COMUNE DI NAPOLI
CTUR Lead Partner

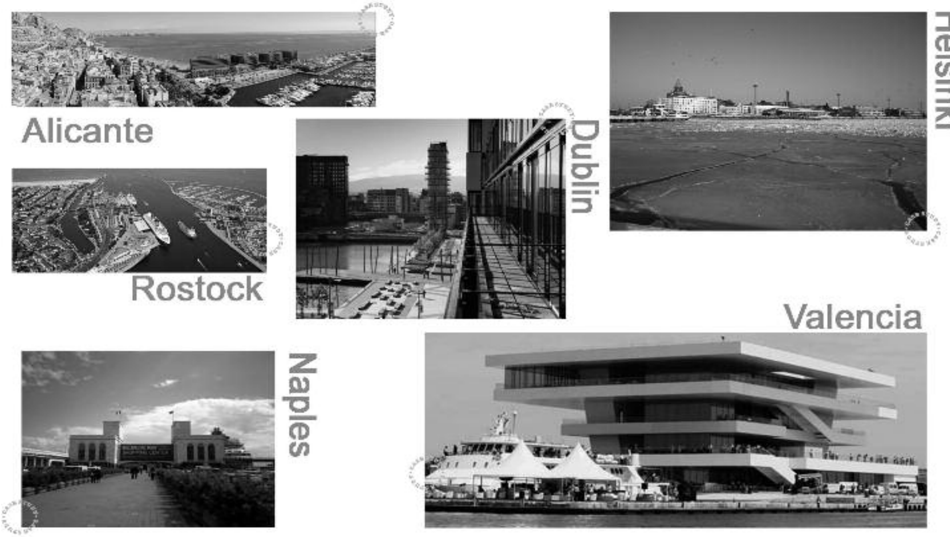
Cruise Traffic and Urban Regeneration

URBACT II European Programme

CTUR Thematic Network - *Cruise Traffic and Urban Regeneration*

SECOND CTUR THEMATIC JOURNAL

Topics and Case Studies on “Economic and social benefits”



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June 2011

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CTUR publications are coordinated by the CTUR Lead Partner City of Naples - Inter-directional Project Unit of URBACT Programme - National and International network **Gaetano Mollura** (coordinator), **Cristina Fato**, **Giovanni Hoffmann**, **Anna Arena** and **Maria Luna Nobile** (project officers).

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The second part of the “Second thematic journal” dedicated to the Social Benefits has been written by **Pauline Geoghegan** - CTUR Thematic Expert.

The “Second Thematic Journal” is the result of the work developed during the seminars by the CTUR network: Lead Partner, Lead expert, Thematic expert and all Partners.

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Special thanks to Mr **Luis de Carvalho** of CEO Consult dc Copenhagen for his intervention to the Helsinki seminar and his contribution to the outputs of the seminar and enrichment of this thematic journal.

Graphic Editing **CUEN S.r.l.** via Coroglio 104 Napoli 80124 Italy

Sources of of the chapters' pictures:

1. Sidney Opera House and Cruise
Source: http://www.meetingsin.com/Sydney/immigration.php

2. Meyer Werft: AIDAsol & Celebrity Silhouette
Source: http://www.pazzoperilmare.com/2011/02/meyer-werft-aidasol-celebrity.html

3. Neapolitan pupils discovering the Port of Naples
Source: http://urbact.eu/en/projects/port-cities/ctur/news/?newsid=574

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SECOND CTUR THEMATIC JOURNAL

Topics and Case Studies on “Economic and Social Benefits”

Contents

Foreword

Gaetano Mollura,
CTUR Lead Partner /Unit coordinator - City of Naples

This issue of our *Thematic Journal* - the second out of the three planned - is devoted to the "*Economic and Social Benefits*" dealt with at the CTUR workshop in Alicante and Valencia (Spain) in March 2010. The first Journal was tentative and shall be updated after the final workshop due next July 7-8 in Naples. This second Thematic Journal is definitive and contains all the economic and social outputs of the case-studies presented during the 8 CTUR workshops and the special workshop co-organised with AIVP (International Association of Cities and Ports) that gave us the opportunity to know the experience of European and non-European cities that do not belong to our network.

Over the years the cruise market has literally boomed: over 10 million passengers every year and a growth rate (2010) of 8%. Every port city wants to become a home-port or a call-port to get its share of this multi-million turnover. Unfortunately, once in the circuit, all of them do not actually enjoy the benefits expected from this very rich but also very closed niche market.

Hence, what should cities do in order to maximize the potential benefits of cruise tourism not only in terms of passengers but also in terms of on-board staff? What are the maximum benefits that can be expected? Is there a real, potentially important, economic impact on the city or is it a pie in the sky to look for any important economic effect on the territory? Is there any tool to let as many stakeholders as possible join this exclusive club? Is training new operators necessary? How to deal with the impact of social networks on the cruising industry as well as on the new challenges faced by shipping companies, tour operators, terminals, local agents and ports?

There is a lot of work to be done on the "software" side to improve, first of all, the co-operation of cities with cruise lines and tour operators.

City authorities should not only aim at short term benefits for their territories but should understand how to exploit cruise tourism as a marketing lever to convince cruise passengers to come back and visit the cities on longer vacations, which would really have long-lived economic fallouts.

This second thematic journal puts forward some answers to the above questions drawing from the experts' contributions and case studies presented during the workshops that provide a picture of the on-going transformation of European port areas.

New urban landscapes are shaped by the economic activities and the investments made for ports to become leisure and entertainment zones, including the construction of a wide range of public urban facilities and connections between the port and the city. There are some terminals that, like railway stations, are turning from gateways into shopping malls and areas for leisure activities (e.g. case study of Naples Terminal) or into new architectural spaces that become full-fledged city symbols (e.g. case study of Leixoes Port Authority/Matosinhos Terminal).

Ports need to open their gates to the cities creating new public spaces and need to disseminate information on their activities that are often unknown to most inhabitants. This is the aim of the so-called “port centres” (Genoa, Rotterdam, etc.) and of some innovative “software” projects, e.g. school kids visiting the port areas (case study of Naples). A growing number of local governments are taking measures to connect cruise tourism and local commerce to protect small handicraft shops and workshops (case studies of Valencia and Naples).
The cities are making efforts to become more competitive and be successful on the market by analysing the special needs of cruise passengers-tourists in order to understand the weaknesses of what they offer (case studies of Dublin and Helsinki).

1. THE CTUR THEMES AND THE THEMATIC JOURNAL ON “CRUISE TRAFFIC AND PORT HERITAGE AS ECONOMIC AND SOCIAL BENEFITS”

1.1 The CTUR theme framework and the theme “Economic and Social Benefits”

This CTUR thematic journal focuses on the ‘**Economic and Social Benefits**’ of the whole shore-side system connected to cruise activities in CTUR partner cities.
The title sums up the second of the three macro-themes that have been part of CTUR’s formal theme framework and project contents from the start; the themes of the meetings were based on such framework too. The other two macro-themes are:
- Physical and environmental components
- governance.

Within the CTUR project, the theme ‘Economic and Social benefits’ was divided into two sub-themes:
1. The economic benefit
2. The social benefit

Each sub-theme was further divided into specific ‘topics’ in order to help identify and classify the contents of each case study in detail. The topics identified at the beginning of the project are listed in the table below.

Sub-theme	Topics
The economic benefit	• Key components of the economic impact of cruising on cities • Awareness of the economic impact at local level as a guideline for decision-making • How a city can increase the economic impact of cruising and the role of local networks
The social benefit	• How urban retail can trigger economic and social impact • Cruise-related work and professions and their social impact • Investments on urban areas that can attract cruise tourism as social regeneration drivers • Port centres

The theme ‘Economic and social benefit” was discussed during the fifth project meeting (Valencia/Alicante), but various case studies presented by host cities at different meetings (focussing on other themes) made reference to the ‘Economic and social benefit”.

Hosting city	Official theme of the meeting	Case Studies on “Economic and social benefits” presented during the meeting
Dublin December 2009	Physical and environmental components (Cruise facilities & transport connections)	Thematic Tours & Linking with Cruise Operators[1]
Valencia/Alicante April 2010	Economic and social benefit	Asociación de comerciantes del Centro Histórico (Valencia):
Rhodes December 2010	Governance (II)	The Naples Retail district in the “Città Bassa” quarter and the new Maritime Station[2]
Rostock July 2010	Governance (I)	The Rostock Cruise Academy
Helsinki March 2011	Steering Committee, Experts and Managing Authorities Workshop	Cruise City Port

Here is the actual list of the related case studies included in this thematic journal.
In general, case studies presented at the meetings cannot always be associated with a single topic because they suggest multifaceted and multi-layered contexts and solutions.
Each project/case study involves a wide range of situations, open issues and design proposals: in many instances, a case study turned out to have various connections with different topics among those that were discussed and in theory quite a few case studies could be seen as making reference to some other ‘topic’ that was not formally specified.

[1] The “case study” Thematic Tours & Linking with Cruise Operators “ presented during the meeting in Dublin (Fran Morgan, Excursions Ireland - Catherine MCCluskey, Dublin Tourism) included information related to the survey on cruise tourism in Ireland. This survey is outlined in the present journal as a case study.

[2] For more information see also the first thematic journal, the case study Naples and the New Maritime Station has been presented during the meeting in Matosinhos (Fiorinda Corradino, Port authority of Naples).

1.2 The structure of this thematic journal: focus on "Economic and Social Benefits."

This thematic journal is divided in two chapters that outline the thematic structure of the project: they focus respectively on the economic and on the social impact of cruising.

It goes without saying that economic and social impact often go hand in hand and that they cannot be considered separately. Actually, the improvement of relevant social aspects like employment is often directly linked to economic aspects. However, discussing these aspects separately can help identify:

- functions (which activities can generate value) and their value (which value is produced) in the chapter on the economic benefit;
- employment, inclusion, improvement of the quality of life and of the income level for weaker social categories in the chapter on the social benefit.

The chapter on the economic benefit starts by providing a general analysis of its components and of the value of the economic impact and it shows that it is impossible to make generalizations since each port city has different features and potential, which have to be understood and exploited in a specific way. The option of using surveys to gain more information on how passengers and crew members behave in a city and on how they spend money in it is discussed (case study on **Dublin** and Ireland). On top of that, this chapter points out that a cruise business oriented organization of the local offer networks can help develop the earning potential to the full in the long term (case study on **Helsinki**). The economic potential of business is certainly one of the most important components of the economic impact. The case studies on **Naples** and **Valencia** point out that there can be various business development options depending on the type of approach used (i.e. focussed on a terminal or on a wider area). If the widespread retail network is considered, it seems clear that developing the retail potential means generating a relevant social impact, as in the case of the development of historical areas.

