussion forum, information center or tourism facility. The scope of the Port Center goes beyond the implementation of a soft values agenda. It provides a continuity in time that is not possible with any other tool. The cultural events related to the port are present in many port-cities, however their impact is limited in time. It is possible to develop an educational program and contact the schools, but the "wahoo" effect of a live visit will not happen in a classroom. It is possible to distribute information brochures in the Port Authority headquarters or in the municipality, but the audience will be reduced and previously biased. In conclusion we believe the best way to translate the feelings, knowledge and wealth generated by the port and to look into a brighter social interaction is the development of this concept in your port-city.





Visit to the port of Genoa ©Genoa Port Center

An academic perspective: putting theory into practice to support port cluster identity

Hilda GHIARA

Assistant professor in maritime economics at University of Genoa



As an academic teaching maritime economy and developing research on port clusters, I had some years ago the opportunity to develop a research on the socio-economic impact of the port in Genoa. Boom in international trade has increased sea and port traffic, after being stripped of their geographical monopolies, ports are now facing an increasingly fierce competition with each other. But the growth in traffic does not automatically lead to increases in added value and in economic benefits for the port region, while it does involve growth in the use of space and infrastructure and rising environmental costs which can generate conflicts and possible “rejections” (the demaritimisation scenario of port cities).

At the local level, it is therefore necessary to focus not only on the efficiency of the logistics cycle, but also on its economic benefits and the local added value, the latter now being considered as a true indicator of the long lasting success of a port. The concept of the maritime port cluster – as a geographically concentrated population of businesses, associations, public and private organizations which are intrinsically connected around a primary/specialist economic activity – help to assess these effects, going beyond the individual “measurement” of outputs such as port throughput or the industrial activities located in the area.

The most exciting result of the above research has been the will to put theory into practice and develop a «Genoa cluster project», as a set of actions to support port cluster identity. A new structure, called «Port Center», has been open in October 2009 in Genoa to promote awareness about employment and the economic role of ports and the shipping industry. The docks, warehouses, ships, shipyards, shipowners offices, shipping agencies, become spaces to help discover the port, to understand the various historical, contemporary and future economics of the port and how they fit into the more general strategies of the country and the European Union.

The Genoa Port Center has been first and foremost a service oriented to a large audience, to introduce and lead people to visit the port (permanent teaching and exhibition facilities, visits (land and sea) to the port, installations and information in public areas facing the port, publications, website, networking with other European Port Centers). The Port Center is an educational service addressed to students, teachers and parents (projects, guided tours, didactic technologies, data and in depth studies, labs and educational material).

Based on these main objectives, it has represented a pioneer experience in the area of maritime port cluster policies and originated the port center network activity.

Evolution of the Port Center

First Generation

The first generation of Port Centers comprises the ones of Antwerp, Belgium, and Rotterdam, the Netherlands. The Port Center of Antwerp, founded by the Province in 1988, is placed in a central location inside the port territory. The second Port Center of this generation is the Education and Information Center (EIC Mainport) in Rotterdam. This structure created in the beginning of 1994 and developed with the support of the Port Authority, the port enterprises association Deltalinqs and the Shipping and Transport School (STC), is also placed in the center of the port area.

Both centers are focused in the explanation of the port, mainly to younger generations. The educational project is one of the main tasks in order to attract the youngsters back to the port. Initially it was exclusively thought for the students and occasional visits prepared with the Port Authority, but in recent years they have diversified their visitors, including companies and private groups. Besides their central location in the ports and the target groups we can also observe that both institutions provide guided tours by bus and boat.

During their years of activity they have achieved considerable success, receiving many students in organized visits, more specifically over 50 000 for the Port Center in Antwerp and over 20 000 for the EIC Mainport Rotterdam.

Lessons Learned

One of the things we can learn about the first generation is the fact that the Port Authority does not have to be the leading partner. In the first case the Province of Antwerp played that role. In the second case the union of professionals and public educational bodies collaborated with the Port Authority to develop the project. Both structures were created as non-profit organizations what can be seen as an advantage regarding the independency of the institution.

The centers of this generation were able to establish themselves as relevant economic and educational tools with a strong pedagogical approach thanks to a tight collaboration with other educational entities.

Another lesson is related with the location. Both institutions are placed inside the port territory in order



Port Center of Antwerp ©Havencentrum Antwerp



EIC Port Center Rotterdam ©EIC



EIC Port Center Rotterdam ©EIC



Visit to the port of Antwerp ©Jesse Willems - Havencentrum Antwerp



Visit to the port of Melbourne ©Port of Melbourne Corp.