The chapter on the social benefit points out that a sound cruise-related professional development policy can attract cruise lines too, which favours the strengthening of stable relations with cities (case study on **Rostock**). Lastly, the development role played by housing in port regeneration areas that can become attractive for tourists - along with the deriving positive social effects - is discussed; Dublin is a case in point.

2. THE ECONOMIC BENEFIT

2.1 Cruise traffic as an "economic benefit": background

Economic impact of cruise tourism at world level (2009)

According to Wild, these are the most recent data on the economic impact of cruise tourism at world level (De Carvalho, 2011):

- €34.1 billion in total output in 2009
- €14.1 billion in direct spending;
- €9.0 billion in employee compensation
- 296,288 jobs

Wild also states that each €1 million in direct expenditure generated €2.42 million in business output and 21 jobs paying on average over €30,000.

2.2 Measuring the local impact: direct and indirect effects

As macroeconomic data show, the role of the cruise industry at world level (with about 300,000 jobs) is beginning to play a relevant part. But what is the relationship between these macro-data and specific city-related cases? This is what the present section will focus on.

At local level (that is within the port city area) economic benefits derive from the income that is spent within the local economy but that was originally earned elsewhere. How can this impact be measured?

Both the direct and indirect economic benefits of an activity – e.g. the cruise activity in a port city - are measured through an impact analysis, which is normally based on an "input-output model".

An input-output model calculates income variations, value added and employment in a region's economy triggered by an initial injection of spending.

- DIRECT effects are determined by the initial injection (e.g. spending made by cruise lines and passengers);
- INDIRECT effects are the ripple effect of broad economic interactions: expenditures made by the cruise industry translate into income for the affected local firms within the local economy (multiplier effects) through several "rounds".

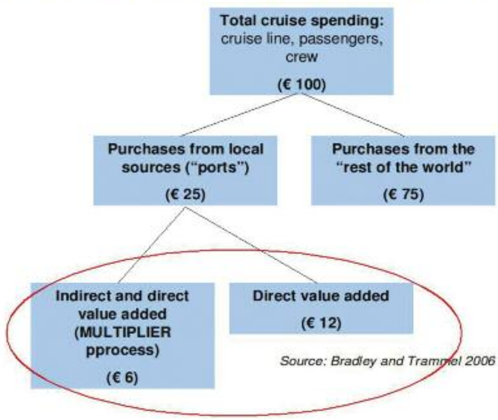
The indirect and direct value added related to the multiplier process can be rather relevant (up to 50% of the direct spending). The more is spent at local level in the various passages, the higher the multiplier effect.
However, there are big differences between places, types of economic activities and economic contexts: this is why parameters taken from other contexts or places cannot be used.
Therefore, the size of the cruise industry local multiplier depends on the underlying structure of the local economy (sectors involved, interconnectivity of the local economy, etc.)
A first question arises: are city/port administrations aware of the local multiplier of the cruise line sector or of tourism in general?

Which indicator can best evaluate an "economic benefit"? Total spending and value added
The total amount of cruise-related spending in a port may not have a very relevant economic meaning: the most important indicator of its economic effect is the VALUE ADDED (V.A.) and not the total spending.

- V.A. (direct effect) is found by identifying the TOTAL cruise-related spending and subtracting the amount of cruise-related purchases from NON LOCAL providers and the non-labour costs met by local sources to produce and distribute goods and services.

In general, only a small portion of cruise line and passenger spending is given to "local providers" (ports), although the total spending can be considered the "source" of the V.A.
The port Canaveral case study is an example of this: for each 100 Euros of total spending, the direct value added at local level is about 12 Euros, while the indirect value added about 6 Euros.

The port Canaveral case study: only a 25% of the total cruise spending was estimated to affect local economy (port regions) – USA 2006



Source: Bradley and Trammel 2006

Types of expenses: Cruise line expenses, passenger expenses, crew expenses
Apart from shipbuilding, which is important from an economic point of view, but often has no connection with ports of destination, in general local cruise-related expenses (and thus their value added) can be divided into three categories:

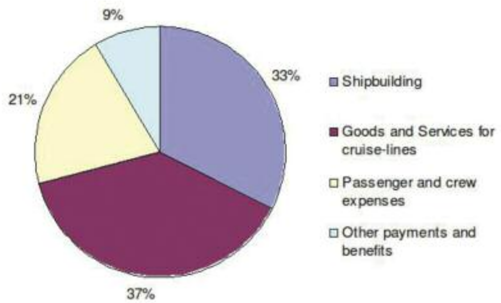
- cruise line expenses
- passenger expenses
- crew expenses

According to a study of the European Cruise Council, in 2009 the cruise industry generated a direct impact of 14.1 billion Euros in Europe (direct expenses); this amount was divided in categories in Table 1 here below and in Chart 1.

Direct economic impact of cruising in Europe - year 2009

Billion Euros	
4.6	Shipbuilding and ship repair (European shipyards)
5.4	Expenses for goods and services provided by European suppliers as cruise support (including travel agency's fees)
2.9	Passenger and crew expenses
1.2	Wages and fringe benefits to European workers

Source: data from European Cruise Council (2010)



Source: data from European Cruise Council

The impact outlined above is relevant and the role played by categories other than passenger and crew expenses (21%) is striking: if shipbuilding is considered, the impact of the other categories is about 80%.

As was already pointed out, the local Value Added is often a minor part of the total local expenses at a port. However, it is important to understand which kind of expense out of the three types identified above can produce the greatest local effect.

2.3 The potential of cruise line expenses/purchases: from turn-around ports to base ports

Expenses for services met by cruise lines concern a wide range of sectors. Such expenses involve port cities at varying degrees.

1. Some expenses have to be met in every port city (for example the purchase of port services like mooring, etc.).
2. Some expenses arise only in some of the port cities where a cruise line stops (for example, supplies), and generally where a ship stops longer (home port).
3. Some expenses (like advertising services) do not concern a specific territory, but they can be delivered in port cities for convenience.

1) Expenses for port services

To some extent, expenses for sheer port services (e.g. mooring, towing, anchorage, port tax, waste removal tax, terminal tax, etc.) are one of the "weakest" components of the (potential and real) economic impact of cruise lines.

The table below shows cruise-line expenses for port services in various French locations and for various types of ships and it indicates the average pro capita (i.e. per passenger) port expenses.

Ship	Port	Direct cruise line port expenses (in Euro)	Average expense for port services per passenger
160 pax (luxury)	Cannes	3.600	22.5
1,500 pax	Havre	36.000	24
1,350 pax	Marseilles	18.000	13.3
530 pax	Nice	9.000	16.9
Total Annual Passengers		Total Port Revenues	
540,000 pax (2008)	Marseilles	6.700.000	12.4

Source: data from Conseil National du Tourisme Republique Francaise (2010)

The data listed in the table concern the specific situation of French ports and rather small ships (whose average impact is generally greater than the impact of larger ships). The data are rather interesting:

a) for their difference
b) because the highest value is about € 23-24, while in a port with average traffic like Marseilles the average expense per passenger is € 12.5 for all kinds of ships (including bigger ones).

In general, the French situation is considered an indication for other contexts. The impact of standard port services (like towing, piloting, mooring and shipping agents) is not significant because not all of them are required in each situation.
In Ireland, the percentage of port charges out of the total passenger and crew expenses (including expenses paid in advance through agencies, like excursions) is about 15%.

The average expenses in Irland (2010)

Spent by disembarked passengers and crew	€14.7m
Port charges (excluding provisions)	€2.4m
Advanced payments pertaining to Ireland	€3.2m

Source: Cruise Ireland (2010)

As far as the relatively low expense for port services is concerned, some considerations can be made. Those who point out the “low level” of average service expenses (authors who are critical of the cruising economy do) tend to forget that port services should not be considered as a truly structural component of the potential impact. The truth is that in turnaround ports, where there is a low expense level for port services and a (relatively) low level of passenger expenses, the impact of cruising can be considered modest. However, in turnaround ports there are many other opportunities to produce revenue and an impact outside the realm of port services, as will be outlined below. Lastly, the limited economic impact of cruise operations on ports have led many ports to ask other local institutions (municipalities first and foremost) to co-invest in cruising facilities and in services for cruise passengers. Cruise lines' capital has gained access to terminal management too.

2) Other expenses for services bought by cruise lines

As can be seen at European level, the economic impact of cruising is determined by all kinds of services purchased by cruise lines and not only by port expenditures. Although such purchases are relevant for the national economy, some of them (i.e. advertising services, brochure printing, etc.) are not necessarily made at ports of call, while others (i.e. supplies, high consumption material, etc.) can be bought at ports (usually base ports) and can thus have a substantial economic impact in terms of “production” (i.e. services) or at least of marketing.
All these expense items are a potential target for cities - starting from home ports - and so they should be aware of the importance of such services in terms of local economic impact. Actually, passenger and crew expenses tend to remain within the local system (with a higher impact in terms of value added), while expenses for service made by cruise lines can reach very high quantity levels in absolute terms, although they tend to generate a lower local value added.

In order to play a part in providing services to cruise lines, cities should first of all become home ports, but they should also try to make sure that home ports act as much as possible as technical basis for the delivery of goods and services to cruise lines – and this is not self-evident. Among home ports, the bigger ones are more adequate for activities like delivery of spare parts or for extraordinary maintenance.
A city can create this kind of marketplace if it finds the right counterparts: sometimes deliveries are organized by cruise lines, which turn to specialised companies (which manage and optimize purchases and stocks). However, such companies have strong competitors in nearby ports that supply largest ports (and not only the cruise line segment), which enables them to profit from economies of scale.

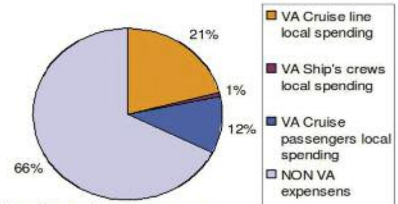
The capability of delivering services connected to yachting can be very important in order to meet the specific demand of goods and services of some cruise segments.

Some countries are structurally less strong in this area than others. A recent study on cruising in France points out that the lack of real home ports (cruise line base ports) in the country considerably reduces the potential economic benefits generated by the presence of cruise liners.

The Port Canaveral case study: the strategy of a port that is cruise line expenses oriented

The direct effect on cities that host cruise liners does not concern passenger and crew expenses only.
Apart from shipbuilding, a substantial part of the expenses is potentially made up of some of the expenses for goods and services met by cruise lines since they often use ports of call (base ports in particular, but not exclusively) to purchase goods and services.
Goods and services purchased by cruise lines from local providers CAN BE A FUNDAMENTAL DRIVER for the local “economic benefit”. “Home ports”, and “base ports” in particular, have a strong chance of developing a cruise line spending oriented policy.
Port Canaveral is a case in point in this respect. In Port Canaveral the overall importance (%) of passenger local spending has declined from 46% in 1994 to 35% in 2004, which shows the important potential of local cruise line spending, “pushed” at a local level by a “base port” policy.
It is true that in general nearly all passenger spending - unlike cruise line spending - nourishes local sources: this is the reason why passenger spending is important, but the dimension of cruise line spending can be very high in absolute terms.
The potential economic impact associated to the purchase of goods by cruise lines (food, beverages, fuel, hotel products, office supplies, water and good for

re-sale) is rather high, although the local VALUE ADDED component is often not very important.
The economic impact of services (port services, ship agents, ground transportation, ship maintenance, travel and entertainment, telecommunication, medical and financial expenses) is higher: they tend to be supplied by local providers.
The amount of wages paid to (and spent by) cruise line employees in the region (shore based support staff) will generate Value Added, but in general only a small portion of the wages paid by cruise lines adds value to the local port economy.



Value Added and total LOCAL expenses
Case study Port Canaveral (2004)

Some questions arise (first of all for major port cities): is there a clear orientation towards becoming better integrated into the cruise line supply chain (of services and goods) in order to exploit this potential source of V.A? Are your cities/ports aware of the total cruise line local spending, of its components and of its V.A.?

As for a non irrelevant part of services (i.e. insurance, advertising, agents of large tour-operators, etc.), the most important factor is the industrial policy at a national level rather than at a local level. However, in the case of some "sophisticated" service types (for example personnel training), some cities have been able to implement real specialization policies (within CTUR a case in point is Rostock).
The section on the American case study on Port Canaveral shows how an adequate marketing policy aiming at transforming a city into a home base can turn cruise line expenses into the most relevant component of local value added.

2.4 Tourist expenses: passengers and crews in cities

Refusing the "average expense" approach
Let us now analyse the expenses met by passengers and crews ashore: they are considered the key element of the local effect of cruising by administrations (which are not always right about this). The reason for this special attention is undoubtedly given by the fact that:

- unlike cruise line expenses, passenger and crew expenses are made in any kind of port (both turnaround and transit ports);
- it is possible to exploit this kind of expenditure by resorting to "traditional" urban tourist policies and urban regeneration policies;

For example, this is the potential expense component that comes into play when a connection between urban regeneration and cruise flows is discussed and this is precisely why it is worth analysing it.
Evaluating the direct effects on cities deriving from passenger and crew expenses is not easy: using average reference values would be arbitrary since expenses and their effects differ depending on the:

- type of port function (turnaround, port of call) and the length of stay in turnaround ports
- type of market segments involved in terms of ship, passenger and nationality type
- offered attractions/products/services
- intermediaries/operators that provide services

The first difference between ports lies in "target products", which can trigger purchases and activities that differ greatly. Different types of ships (mega or large, premium, luxury, destination/niche or exclusive) have different potentials both in terms of disembarkations and of passenger profiles - and consequently in terms of total spending and expense patterns. The professionalism and commitment of operators and members of the local communities play a role in promoting and stimulating the offer and sale of products and services. A recent French study points out that "in various ports there are still local rivalries between institutions and professions involved and the consequence of this is that information is poor and that there are still open issues (i.e. concerning timetables, routes, fees) in tourist transfers between port and cities, and thus in the pre-requisites for adequate spending, but also, in general terms, in the whole development of the target product."
In conclusion, cities should not use average indicators taken from other contexts or averages of such indicators that are considered national indicators. The incorrect procedure of "projecting other data" is partly due to the fact that calculations are made with different methods, that at times cannot identify the effect on indirect expenses, which has to be determined with data on local multipliers. Therefore, analysis campaigns should be carried out locally and by applying the appropriate methodologies.

Some quantity data on expenses: an overall picture with great differences
On the basis of various recent sources, an overall picture of the differences described above can easily be seen.

France 2010

Data in Table 1 describe the situation in France on the basis of a recent study.

Port	Average direct expense per passenger (without excursion)	Average direct expense per passenger for local excursions (through travel agents)	Total average direct expense per passenger	Total average economic impact per passenger (with indirect effects)
Marseilles	€ 30	€ 4	€ 34	€ 135
Nice	N.A.	N.A.	€ 39	€ 210
Cannes				€ 165
Toulon				home port call: € 110
Ajaccio				transit call: € 30
La Rochelle				transit call: € 75
Bordeaux				transit call: € 80
				transit call:

Source: data from Conseil National du Tourisme Republique Francaise (2010)

Helsinki 2007

More data on Helsinki are available in Table 2.

Helsinki	Average direct expenses per passenger		
260,000 passengers (85% went ashore)	€ 128 (for passenger who went ashore)	N.A.	€ 30 (average for every passenger: routing, piloting, harbour and other service fees)

Source: data from Helsinki Cruise Network Manage, PRESS RELEASE 30.11.2007

Ireland 2010

The Table here below shows some data on the average expenditure at various ports in Ireland; passenger and crew expenses are separate.
As can be noted, in this case too the average expense (and its type) varies considerably in each port.

The Irish case study, which should be considered a best practice for its survey, is discussed separately

Table 3: Average passenger expense in Irish ports

Port	Assumed Pax No Disembarked	Average Pax Spend	Assumed Crew No Disembarked	Average Crew Spend
Dublin	65,312	€ 100.10	19,639	€ 62.69
Cork	54,907	€ 67.71	15,798	€ 35.56
Waterford	6,153	€ 59.73	2,179	€ 8.56*
Any NI	30,507			

Source: Policy and Futures, Fáilte Ireland (2010), Cruise Tourism Research Report 2010

Venice 2006

Expense levels change considerably depending on whether passengers are home port passengers or transit passengers. The case study on Venice (data 2006) described below exemplifies very well how expense levels can vary depending on the type of destination: for example, in Venice even the transit average spending is high because of shopping and it is even higher than the average spending of embarking or disembarking passengers. However, the average daily spending of passengers who stay in Venice overnight (embarking or disembarking) is higher if passengers spend two nights than it is if they stay one night or longer.

VENICE case study (2006, 404 interviews)

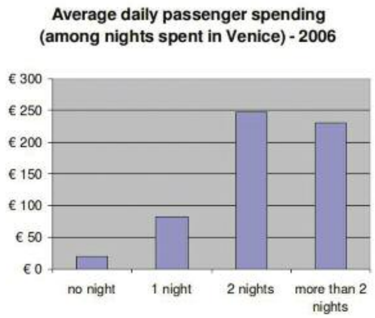
DAILY AVERAGE SPENDING

	Embarking pax			Disembarking pax			transit pax		
Lodgment (hotel)	€ 133	31%	€ 41	€ 169	28%	€ 47	€ 192	3%	€ 5
Restaurant	€ 34	35%	€ 12	€ 29	69%	€ 20	€ 54	56%	€ 30
Snack	€ 11	22%	€ 2	€ 12	28%	€ 3	€ 13	18%	€ 2
Shopping	€ 75	39%	€ 29	€ 72	75%	€ 54	€ 142	66%	[illegible]
Excursions	€ 31	4%	€ 1	€ 0	3%	€ 0	€ 46	8%	€ 4
(Gondola !)	€ 34	10%	€ 4	€ 31	22%	€ 7	€ 38	29%	€ 11
Museums	€ 7	10%	€ 1	€ 6	9%	€ 1	€ 8	16%	€ 1
Transfer between terminals	€ 14	37%	€ 5	€ 7	34%	€ 2	€ 8	10%	€ 1
Public transportation	€ 5	17%	€ 1	€ 6	25%	€ 2	€ 4	4%	€ 0
Private transport services	€ 14	5%	€ 1	€ 6	19%	€ 1	€ 15	0%	€ 0
			€ 96			€ 137			€ 148

INTERNAL market (Italian) pax: average daily spending: **€ 20 (sic!)**

FOREIGN market pax: average daily spending: **€ 139**

Whole market average spending: €107

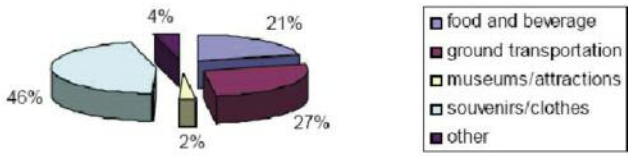


The Venice case study indirectly confirms that at home ports the shorter a cruise, the more likely passengers are to extend their stay in the local area: "short cruises" can be a very interesting niche market for cities. (Braun and Tramel, 2006)

Chios 2009

A survey on expenses met by passengers that was carried out in the island of Chios (Greece) in 2009 highlighted the fact that each passenger spent on average € 35,8; the chart on the next page shows what money was spent on. Expenses on souvenir and clothing, as well as for local transportation (i.e. taxis), were substantial, whereas expenses on museums or other cultural attractions were rather low (but this is due to the fact that access to many sites is free).

Island of Chios (Greece) - Distribution of passenger expenses (Total average amount: €35.8)



Source: Lekakou M., Stefanidaki E. and Vaggelas G.K. (2011). "The Economic Impact of Cruise to Local Economies. The Case of an Island. Presented at The 2011 Athens Tourism Symposium. 2-3 February 2011, Athens, Greece.

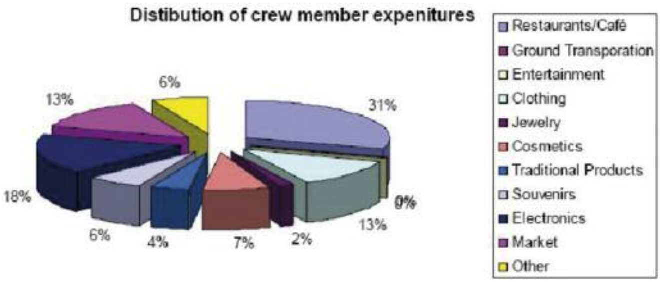
As far as restaurants are concerned, almost 75% of the passengers had zero spending (they preferred dining on board) and only 25% spent some money (€ 20-€60). "The average amount spent for transportation was €52.5 for each person who used a transport mode, while the average amount for the whole sample of cruise passengers was € 8.6. The most important outcome is that passengers answered that the price of the excursions sold on board was much higher than the cost of hiring a taxi for touring. All the passengers who used a taxi to tour the island were very satisfied of their experience since taxi drivers offered a basic tour guide next to transportation and passengers could spend more time in each place. Only 2. 2% of the cruise passengers rent a car for their tour".

Crew expenditures ashore: a potential to be developed

Crew expenditures are extremely interesting and, as was pointed out elsewhere, they can be adequately stimulated with a target-specific offer.

In general, crew members are interested in goods and services that differ greatly from those that passengers prefer. Crew members tend to spend more on food and beverages at restaurants and cafés and on “standard” goods. In the case of Chios, the average crew member expenditure is € 46.6 (higher than the average passenger expenditure) and it is distributed as indicated by the chart below.