Ashdod Port and Visitor Center ©Ashdod Port Company LTD



Livorno Port Center ©Autorità Portuale di Livorno

to have a direct contact with the harbor activities. This option could prove to be an advantage for some situations but it could also have some disadvantages.

These centers have established a relation with the port community mostly by employing retired port workers as guides for the visits. We see this is a good option, but only with the appropriate training.

Regarding the financing of the project, an entry fee is required in both centers. This fee is adapted to the social conditions of the region. In these centers this option was also possible since visits and tours are organized directly with school groups. They are not open to the general public and they did not have to “convince” the private visitor to pay for a visit.

Second Generation

The concept of Port Center evolved along the years. In the last decade, we assisted the creation of a second generation. This sort of structure has proved to be a valuable asset to improve the social integration of ports; hence several port-cities have decided to invest in their creation. Just to name some examples we can find them in Ashdod, Le Havre, Livorno, Melbourne, Vancouver or Genoa. Unfortunately the latter has its activity suspended.

In this group of Port Centers we can find different locations, some of them are no longer placed far from the city center, but in a more central facility easily reachable by foot or public transport. This is also related with the fact that the new institutions are generally open to the public and many of them allow an individual visit.

In this generation, as well we see the possibility of combining Port Center functions with existing institutions that are related with the topic. In the case of Dunkirk the Port Museum accepted the challenge of assuming the missions of the Port Center with an innovative legal structure and the creation of a complementary exhibition inside the existing Museum.

In terms of tools we can also see an evolution regarding the technology used in the exhibition areas. Nowadays we can find more virtual edutainment devices, using augmented reality or kinetic technology that allow a different sort of interaction and, at the same time, provide a more flexible model, like the one in Livorno.

Lessons Learned

The second generation brought several changes and showed other ways to achieve the same goal, focused on the educational project. At the same time they extended the reach of their agenda to the general public seeking their acceptance, necessary to achieve the Social License to Operate for the port. Besides the location issue aforementioned we can also find other cooperation models, in which the port authority collaborates with the municipal and regional institutions, or with cultural entities making a crossover with stakeholders related with the port-city relation. Since one of the main goals of the port center is the relation between the port and the citizens, it is better if the project can count with the participation of the city's relevant stakeholders. This sort of relation has also resulted in shared facilities allowing a better financial model.

Finally, as mentioned before, another important evolution is the fact that some of the new Port Centers are possible to visit by individual citizens without being integrated in a group. Although the issue of education remains the base of the project, this new approach increases the target group, extending it also to tourists, although the focus still is the younger generation. The new tools allow improved experiences, but the main instruments for the Port Center still remain the port visits and the link with the professionals.



Exhibition in the FutureLand Center ©Havenbedrijf Rotterdam N.V.



Discovery Center Vancouver ©Port of Vancouver

CSR, SLO and key aspects of the relation between port and city

Several key indicators have been identified for the social integration linked to port activities and industries. The Corporate Social Responsibility (CSR) and the Social License to Operate (SLO) are two indicators that work together, being the SLO a positive outcome of right CSR policies. However CSR strategies are not enough, as they rarely implement a lasting two way direction relationship.

For doing so, it is necessary to establish a dialogue with the locals, promote the public participation processes and be transparent regarding the port plans. At the same time it is crucial to develop employment and educational policies that will lead to the existence of a skilled workforce and maintain the port employment figures. The port community and port workers are the ambassadors of the port among the civil society, it is necessary that they feel part of the process. The education of the younger generations and the raising of awareness towards port careers will grant a stable future and a new image of the port among the youngsters. Further on, the port-city identity depends in great measure of the role and acceptance of the port. The industrial landscape and port heritage needs to be explained and integrated in the urban development plans. This territorial attractiveness can be exploited for industrial or alternative tourism, supporting the unique atmosphere of port-cities.

The Port Center concept is the single space that can be the common link to all the challenges above described.

The Port Center Network

Simultaneously to the second generation, the AIVP, with the support of other partners including the Port Center of Antwerp, the Port and the Province of Genoa, decided to create in 2011 the Port Center Network (PCN). This working group is focused in sharing the best practices related to the subject of port, city and citizen integration, and in promoting the concept. Since then, several Port Cities have adopted the [Missions Charter of the Network](#), published in 2013, and contributed to its development. Besides the members, the Port Center Network also counts on the support of other sister organizations, like ESPO, AAPA, Contship, ASSOPORTI from Italy, IAPH and Puertos del Estado from Spain.