Island of Chios (Greece) - Distribution of crew expenses (Total average amount: € 46,6)



Source: Lekakou M., Stefanidaki E. and Vaggelas G.K. (2011). “The Economic Impact of Cruise to Local Economies. The Case of an Island. Presented at The 2011 Athens Tourism Symposium. 2-3 February 2011, Athens, Greece.

In the Irish case study, in terms of overall expenditure, the direct impact of crew expenditures in Dublin is 15% of the impact of the overall direct expenditure (passengers and crews), whereas it is about 13% in Cork. Crews spending appears greater in larger cities, and although it is beneficial, it is passenger spending that contributes more to the total value.

2.5 Economic Benefits: CTUR CASE STUDIES

NAPLES Cruise and Retail: a driver for the urban regeneration

Subtheme:
- The economic benefit

Topics:
- Key components of the economic impact of cruising on cities
- How a city can increase the economic impact of cruising and the role of local networks

The City of Naples has started several projects to integrate the opportunities offered by tourism within its urban regeneration plan. Some of these projects concern the development of the retail sector in the area where passengers disembark.

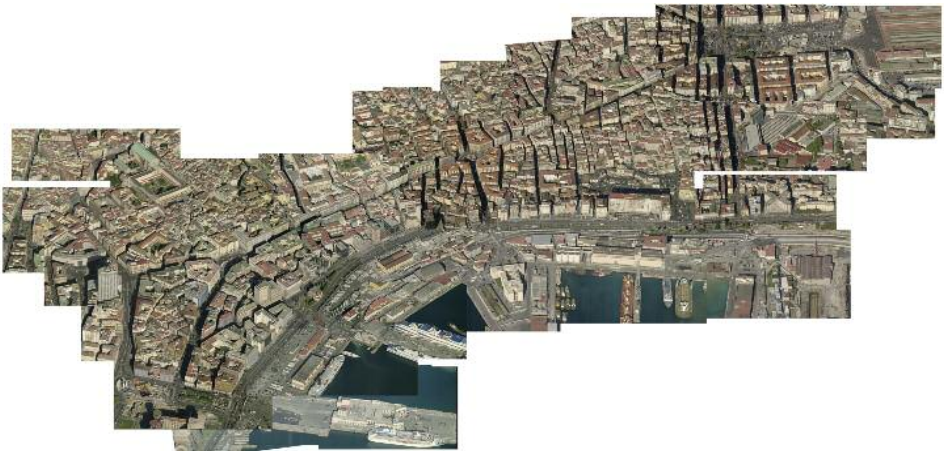
The shops in the quartieri bassi area: toward a “natural” city centre (retail district)

One of the projects for the development of commercial activities to regenerate degraded areas in the surroundings of passenger docks is the project of quartieri bassi. It is included in the Local Action Plan of Naples and concerns the area located South of the city centre, closely connected to the Port. In the 19th century, with the massive Risanamento[3] demolition and reconstruction this area was separated from the oldest part of the city centre. In the 1960’s and 1970’s it was further modified along the waterfront and became a sort of “enclave” between the boulevard named Corso Umberto (a product of the Risanamento) and via Marina (one of the most important and busiest roads in town that stretches as a groove between the port and the quartieri bassi). This “residual” character pervades the whole area that seems doomed despite the presence of shops and handicraft workshops.

[3] In 1885 the Italian Legislature approved the “Legge per il Risanamento di Napoli” - the Law for the

“Cleaning up” of Naples, 1885)

Nevertheless, over the past decade number of initiatives taken by private subjects (the Consorzio Antico Borgo Orefici - Goldsmith Neighbourhood Consortium) with the support of the Municipality of Naples, have shown that this territory can be regenerated with positive social effects (creation of start-up incubators, requalification of the area, etc.) as well as economic benefits (increased attractiveness of the site, new qualified jobs, etc.).
The urban structure is “porous” in this area where three fabrics seem to overlap: the first is that of the historical districts of Pendino and Mercato enclosed between the products of the 19th century sventramento[4] on one side (toward the city centre) and the products of the Luigi Cosenza Plan of 1960’s on the other side (toward the sea), i.e. a series of buildings whose common feature is that they can be “walked through” (they all have porticos at their bases). This area is both commercial and residential but there are also public office and university buildings.
Next to Borgo Orefici, at the end of this ideal lane going through this porous fabric, there is Piazza del Mercato (Market square), one of the main city gates to the East and to the railway station. The construction of the underground train (three stops of LINE 1 along Corso Umberto - the Università station was opened in February 2011)



is a great opportunity to increase pedestrian flows in this area.
The shopkeepers in the area, gathered in two associations (consortiums), “Antico Borgo Orefici” and “Antiche Botteghe Tessili di Piazza Mercato” (Piazza Mercato Textile workshop Consortium), want to create **two natural trade districts**, juxtaposed one after the other in the whole area of quartieri bassi, in line with the regional Law n.1/2009 art.3 (Disciplina istitutiva dei centri commerciali naturali)[5].

[4] “gutting”, the way the Haussmann’s style bulldozing of the area is referred to in Naples

[5] In order to develop commercial activities and regenerate urban centres, the Regional Government promotes the aggregation of SME's by recognizing these natural commercial districts.

The Goldsmith Association is ten years old and has its own development plan. The squares and the roads have already been reconstructed with the support of the Municipality and with ROP/ERDF funds.

The **Consorzio Antico Borgo Orefici** is a natural single-industry district with many handicraft shops (the whole industry process is represented: fusion, mounting, jewellery, goldsmithery, diamond cutting) and service companies (gemmology) (250 companies with 1,100 workers).
In March 2000 a consortium was set up to account for the various components of the Borgo. Its aim is the development of the area.

Many actions have been taken in conjunction with several Institutional bodies in a joint effort to identify areas for private-public partnership initiatives to develop the Borgo via environmental, urban and architectural regeneration to support the economic recovery of Neapolitan goldsmith businesses.
The Consorzio promotes studies, research works and publications as well as the design of jewels that are manufactured by goldsmiths and goldsmiths-to-be attending the Consorzio school. These items are commercialized under one single brand. The Consorzio is also in charge of street video-surveillance, security and cleaning and of the organization of public events in the area.
One of the most important results is the opening of the goldsmith business incubator "La Bulla" hosted in a building owned by the Municipality of Naples, renovated with national and EU funds in the framework of **Progetto Integrato Polo Orafo Campano** (Integrated project for the Campania Goldsmith industry). The

address is Via Duca di S.Donato 73, near Piazza Mercato and not far away from the Duomo (the Cathedral).

The Incubator "La Bulla" (so called because of the name of a distinctive sign "Bulla" of the young boys born free that they brought up to the attainment of the virile age in roman period). The "Bulla" also had value of amulet. It has been designed to accelerate the successful development of goldsmith entrepreneurial companies through an array of business support resources and services, developed and orchestrated by incubator management and offered both in the incubator and through its network of contacts.

"La Bulla" activities:

- Neapolitan goldsmith school: In our classrooms, students can attend vocational courses to become expert gold masters, training courses in the schools of the historic centre of Naples specialized in goldsmith's art and refresher courses about the use of new technologies or particular processing techniques.

- Goldsmith Workrooms: Tourists who arrive in the Incubator "La Bulla" can visit workrooms where expert gold masters will show them the antique and modern processing techniques.
- Showroom: Thanks to the exposition of lines of jewels, excursionists have the possibility to live a unique experience, discovering the creativity and the talent of the exponents of the historical Neapolitan school of goldsmiths.
- On 26 January 2011 the new call for proposal was launched thanks to the collaboration between the City Council of Naples and the Consortium Antico Borgo Orefici, that will allow three high-quality handicraft enterprises to settle in "La Bulla" incubator.

The Consortium "Antiche Botteghe Tessili" brings together retailers and production activities operating in the "Città Bassa" intending to:

- to improve the living standards of the neighborhood;
- to increase the micro-economy of the district by promoting the craft, the trade, the start of new activities and the employment.

To a healthier neighbourhood corresponds a more prosperous economy and the other way round.

This virtuous cycle generates clear benefits for families who live and work there and for tourists. For this reason, the Consortium is proposed as a unifying centre for ideas to finalize the best social economic and cultural strategies to achieve the goals.

The surroundings of Piazza del Mercato, historically a commercial district bursting with wholesale and retail textile shops have gradually been abandoned over the years since most firms and shopkeepers have moved out of town (CIS - a large wholesale centre in Nola). This Consorzio aims at acting as a think tank to work out strategies to regenerate and re-qualify the area socially and culturally to bring it back to its glorious past.

The main elements of the Local Action Plan put forward by the Consorzio Antiche Botteghe Tessili are as follows:

Isabella, handmade fashion

The historical presence of businesses linked by the textile has developed an awareness that the depletion of the textile crafts handmade in the neighbourhood generates structural damage to the entire sector.

The primary goal is to reconnect the cultural heritage, the craftsmanship, the training, the artistic implementation, the product innovation and the commercial communication with each other.

In this context, the Consortium promotes the creation of a textile-fashion pole as a driving force of the textile sector promoting:

- the training in all textile sectors;
- the incubator for the new crafts activities;
- the creation of additional study courses for the existing craft activities;
- the technical support activities for the existing handcraft realities that already operate with difficulty or at risk of closure, counteracting the loss of knowledge of the textile tradition;
- the coordination between artistic creativity and craftsmanship creating technical and aesthetic innovations;
- educational museum paths on the recovery of textile culture and the very high level of Neapolitan tailoring;
- events and exhibitions to promote the uniqueness of handcrafted design;
- the strengthening and the product marketing of "handmade fashion";
- platforms for trade. The e-commerce and a "textile itinerary".

Campo Moricino, the market theme

The Consortium considers that a rebirth of the neighbourhood inevitably steps to revitalize piazza Mercato. This square is a huge and neglected space of the city offering to the LSG partners an attractive "back to the future": the square is an ideal place for an innovative exhibition/market dedicated to the consumer corresponding to its e-market.

Managing the real Piazza Mercato in parallel with the virtual marketplace results in:

- busy calendar of trade fairs aimed at end-users;
- event duration varying as a function of the actual shelf-life of every item;
- products sold on-site and on-line at the same time;
- take-away or home-delivery products on sale;
- square space left free for other events;
- innovative business management of a public square according to trade-show criteria;
- new jobs qualified in real and virtual market management;
- creation of new industry services;
- new hospitality start-ups, coffee-shops, restaurants, hotels;
- organization of conferences and workshops on the items and goods on sale;
- close cooperation with the textile and fashion industry.