Another important action of the Port Center Network is the organization of yearly meetings where innovations in the field are discussed. So far three Meetings have been celebrated, in Ashdod in 2014 and Dunkirk in 2015. In 2016 the third Port Center Network took place in Antwerp.

The Port Center Network has also created an online database with existing projects to spread out the ideas being developed and inspire new approaches. This is a valuable resource for the ports and the cities interested in improving the port-city-citizen relation. In this database it is possible to find projects and initiatives from port-cities around the world.

Visit the Port Center Network website in: <http://www.aivp.org/portcenternetwork/>

Signer institutions of the Missions Charter of the Port Center Network:



Missions Charter of a Port Center ©AIVP Port Center Network

Statements from members of the Port Center Network

Philippe Demoulin - General Manager

APB HAVENCENTRUM, Antwerp, Belgium

About 143,000 people in and around Antwerp earn their living through the port activities, and the port is therefore considered the economic motor of the province of Antwerp. The Port Center brings young people to this mostly unknown and spectacular world. We take them to places and companies where they would otherwise never come and show them the future opportunities in this world port. By offering the youngsters an experience in the real life port, we build a bridge between their studies and future job. This way the Port Center secures a prosperous future for the port.



Port Center of Antwerp ©Havencentrum Antwerp

Giovanni Pettorino - Commissario

AUTORITA PORTUALE DI GENOVA, Italy

Genoa Port Authority commitment to the societal integration of the port is a very crucial issue also because of to the morphological characteristics of our region.

Consequently we firmly believe that “to communicate the port will change the port”: the Genoa Port Center, providing an experience of the port as much as possible real and all-embracing, contributes to actively discover the port and to recognise the benefits generated on the territory. So the port development strategies find in its territory a good partner and supporter.

The overall result of the GPC is a cultural one, renewing the Genoese maritime culture and awareness, overturning the point of view of the visitors and the opinion of local community.

The Genoa port changes from a system of infrastructures to a system of activities, values and people.



Genoa Port Center ©Genoa Port Center

Igal Ben Zikri - Corp. Communications Division Manager

ASHDOD PORT COMPANY LTD, Israel

Social integration of city- port-citizen is a significant layer in the implementation and application of Ashdod Port Company’s social-corporate responsibility.

The port’s company is deeply committed to making as much of a social and environmental difference as possible, not only profits. Naturally, Ashdod Port company’s efforts in that endeavor include the city of Ashdod and its residents.

Today the Ashdod port’s visitors center hosts over 45,000 visitors a year of all ages.



Ashdod Port and Visitor Center ©Ashdod Port Company LTD



Fortezza Vecchia of Livorno ©Autorità Portuale di Livorno

Giuliano Gallanti - Commissario **AUTORITÀ PORTUALE DI LIVORNO, Italy**

A physical container of all the activities promoting and disseminating the port culture: that was the purpose of the Livorno Port Authority when we started to devise the Livorno Port Center structure. In this, we have been helped by its particular location in the core of the Old Fortress, one of the most important monuments of the city, which itself is one of the real interfaces between the port and the city, inside the passenger terminal.

This allows it to become attractive to a larger public, including passengers and tourists interested in experiencing the atmosphere of a port-city place.

In accordance with the Mission Charter of a Port Center, this structure strives to establish a bridge connection between the whole port community and the territory. In the same context, the Livorno Port Center wants to be the engine for the development of educational programs and long-lasting synergies with the schools.



Port of Montreal ©Montreal Port Authority

Sophie Roux - VP affaires publiques **ADM. PORTUAIRE DE MONTREAL, Canada**

Co-existence between the city, port and citizens is central to the Port of Montreal's approach. An urban port occupying some 26 kilometres of waterfront and with connections to 140 countries worldwide, the Port and the City work in tandem to protect and promote Montreal's status as an international trade hub. The Port also maintains on-going dialogue with citizens and works to support the community. Open days, neighbourhood committees, local investment and public consultations on port projects are just some examples of how citizens are treated as active stakeholders, in the same way as business partners. A port centre represents a natural next step for the Port's social responsibility to the community.



Port of Guadeloupe ©AIVP

Yves Salaün- Président du Directoire **GADELOUPE PORT CARAÏBES, France**

Guadeloupe Port Caraïbes is an essential economic operator, given the insular nature of our archipelago. By ratifying the Port Center charter in 2015, we were keen to emphasize on synergies with our partners, explain the port to citizens, and host public events to promote the Grand Port Maritime's integration into society.