Itineraries through the "Città Bassa":

- *via San Giovanni a Mare*: the historical road that touches all the major monuments
- *via Savarese*: a shortcut for commuters who come from the Circumvesuviana station;
- *via Duca di San Donato*: the focus of the recent changes in the neighbourhood. The street where there are: the incubator "La Bulla", two hotels, serviced apartments and two restaurants/ pizzerias.

The convenience of the itinerary should be joined by new ideas leading to a more attractiveness and, above all, strengthening the potential already present in the area:

- the tailoring Itinerary: one or more roads with a high concentration of skilled craft textiles. A walk through the shops, where to buy clothes made to measure, strictly hand-made and directly from designer.
- Itinerary of the home accessories: one or more roads specializing in selling home accessories. An absent feature in the city centre although it is an increasingly felt need and proven by the IKEA phenomenon.

By the way the presence of the consortia in the Local Support Group of the URBACT Programme, consolidates this strategy promoting the cooperation between the public institutions, the universities, the citizens' associations, the schools and the churches in the neighborhood, the private subjects, the residents and the Consortium, an expression of local economic activities.

In the same area S.I.Re.Na. Company[6] did an analysis of piazza Mercato area on the urban texture, building's which need to be restored, related to building consistency, noting the state of conservation of individual buildings and in particular, on the block between via Duomo, Corso Umberto, vico Cangiani Market, piazza Mercato, via Marina and made a census of the ground floors.
This programme is based on an inventory of the ground floors (facing the street), looking at the condition of the wing basement of the buildings. The analysis covered the business and craft, broken down by categories, in particular identifying the premises abandoned.
The data have been collected and processed through a GIS program and show the presence of:
- Total of 401 properties (not residential) that means 15,600 square metres (not residential)

which are divided in:
- 165 to 5,890 square metres of unused function
- 107 with the intended use: textile trade amounted to 4,570 sq.m.
- The most relevant statistics are as follows:
- 41% of properties: 38% unused sqm
- 27% of properties related to textile trade
- 13% of properties related to non-food trade
- 8% of l properties related to arts and crafts (production and service)
- 5% of properties related to food and drink retails
- 6% of properties: other

[6] Sirena Città Storica S.C.p.A., a joint stock company (Società Consortile per Azioni) established in 2001 in Naples, is a non-profit entity with public majority shareholder. It promotes and carries out urban regeneration plans and research activities on urban fabric revitalization in Naples).

The commercial centre in the cruise terminal: for tourists and citizens (for more information see also the case study "Naples and the New Marittime Station on the first thematic journal)

Locating commercial activities in urban cruise terminals is a decision that can help bring the surrounding areas to life, pay the price of some facilities back, involve the local population and increase passenger flows. In Naples, a commercial gallery has recently been opened at the maritime station, in the heart of the city. It hosts about fifty shops located along the port quays, very close to the sea. In the gallery there is also a market of 5,000 squared meters that generated 150 jobs and that is part of a 25 million Euro investment.

The building that was chosen for this project is the historical maritime station, which was built in the 1930s. The restructuring works have enabled to highlight the value of its historical parts, for example the old counters where emigrants used to sign their embarkation documents and the old "imperial lift" that the members of the royal family used to reach the embarkation quay directly in order to avoid other passengers. Besides the shops, a disco and a restaurant will be opened, but also another commercial area of 3,500 squared meters.

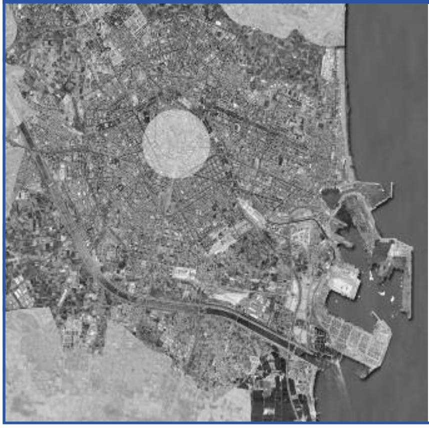
This project was planned for passengers who come from cruise ships (1.3 million over the last year) but also for citizens. The fact that a commercial formula was used is rather significant. International brands were not considered, while local brands that represent excellent typical products from Campania will be brought to the fore. The original idea was to dedicate an area to important brands, but after a change of perspective of the management the local option was chosen.

The commercial mix will include: wine bars, dairy products, bars, ice-cream shops, clothing, leather products, jewels, antiques, opticians, souvenirs, news-stands, chemist's shops. There will be exhibition areas too: for example, an area managed by a local company will exhibit casts of original classic antiques.

The commercial gallery should be part of the whole waterfront requalification project that the port authorities are supervising and that was designed by Michel Euvè, who won the 2005 public bid that was blocked until 2009.

VALENCIA: The shopping experience as tool of regeneration

GENERALITAT VALENCIANA
CONSELLERIA D'INFRAESTRUCTURES I TRANSPORT



Subtheme:
- The economic benefit

Topics:
- How a city can increase the economic impact of cruising and the role of local networks

CASE STUDY • CASE STUDY •

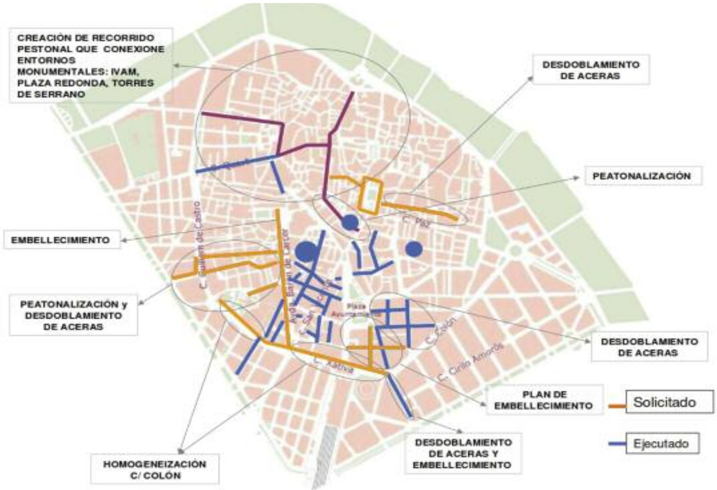
The city of Valencia introduced as case study a peculiar experience which focuses on the enforcement of shopping activities as tool for urban regeneration, showing how shops worked and still work with the city development department. It is impossible to divide tourism from shopping and trade: trade lives and grows through tourists and vice versa.
In the city centre of Valencia three different contexts can be identified: the historical centre, the tourist area and the shopping area. By identifying the most important shopping activities, the city Administration organized some tours or rather "shopping trips" in which tourists can walk past more than 100 shopping windows.

The city arranged with the Shopping Centre Abierto, one of the largest in Europe, an integrated strategic plan to carry out a real improvement of shopping activities, which started already in 2004 and combines:

CENTRO COMERCIAL ABIERTO MÁS GRANDE DE EUROPA

1. **strategic plan for business** which proposes language courses (especially for English) for traders, opening the shops also at mid day, and arranging a series of communication initiatives to inform shop keepers about cruises' timetables, types of tourists arriving in town, ...
   The plan also tries to establish a city-port link, providing an info-point about shopping activities in the port area and offering comfortable connections to the city centre;

2. **Plan Arteco**: the strategic plan is the occasion to renew and refurbish public spaces in the city centre, particularly those spaces with negative features. interventions on the urban tissue focused rather on the pedestrian routes and connective spaces (squares, parking places...)
   Some interventions has been already carried out and some are planned



3. **Plan for communication** in order to renovate the image of the city, involving the tourist sector

The communication program is particularly interesting since it combines various interactive tools to be used by the tourists: special tourist maps identifying the most appealing shopping areas grouped according to thematic routes, a detailed website offering all the useful information, interactive info-panels positioned in various spots in the city centre, a TV channel with all the fresh news and suggestions.

Siente Valencia

DUBLIN: A research on cruise tourism in Ireland and its economic impact

Dublin City
Baile Átha Cliath

Subtheme:

- The economic benefit

Topics:

- Key components of the economic impact of cruising on cities
- Awareness of the economic impact at local level as a guideline for decision-making
- How a city can increase the economic impact of cruising and the role of local networks

General profile and research approach

The Irish National Tourism Development Authority ("Failte Ireland") carried out a market research along with "Cruise Ireland" in order to have an in-depth analysis of disembarked cruise passenger experiences in Ireland. The research - as a whole - is a good example of how a market research carried out at a regional/national level can provide the background for a strategic approach to this sector.

The purposes of this research were multifold: evaluating means of booking, information sources, disembarking decision processes and time spent at ports of arrival.

As stated in the introduction to the approach used in this study, these were the specific goals:

- providing up to date profile information on the origins and experiences of international cruise visitors to Ireland.
- identifying the main reasons why cruise visitors come to Ireland and/or to a given port in Ireland, their opinions of specific attractions, facilities and services at Irish ports, as well as their specific likes/dislikes, needs or requirements.
- establishing the factors that determine how and why cruise ship companies choose given ports on cruise routes and how Ireland might attract more cruise ship calls.
- estimating the revenue generated from this market segment and explaining how this revenue was generated by categorising it in terms of purchased goods and services.

The research approach used consisted in three stages.

Stage 1 - Quantitative

- Face-to-face interviews were conducted with 720 disembarked passengers and crew members. On ships where language difficulties prevented face-to-face interviews, a self-completion questionnaire in the respondents' first language was provided.
- Interviews were conducted with passengers in two primary locations for each port:
  - At the port as passengers returned to the ship from tours or independent explorations
  - In towns/ cities at the pick-up point for shuttle buses / train stations.
- Final data were weighted so as to ensure that each ship in the sample was adequately represented depending on passenger and crew numbers.
- Fieldwork was conducted from 30th July to 26th September 2010.

Stage 2 - Industry Workshops

Two workshops were held and they were attended by ground handlers, shipping agents, port personnel and tourism representatives who provided industry members with the opportunity to understand the current cruise market, the challenges it faces and how the cruise line business can be developed in the future. Information gathered at this stage was used to structure an "interview guide" for in-depth telephone interviews with cruise operators in the third stage of the research.

Stage 3 - In-depth telephone interviews with cruise operators

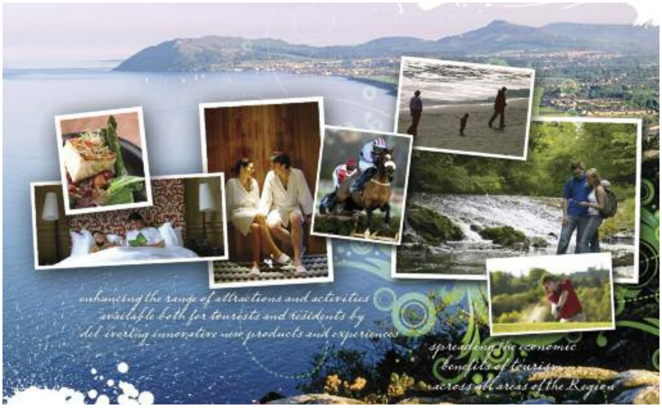
In-depth interviews with a number of key decision makers in the cruise industry were conducted worldwide to ascertain their perceptions of Ireland as a cruise destination and to assist in setting up a plan of action to promote Ireland as a port of call for cruise ships. Such interviews were conducted with a number of key personnel within the cruise industry.

Therefore, in general, it is important to analyse the satisfaction level connected to disembarkation and in particular to the activities that generate a direct economic effect besides carrying out expense surveys.

Disembarking means spending: who and why does

People who do not disembark do not spend. The Irish survey devotes time to understanding why passengers decide to disembark and what key factors influence decisions before a ship reaches destination (i.e. brochures available on board, information) and upon arrival (availability of free shuttle buses). Not all nationalities act the same in terms of choices. If a destination had a sophisticated type of marketing, it should be aware of choices (and spending) patterns of various nationalities (on the basis of updated information) and it should determine which actions have to be taken depending on the nationalities that choose that itinerary.

For example, in Ireland passengers and crew members disembark or intend to disembark at 77% of the ports on their itinerary. British passengers have the highest tendency to disembark (80%) followed by North American passengers (77%). Indeed, German passengers only intend to disembark at 67% of the ports on their itinerary. It is important to understand that when the decision to disembark at a port is made and what information makes passenger decide to disembark so as to find a way to influence that decision.



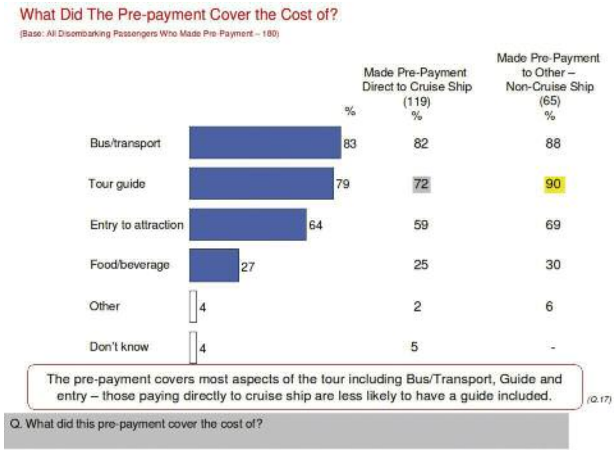
Focus on passenger and crew expenditures

A detailed value analysis was also carried out to determine the overall value of direct spending in Ireland made by disembarked passengers and the value for each of the individual ports.

As specified before, 720 interviews were conducted with disembarked passengers and crew members by means of face-to-face interviews. On ships where language difficulties prevented face-to-face research, a self-completion questionnaire in the respondents' first language was provided. Interviews were conducted with passengers in two primary locations of each port:

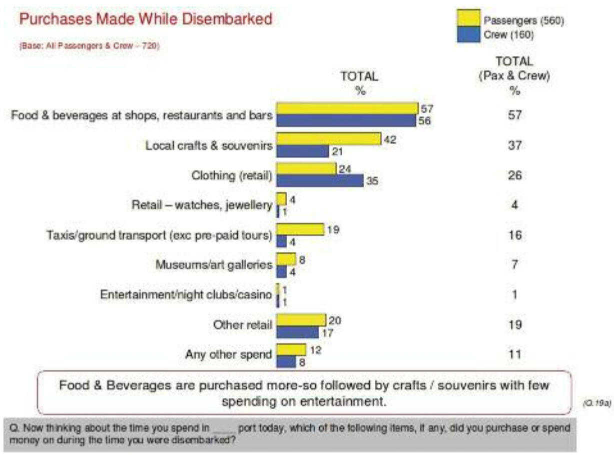
- at the port as passengers returned to the ship from tours or independent explorations
- in towns/cities at the pick-up point of Shuttle Buses / Train Stations.

Focusing on expenditures enables to realize first of all that a part of the expenditures has an impact on the territory but it has been prepaid through the cruise booking system. In the case of Ireland, it makes up about 16% of the onshore expenses made by passengers and crew members.



Shopping is certainly a crucial trigger of the economic impact deriving from passenger and crew expenses made ashore at all destinations. This is due to the fact that many visitors who take tours that last half a day (and they are a substantial number) prefer keeping the rest of the day aside for shopping.
In the case of Ireland, 41% of disembarked passengers is interested in shopping - which means that it is a priority to them. In fact, if a city fails to potentiate shopping, it damages its own potential. Therefore, shopping options and retailers' offer is in line with the expectations of potential customers have to be considered strategical elements.

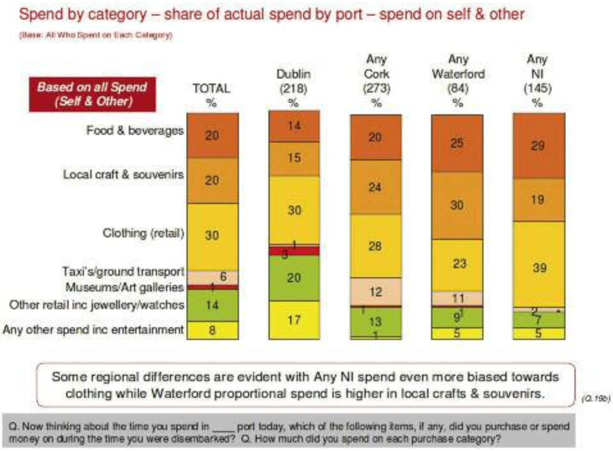
The chart above shows the percentage of goods and services purchased ashore by disembarked passengers and crew members in Ireland. Please note that data refer to the number of people who purchase and not to the amount spent.



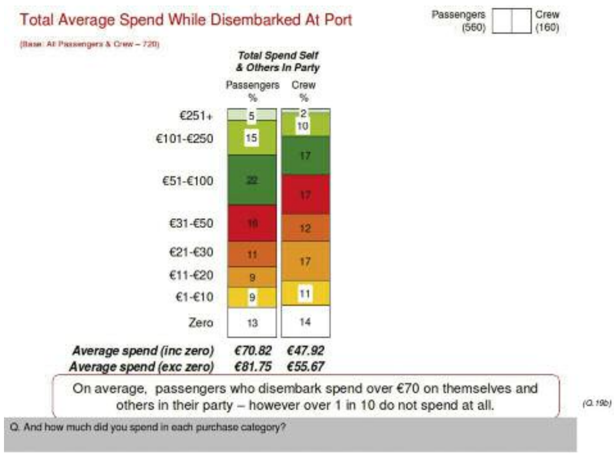
Source: Policy and Futures, Fáilte Ireland (2010), Cruise Tourism Research Report 2010

This chart outlines a few aspects that were pointed out in other researches (for example in the survey carried out in Chios in 2009): crew member spend a lot on food and beverages; local craft and souvenirs are really important to passengers, while some retail items (clothing) are important for crew members.

As for spending value, the chart shows how expenses are distributed between goods and services. Retail (clothing in particular, but also jewellery in large cities like Dublin) and local craft play an important role in every port.



In general, it is interesting to analyse the type of spending distribution among passengers, that is understanding whether it is diversified (high variations) or homogeneous. The Chart shows the spending distribution both for passengers and crew members.



The table above shows that passengers categories can spend in very different ways. Women tend to spend more, although younger passengers spend more (unlike one may think) than older passengers; this may offer new prospects if the trend towards a lower average passenger age continues as expected.
Passengers who have been identified as the biggest spenders include those aged 18-44, travelling in family groups, travelling on shorter cruises and those who are half way through their itineraries. When targeting cruise companies, shorter cruises and cruises for those halfway through their itineraries should be the main focus since they provide the greatest value. Furthermore, promoting activities/culture that appeal to 18-44-year-olds and families should be considered in order to attract such cruise passengers.

Total Average Spend On Self X Passenger Type

(Base: All Passengers - 560)

		Average Total Spend (Self & Other) Incl None
	AVERAGE (All Passengers)	€70.82
Gender	Male	€57.08
	Female	€85.14
Age	18-44	€98.58
	45-59	€83.33
	60-69	€65.68
	70+	€38.72
Country of Residence	Any UK / IRL	€73.72
	Germany	€49.01
	USA / Canada	€74.76
	'Other' Europe	€67.89
Party Composition	Alone*	€35.58
	Other Adult Party	€67.58
	Family	€117.58

*Caution: Base Size Alone= (44)

(Q. 19b)

Q. And how much did you spend in each purchase category?

National differences matter too: for example, German passengers spend much less than American passengers.
On the whole, "just under a third of all spend is allocated to clothing, and a further 20% to other retail. The rest splits quite evenly between food & beverage, local crafts/souvenirs, and other spend. Minimal spend is attributed to taxis/ground transport and Museums/Art Galleries - the former element is most likely to be the result of the availability of shuttle buses".

Conclusions drawn by the survey: some guidelines to increase the economic impact

The survey on cruise tourism in Ireland ends by putting forward some suggestions based on the analysis that was carried out. This is a good example of how a survey on cruising can provide very specific indications; in this case they concern national and local cruising policies.
Here are the guidelines provided by this study:

- Unify the activity of different ports - work together to present a picture of Ireland which capitalises on personality and friendliness as well as professionalism.

- Convey a unified interest in the cruise industry activity on a more regular basis and not just through an annual visit; a visit at least 2 or 3 times a year can help foster personal relations.
- Improve the berthing arrangements for passengers - clean welcoming surroundings; possibility of a personal welcome (music/people). Turnarounds require a purpose specific facility - not overly complex, but large and with flexibility in its layout.
- Develop the image of Ireland beyond 'whiskey and castles' to encourage passengers to disembark and experience the locality.
- Foster collaboration between ports to establish service levels and make savings. Market cruising in Ireland can be seen as part of a wider picture. Consider the expansion of route to include North Atlantic islands - this would offer the possibility of turnaround ports and the use of west coast ports.
- Excursions are a key source of revenue to cruise operators and new and creative tours are continuously sought to encourage passengers to take advantage of them. Ground handlers provide operators with an array of tours every year, but they feel that they are always reverting to the tried and tested. Ground handlers need to encourage operators to broaden their portfolio of tours on offer to passengers.
- Given the importance of travel agents in cruise bookings, it is necessary to strengthen the relationship with travel agents both at home and abroad in order to increase the number of cruises to Ireland.
- German passengers present a challenge to the Irish cruise industry. This is a market that Ireland will need to approach with clear information about what the country has to offer.
- Local tourist stands at ports or on ships should be presented at all ports given the impact they have on disembarkation rates. Likewise, destination profiles which are distributed on ships should be continuously updated and made available to all passengers in all ports. Availability of this information is particularly relevant for less well-known ports such as Waterford.
- Where ports are not accessible to a town/city, it is necessary to have a shuttle service. Close proximity to a town/city is considered the element that most encourages passengers to disembark. Therefore, it is necessary to provide a seamless link between port and city if it is not available.
- Satisfaction with accessibility to activities registered a very low score from passengers. This indicates room for improvement in terms of awareness of activities and availability of transport to and from the wide array of activities that are available in Ireland. While transport links in Ireland have improved greatly and any activity is easily accessible, this has not yet been translated into passenger perception or awareness.
- Ireland should focus on targeting cruise companies, shorter cruises and cruises in the middle of the itinerary since such targets provide the greatest value. Furthermore, promoting activities/culture that appeal to 18 to 44-year-olds and families should be considered in order to attract these cruise passengers to Ireland.