We are working to coordinate our development priorities with Cap Excellence, the conurbation committee including the port cities of Pointe-à-Pitre and Baie-Mahault.

Alongside that, we are also continuing the "Discovering My Port" programme ("Je découvre mon port"), aimed at educating younger people about port activities and the resulting importance of preserving the environment.

Jean-Baptiste Gastinne - President

LE HAVRE PORT CENTER, France

The Port Center of Le Havre was created in 2013 as a shared local initiative aiming at reconnecting again the port and the citizens. The Port Center brings together the main local public actors and port companies in an educational and creative approach of intergenerational links. It proposes different learning programs with a permanent exhibition, a temporary exhibition, conferences and on-site visits of the port. Since its opening, it receives on average 12 000 visitors a year (groups and general public).



Port Center of Le Havre ©Le Havre Port Center

Frank Antich y Amengual - Directeur d'études

AGENCE D'URBANISME ET DE DEVELOPPEMENT ECONOMIQUE DU PAYS DE LORIENT France

The signature of the Port Center charter between the Lorient conurbation and AIVP, in May 2016, is an important step for all local stakeholders in Lorient's maritime landscape. The charter is more than just a commitment - it formally enshrines a societal approach first undertaken some years ago with partners from the maritime sector (fishing port, commercial port, shipbuilding and repair, sailing, professionals, industrial operators). In addition to the many individual actions taken, the Port Center Network charter and movement provide a roadmap and a common purpose for Lorient and the surrounding territory, local stakeholders (including communities and local authorities) and citizens.



Lorient port-city ©AIVP

Eamonn O'Reilly - CEO

DUBLIN PORT COMPANY, Ireland

Dublin provides an archetypal case study of the challenge for an active port to co-exist with a growing city. The difficulty for the port to retain public support has been as great as in probably any other port in Europe or beyond. The challenge to overcome this difficulty required a new approach through the use of soft values. The soft values strategy is much more than a pragmatic means to allow the port to expand its capacity. Soft values is now an embedded philosophy within the company; it defines how we do our business and reflects our own personal objectives to positively contribute to the city and the environment we ourselves live in.



Waterfront of Dublin ©AIVP

Examples of Port Centers around the world

Port Center of Antwerp

The Port Centre of Antwerp is an entity established under the governance of the Province in 1988. Its mission is to promote the port of Antwerp as the driver for economic development in the province, by informing youngsters, generating public support, and assisting port companies. It is located in the middle of the industrial-harbor zone, approximately 20km of the city center. The center offers a permanent exhibition (approx. 800 m²) and is the starting point for guided visits by bus or boat. It can be hired as a meeting place for business meetings and reception of events, but acts also as a place of refuge in the event of incidents occurring on the industrial park. It addresses both young people and the general public, welcoming over 47.000 visitors per year.



Port Center of Le Havre

The Port of Center of Le Havre, opened in December 2013, is an initiative from five partners: the City, the Port, Chamber of Commerce, the Maritime Union of Port Businesses and the Conurbation Community. It is placed in a former maritime station in the waterfront, overlooking the entry channel for the ferry and cruise ships. The main goal is to explain the impact of the port activities and their importance for the national and regional economy. Another goal is to explain the different professions that exist inside the port. The Port Center receives during the week organized school visits and is opened for everybody during the weekends. In the second year the Port Center welcomed over 10 000 students coming from all over the country.



Genoa Port Center

Genoa Port Center (GPC) is an entity established in 2009 by Province of Genoa, along with Port Authority of Genoa, Italian Coast Guard, Genoa University - Department of Economics transport, and the public company Porto Antico, responsible for the Old Port Waterfront, where the center is located. The GPC's mission is to connect the port and the region; improve the social image of the port; enhance the tangible heritage of harbor structures and the intangible of organizational, technical and professional port-based knowledge; promote both culture of economy and culture technique in a framework of environmental and social sustainability; hold tight the relationship between schools and enterprises; promote vocations among young people for careers facing the sea and port logistics. It addresses both young people and the general public, welcoming 10.000 visitors each year.