Toolkit: How to carry out a survey on passengers ashore

Subtheme:
- The economic benefit

Topics:
- How a city can increase the economic impact of cruising and the role of local networks

Survey on Chios

The study carried out on the island of Chios is an example of academic survey on passenger spending ashore. The survey was published in the article "The economic impact of cruising to local economies. The case of an island" (Lekakou & al, 2010) and it was carried out by analysing 403 questionnaires collected from cruise passengers (4% of the total number of cruise passengers) and from 102 from crew members.

The questionnaires were distributed and completed through:

a) face-to-face meetings of cruise passengers with members of the research team before embarkation on the cruise ship for departure;

b) distribution of questionnaires inside the excursion buses; they were completed and returned by cruise passengers prior to their embarkation on cruise ships. The aim was to have a representative sample of those cruise passengers who participated in a shore excursion and of those who did not.

The questionnaire asked questions on the following topics:

Passenger profile (sex; age; annual income; nationality); Number of persons travelling together, Transport Mode to reach the port of embarkation (Airplane, Ship, Car, Train, Bus, Combined); Port of embarkation, Previous visits in the country; Previous visits at destination; Shore excursions (Included in the price, Purchased on board, Stay in Chios, Excursion of one's own).

Satisfaction level (five points scale) for the following aspects: Historical and cultural sightseeing, Shopping; Public Safety and security, Clean Environment; Friendliness of People; Tourist information available, Quality of excursions; Overall satisfaction during the stay at destination.

The main aim of the cruise passenger questionnaire was determining the spending patterns of cruise passengers and the allocation of these expenditures to the economy at the destination. Expenses were grouped in five major categories:

1. Food and beverage (restaurants/ taverns, cafés and drinks);
2. Ground transportation (taxis/buses, car rental);
3. Visits and entertainment (attractions, entertainment);
4. Shopping (clothes and accessories, souvenirs, gifts and traditional products);
5. Others (not classified above)

Passengers were asked to specify the activities in which they spent money during their stay and the money they spent for each activity.

The Helsinki questionnaire

Helsinki regularly carries out surveys on disembarked passengers in order to monitor the most relevant marketing aspects.
This is the questionnaire, which is an example of good practice.

RESEARCH ON CRUISE PASSENGERS

Please answer the following questions by ticking the appropriate alternative or, where applicable, write you answer in the provided space.

BACKROUND INFORMATION

1. Your gender:

Female	☐	1
Male..................	☐	2

2. Which of the following age groups do you belong to?

15-24	☐	1
25-34	☐	2
35-44	☐	3
45-54	☐	4
55-64	☐	5
65-74	☐	6
75 or older	☐	7

3. Your country of residence:

The Netherlands....	☐	1	Austria.............	☐	10
Germany...............	☐	2	Switzerland	☐	11
Canada	☐	3	Spain...............	☐	12
Italy	☐	4	Japan	☐	13
France	☐	5	Russia	☐	14
Mexico	☐	6	USA.................	☐	15
Australia................	☐	7	Other, which:	☐	16
Belgium.................	☐	8	______		
Great Britain	☐	9			

4. Which of the following alternatives best describes your occupation?

Farmer.............	☐	1
Labourer	☐	2
Clerical Worker..	☐	3
Entrepreneur	☐	4
Executive	☐	5
Housewife.........	☐	6
Student	☐	7
Retired	☐	8

YOUR VISIT IN FINLAND

5. How much time did you spend ashore in Helsinki during your visit?

_________ hours _________ minutes

6. What did you do during your visit in Helsinki?

Went sightseeing	☐ 1
Walked around on my own	☐ 2
Went to the Market Square	☐ 3
Visited the Lutheran Cathedral	☐ 4
Visited the Uspenski Cathedral (Orthodox)	☐ 5
Went to the Suomenlinna Sea Fortress	☐ 6
Went to the Tourist office	☐ 7
Ate/drank at restaurants, cafés	☐ 8
Something else: ______________________	☐ 9

7. What did you buy during your visit in Helsinki?

Souvenirs	☐ 1
Clothes	☐ 2
Crystals, ceramics	☐ 3
Electronics, high technology equipment	☐ 4
Art	☐ 5
Furniture	☐ 6
Antiques	☐ 7
Local dishes (food, drinks, sweets)	☐ 8
Toys	☐ 9
Something else	☐ 10
Nothing	☐ 11

8. How much money did you spend on the following items?

Restaurants	____________ €
Cafés	____________ €
Shopping	____________ €
Sightseeing, trips booked by cruise line	____________ €
Sightseeing, trips bought from town	____________ €
Admission fees	____________ €
Public transport	____________ €
Taxi	____________ €
Other	____________ €

9. How would you rate the price level of the following services in Helsinki?

SHOPPING:

- Very expensive .... ☐ 1
- Rather expensive .... ☐ 2
- Average .... ☐ 3
- Rather inexpensive .... ☐ 4
- Inexpensive .... ☐ 5

RESTAURANTS, CAFÉS:

- Very expensive .... ☐ 1
- Rather expensive .... ☐ 2
- Average .... ☐ 3
- Rather inexpensive .... ☐ 4
- Inexpensive .... ☐ 5

SIGHTSEEING:

- Very expensive .... ☐ 1
- Rather expensive .... ☐ 2
- Average .... ☐ 3
- Rather inexpensive .... ☐ 4
- Inexpensive .... ☐ 5

10. What is special about Helsinki compared with other cities you have visited during your cruise?

- People .... ☐ 1
- Architecture .... ☐ 2
- Distances in the city center of Helsinki .... ☐ 3
- Traffic .... ☐ 4
- Cleanness .... ☐ 5
- Originality .... ☐ 6
- Shopping .... ☐ 7

11. How many times have you been in Helsinki before?

- This is my first time in Helsinki .... ☐ 1
- Once .... ☐ 2
- 2-5 times .... ☐ 3
- 6-10 times .... ☐ 4
- 11-20 times .... ☐ 5
- More than 20 times .... ☐ 6

12. How many times have you been on a cruise before?

- This is my first cruise .... ☐ 1
- Once .... ☐ 2
- 2-5 times .... ☐ 3
- 6-10 times .... ☐ 4
- 11-20 times .... ☐ 5
- More than 20 times .... ☐ 6

13. What do you think is the best part of Helsinki as cruise destination and for tourists?

choose three items

Architecture	☐ 1
History	☐ 2
Friendly people	☐ 3
English speaking people	☐ 4
The sights of the town	☐ 5
Tours	☐ 6
Good local transport	☐ 7
Beautiful city, parks	☐ 8
Cleanliness	☐ 9
Small city, easy to walk around	☐ 10
Sea, archipelago	☐ 11
Climate	☐ 12
Safety	☐ 13
Shopping and Finnish design	☐ 14
Other	☐ 15

14. Why did you choose the Baltic Sea as a cruise destination?

I wanted to see something new – I have never visited the Baltic Sea before	☐ 1
I wanted to see Russia / the Baltic countries	☐ 2
The convenience of a cruise	☐ 3
I wanted to see many cities at the same time	☐ 4
I am interested in the Baltic Sea / have always wanted to see it	☐ 5
I have seen all other parts of the world	☐ 6
It is an exotic destination	☐ 7
It was recommended	☐ 8
Someone else chose the destination	☐ 9
I have relatives here	☐ 10
I wanted to travel with this ship	☐ 11
Because of the climate	☐ 12
Because of the price / I did get the cruise at a fair price	☐ 13
This is a business trip	☐ 14
Other reason	☐ 15

15. Do you always visit all countries and all ports when cruising?

Yes	☐ 1
No	☐ 2

16. Did you find information about Helsinki on board?

Yes	☐ 1
No	☐ 2

Yes	☐ 1
No	☐ 2

17. Would you like the ship to stay in Helsinki overnight ?

Helsinki	☐ 1
Turku	☐ 2
St. Petersburg	☐ 3
Tallinn	☐ 4
Riga	☐ 5
Gdansk	☐ 6
Lűbeck	☐ 7
Kiel	☐ 8
Copenhagen	☐ 9
Stockholm	☐ 10
Visby	☐ 11
Mariehamn	☐ 12
Other	☐ 13
Don't know	☐ 14

18. In which destinations on the Baltic Sea are you interested most? (choose 3)

Very well	☐ 1
Quite well	☐ 2
Not well and not poorly	☐ 3
Quite poorly	☐ 4
Very poorly	☐ 5

19. How well did Helsinki meet your expectations?

Definitely	☐ 1
Probably yes	☐ 2
Fairly likely	☐ 3
Probably not	☐ 4
Definitely not	☐ 5

20. Would you recommend Helsinki to your friends as a place for spending a holiday?

Definitely	☐ 1
Probably not	☐ 2
Fairly likely	☐ 3
Probably yes	☐ 4
Definitely not	☐ 5

21. Will you come to Helsinki or to Finland again within the next five years?

22. What's best in Helsinki?

Local strategies for the Cruise Industry. A Consultant's Perspective

Subtheme:
- The economic benefit

Topics:
- Key components of the economic impact of cruising on cities
- Awareness of the economic impact at local level as a guideline for decision-making

Partly in view of its role as 2012 World Design Capital, Helsinki has launched a strategy that aims at highlighting its tourist potential by investing also on the cruise segment in the short term.

To be precise, Helsinki's short term plan includes the creation of some areas and routes for activities that can help increase the economic impact determined by cruising, of new transport modes and of new event and sale venues, of routes through commercial neighbourhoods in the centre of the city, etc.

In order to evaluate and optimize this strategy, Helsinki decided to consult a professional service provider specialised in port and destination development strategies for cruising[7]. The experience made by this consultant was made available to CTUR partners (De Carvalho, 2011).

Here below are the guidelines that can help cities most in adopting a professional approach and in strengthening the local economic effects of cruising in cities[8] in the long term.

[7] Consult DC, Copenhagen. CEO: Luis de Carvalho.