EIC Mainport Rotterdam

The Educational Information Centre – 'EIC Mainport Rotterdam' was established in 1994 by the Port of Rotterdam and Deltalinqs (representing the port and industrial companies). It is at a distance of approximately 30km from the city center of Rotterdam and is not served by public transport. The EIC was founded to improve the knowledge of pupils from primary and secondary schools and students from vocational institutes up to universities, on the importance of the Rotterdam port and industrial area, as well as to increase the affinity with regards to (technical and other) professions and jobs in the port. About 20.000 pupils and students visit the interactive exhibition of the EIC every year, as part of their guided port excursion. Per year about 5000 people who work in the port visit the center.



Ashdod Port Visitor and Conference Center

Created in 2010 by the Ashdod Port Company Ltd, the Visitor Center has the aim to establish a direct relationship with the port's customers and the public and to improve the public image of the port and engage better community relations. The center offers an experience that combines dynamic activities, demonstrating the importance of the port and the activities that take place there.

Various stations within the center include advanced interactive tools and games as well as panoramic films. The Center has received over 45 000 visitors on an annual basis in the last years.



Port Center of Livorno

The Livorno Port Center was inaugurated on 3rd November 2015 and it has been officially open to visitors since 1st March 2016. Up to now, they have registered a positive response and great interest by pupils and teachers of primary schools and students of high schools: in March alone, they received 300 visitors (on average 15 people every day, 90% school groups).

The main goal of Livorno Port Center is to open the door of the Port to the city and to the citizens, with particular attention to students of all types and grades, in order to strengthen and widespread the knowledge of port activities. The Port Center, situated into the Old Fortress of Livorno next to the port area of the passengers terminal, could be attractive also for cruisers and tourists, considering its fascinating location in the middle of one of the most important monument of the city.



Discovery Centre of the Port of Vancouver

Port of Vancouver proposes a Community Investment Program based on the three areas of Education, Community Enrichment and Environment. The main idea is to support the economic, social and environmental aspirations of the communities in order to build a sustainable future together.

The Discovery Centre is home to the Education Community Outreach Program of the Port of Vancouver. The aim is to make understand the importance of the port activities to the local and national economy and enhance the public perception.

The center is open on reservation for schools, students and professionals who wish to understand and to learn more about the port and its activities.



FutureLand Information Center - Rotterdam

This information Center situated on the area of Maasvlakte 2, representing 2000 Ha of port and industrial sustainable expansion of the Port of Rotterdam, welcomes every year over 100.000 visitors. There you have the possibility to learn more about dredging at sea, raising new port land, or about loading and unloading cargo on modern quays. Part of the exposition is dedicated to the sustainable commitment of the port including information on the realisation of the necessary environmental compensation.

Further on, you will find there the possibility to enjoy an interactive environment with a large number of games and simulations such as the FutureFlight Experience: zoom past tall cranes or glide alongside a passing container giant.



Port of Melbourne Education Centre

In 2002, the Port of Melbourne set up a program of education for the pupils of the elementary and secondary schools, various public institutions and the community in order to enable them to better apprehend the activities of the Port of Melbourne, the world of the shipping and commerce. A center dedicated to this program was established in the middle of the port opposite of a container terminal. The educational program aims to maintain and consolidate the support of the community to the activities and the development projects of the port and guaranteeing its long-term existence. They have received more than 4000 students and community members in recent years, either visiting Port Ed or involved in the Travelling Education program



Port Museum Dunkirk

The Port Museum of Dunkirk, opened in 1992, is placed on the waterfront, in a refurbished tobacco warehouse. The museum has a permanent exhibition, occupying approx. 3000 m², where the maritime world is explained to youngsters. Different educational workshops allow to understand the evolution of the port and several on site-visits are organized to discover the maritime heritage, but also the active port, the maritime world and the evolution of the port. At the quay next to the museum it is possible to visit several boats, including the three-master tall ship, the Duchesse Anne. The museum is managed by the ACMAPOR association, which includes the City, the Port, CCI, the Maritime Union of Port Businesses and the Conurbation Community, the region, the department and the ministry of culture, as well as a club of over 80 private companies. In recent years the museum has received over 45 000 visitors per year.



Methodology for the first steps to build your Port Center

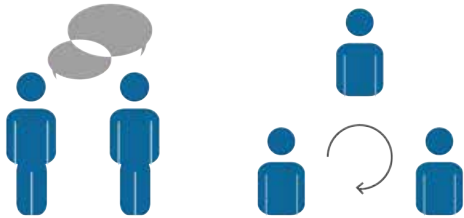
Read the context



1

The AIVP can help you to perform the initial analysis of your context.

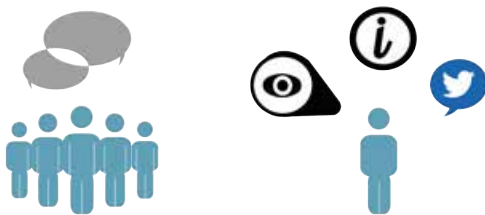
Meet the major stakeholders



2

The Port Center concept can be explained by the AIVP. It is also possible to collaborate in the interviews with the partners.

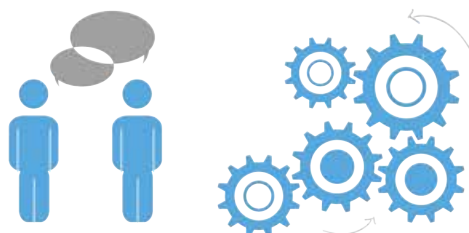
Engage with the public



3

The AIVP can help you in the preparation of workshops and outreach actions with the public.

Prepare a strategy



4

The conclusion of the process is the implementation strategy that can be prepared in collaboration with the AIVP, using our expertise.

What can AIVP and the Port Center Network do for you ?

The Port Center Concept is the continuity of the concrete implementation of a sustainable port-city relationship. Thus, based on its 30 years experiences of know-how and best practices exchanges, AIVP decided to play an active role in its growth and the diffusion of its message.

Given the rising interest of AIVP port city members in the Port Center concept and the importance to keep in line with its Mission Charter, we started to develop un guide and different accompanying approaches already experienced in these last years.

1. Order the Port Center step-by-step guide

Due to the growing interest of port-cities around the world in the development of a Port Center, the AIVP decided to make an operational guide focused in a step by step approach on this issue. The goal of this new document is to answer the initial questions that might come up when developing the concept.

The guide is based on data, experiences and best practices gathered by AIVP over the last decade together with the partners of the Port Center Network but also with other leading institutions in the field of social integration of ports.

In this publication the developers will get the knowledge the AIVP can transmit structured in a user friendly way, completed with examples and key-questions that will help in the first stages of the process.



Main content of the guide

Introduction to the guide

Soft-Values of Seaports: social sustainability of ports

Port Center Concept

- First Generation
- Second generation

Methodology for the first steps

Reading your context

- Existing institutions
- Partners
- Target groups

Organization of your Port Center

- Communicating and linking your Port Center
- Legal structure
- Human factor

Physical structure of your Port Center

Educational project

The Soft-Values agenda of your Port Center

- Active explanation of the port
- Social initiatives

Financing your Port Center

- Main financing source
- Secondary financing sources

Return of the investment

- Development of port culture
- CSR - Social License to Operate

Statements from leading ports and their partners

Information on current and future Port Centers



Step-by-step guide for a Port Center ©AIVP

2. Your Port Center with the AIVP - Three accompanying services

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Every Port Center has to answer to a specific context and be adapted to the history and the socio-economic situation of its port city. Our accompanying approaches have the aim to bring a tailored made support to your project and help you in identifying the major issues that have to be addressed.

- **Initial support in your Port City**

The AIVP team will be on site to present the port center concept in your port city. After having received a general overview of the potentialities, the AIVP team will then aid in co-ordinating round table discussions with stakeholders to enable synochrony in mission perspectives. The AIVP methodology guide inclusive of concept explanation, guidelines for Port Center structuration, different benchmark examples, etc. will act as a tool and will be beneficial for envisioning your basic port center framework.

- **From a first guidance to a Business model for your Port Center**

Contextual analysis coupled with stakeholder interviews undertaken by the port city will enable our team to better aid your mission. The AIVP is on an accompanying mission to helping you realise your port center. With expertise and knowledge over 30 years, the AIVP team will be able to provide guidance that is apt and suitable for your port center mission.

- **Port Center Benchmark Visit**

There is an avenue for benchmark missions in different port cities to learn and discover their Port Center or/and their soft value agenda and understand better the possibilities to apply the Port Center Concept in your port city. It is here that our worldwide network of port and cities will be of immense benefit to you.



[contact us](#)

Greta MARINI

Strategic Advisor – Port City Community Affairs

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AIVP: The worldwide network of port cities

AIVP is the only worldwide network which for over 25 years, has been providing a meeting point for city and port players and their partners. AIVP has been a privileged witness of the on-going changes in cities and ports all over the world.

Our goal:

To improve relations between port and city through dialogue and mutual cooperation.

Our Network:

More than 180 members.

More than 40 countries spread across 5 continents.

Local and port authorities, private and public sector professionals, etc.



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