8 The thematic presentation was made by Mr Luis de Carvalho during the Helsinki CTUR meeting (March 2011). The report made by the Lead Expert includes an interpretative summary of the presentation and shows, where appropriate, some parts of the original presentation, which has been published as a CTUR material. Consequently, it is the Lead Expert who is fully responsible for the considerations made in this paper.

This strategy should be considered a real business plan that can help increase the score within the "value chain": establishing goals, educating the people involved (also at community level - taxi drivers, e.g.), joining efforts to supply the best services and manage the system at a local level.
As De Carvalho points out (De Carvalho, 2011), the questions to which local administrations should be able to answer with respect to the challenges posed by the value chain are mainly:
How can we turn our destination into a favourable destination for cruise lines?
How can we maximise our chances for profits and spread them throughout our destination?
How can we get passengers and crew to spend in our city?
How can we make them return and talk about our destination to friends?

Exploiting synergies

This strategy can be far-reaching and include both structural and service aspects if cruising is integrated with other systems (tourism, trade, venues, etc.) in order to create economies and synergies. A successful plan for cities that host cruising should create clustered tourist activities and explore and link business opportunities to generate economic benefits.

When planning infrastructures, for example, cities should make sure that every facility for cruising (typically, terminals) includes complementary uses, which provide significant opportunities for year-round productivity (marina, entertainment, residential, office and others).

Creating and communicating the offer adequately: passengers are not prisoners

The second point is that for a city to be attractive it must offer basic facilities (starting from infrastructures), competitive prices, flexibility, a continuous product development but also attractions, programs, prod-

ucts, services. Such a pro-active offer, capable of adjusting to specific needs, is important: it can bring about an increase of the attractiveness of destinations, but also of the average spending.
Obviously, behind this approach there is the idea that "*Passengers are not prisoners of the ship, but they need to know what you can offer*" and consequently the first thing to do is using communication appropriately and making sure that there is an information network in place that can reach everyone.

Collaboration and integration are fundamental in this picture. For example, passengers can book excursions on their own through local tour operators. In general, cruise companies are not against this, but operators may not be insured or adequate in providing services and if a passenger misses the cruise-ship because of a local operator, huge problems may arise. If there is greater integration (i.e. service standards, information sharing), risks decrease greatly.

Everything should be done in a systematic way: for example, the availability of well-organized shuttle buses to visit the city should be integrated in a circuit planned so as to maximize value creation (for example including market places or highly re-






tail-oriented areas). This is very important also in order to actively drive the demand components (transportation and tours, attractions, venues and services, information, promotion and assessment).
Besides free shuttle buses, which are a must and should include a tourist guide on

board, there is a need for surveys for passengers and crews, while steps should be taken to make it easier for passengers to pay.

Awareness and segmentation

Behind choices there should be a sound knowledge of the market, which can be acquired through surveys.

Awareness translates into the possibility to launch a segmentation strategy and to have the highest return from each segment with the greatest customer satisfaction. For example, cities should always ask themselves if they can create a more targeted offer to some cruise segments that use smaller ships, but whose passengers can request services (i.e. excursions) that are highly customized and have a high value (i.e. a car with a driver, leisure activities with a personal guide, etc.). In general, the following questions should be considered: which kind of differentiated and personalized offers could cities make to potential customers? Which professionals can organize and support such activities? Which marketing circuits can advertise and sell them?

As for segmentation, it is very important to understand specifically which offers could raise more interest and generate more value in terms of potential spending with respect to the passengers involved (i.e. different nationalities, socio-economical classes, etc.).

In fact, offers can vary depending on targeted activities (see image). A city could plan and advertise activity options for specific segments, while bearing in mind that behind cruising there is always the intention to have fun. In order to do so, sound information on passengers' preferences and expectations should be available along with highly

What passengers do ashore

Tours arranged by the ship through the local operator

Special concierge private arrangements

Independent sightseeing, eat out, shopping, adventure

Special events in town, theather, shows, concerts

Learning, museums, culture centers

Hotel pre and post programs

Extended programs

HAVE FUN

Source: De Carvalho (2011)

qualified professionals who have to identify the most suitable offers.

Guideline list

The possibility of offering interesting options at profitable prices is greater than you may think: options range from alternative rental transportation modes to personalized excursions by plane or motorboat. This can happen if the system in place is capable of reaching potentially interested customers, no matter if information is delivered through the cruise line system or agents.

Many passengers arrive before departure and stay in a city; some of them take part to extended programmes: these opportunities must be exploited and this can be done also by informing cruise lines about all the opportunities available for passengers.

Highlighting local features and involving the community

An analysis of the specific products that could be sold to passengers at a location, with special attention to music, events and handicraft, should be carried out. This should be done on the basis of specific surveys for passengers in order to understand what their expectations are.

It is important to launch strategies that concern even sector-specific aspects like quality enhancement in some categories of providers: for example taxi drivers can be educated on the cruise market potential and induced to “behave properly” and to have a thorough knowledge of the business.

Developing local markets (starting from handicraft) that have a good location with respect to onshore passengers and crew flows is a smart move because it helps differentiate a destination's profile with regard to other destinations on the itinerary.

A target-specific example: marketing for crews

Marketing policies aiming at increasing the economic impact deriving from crew spending ashore (which is rather high) should be clearly defined.

As was pointed out before, shopping (and souvenirs in particular) is extremely important for crew members too. Besides, crew members want to have fun.

Crew members often hang out on the quay and so the possibility of offering something to them along the quay should be considered. A small marketplace for crew members who disembark (where clothes shops or second quality outlets of big labels, but also postcards and bars can be found in a multicultural atmosphere) could

be an interesting option.
Short visits and excursions can be organised for crew members too.

Anticipating people's needs with creativity (and this includes commercial needs) is part of an approach that must be explained to all stakeholders: for example, as far as crew members are concerned (whose needs are completely different from passengers needs), various incentives can be offered: “special prices, promotion, wireless at the pier, phone cards, retail, food”.
Even organizing a social lunch ashore for the crew, as was done in Barcellona, is an opportunity to generate value ashore.

Suggestions

Educate yourself and your city partners about the cruise industry

Be creative

Learn languages of the passengers – will spend more

Survey the passengers and cruise companies, find what they want, what is missing

Antecipate their needs, share information, encourage participation, use the network, cooperate

Make it easier for the passengers to pay

Free shutle buses – all cost has a return if well planned

Information, brochures, directions, signs

Source: De Carvalho (2011)

Starting from the local cruise cluster

The local offer system (see image) should be considered as a cluster that aims at creating services and values. Within the cluster information and experience should be shared.

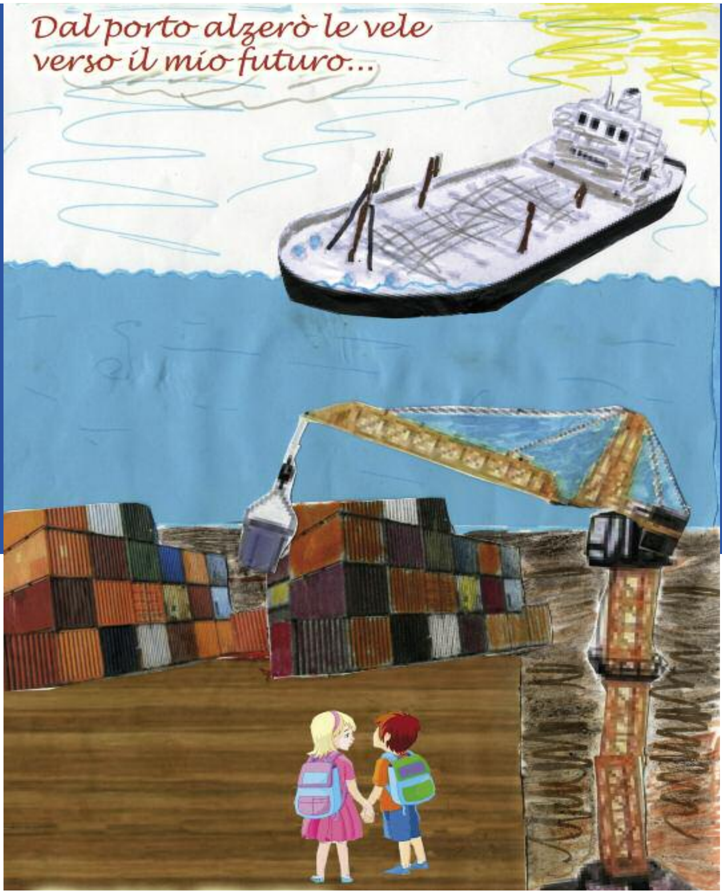
Source: De Carvalho (2011)

Some cities have focussed on creating formal clusters that can generate networks of operators and increase the value generation potential (this principle is part of the concept of Local Support Group of the project URBACT, albeit with different aims).
Thinking in terms of clusters helps to create an informative platform specialised in the cruise sector that acts as a reference point for each type of customer, starting from cruise lines to individuals (for example passengers) besides partners.
Such cluster should manage an information system updated on the offers of tour operators and, in more general terms, of each potential service provider (restaurants, taxi companies, etc.); it should inform on what is going on and play this role with a customer-oriented and neutral approach. It should also be extremely market-oriented so as to be a reliable reference point for all tourism components; it should involve the municipality and, if appropriate, the Chamber of Commerce.
The idea of setting up a body that acts on behalf of a city would give the opportunity to meet the requirements of cruise lines, which would like to meet with a single counterpart for each city, instead of having contacts with multiple stakeholders. Organizing "civic tables" for cruising that include all stakeholders is an interesting option.

The example of Copenhagen
An example of this kind of cluster is the Copenhagen Cruise Network, founded in 1992.

The mission of this cluster, which is made up of 50 leading players (between Copenhagen and other locations) is offering access to more business opportunities to partners and the city within a business perspective oriented towards maximizing profit in the long term and maintaining results. The stated values are: customer orientation, open-mindedness and innovative approach, commitment and quality. The target groups are cruise lines, agents, media, guests.
Copenhagen Cruise Network takes care of networking and knowledge sharing and it carries out the role of marketing platform and education platform on the relationship between the city and cruising both for its members and the whole community.
The main goal must be service efficiency: excellent quality at competitive prices since the role of prices has become more important, especially since the crisis set in, and cruise lines often carry out price and quality comparisons among service providers.

3. THE SOCIAL BENEFIT



3.1 The social impact of cruise tourism on urban regeneration

The CTUR URBACT network is based on a strong motivation to use cruise tourism as a source of urban renewal of the city and its social infrastructure. The profile of CTUR cities presents a homogenous picture: levels of unemployment (2007) range between 2.34 % and 18.67 %, and the demographic profile of the cities ranges from cities where there are high levels of young people and subsequent high levels of youth unemployment to cities where ther is an older population.

Ports are some times at the heart of the city or on the outskirts, which can impact on the sense of ownership of, and therefore commitment to, of a port by the local population. Levels of education and the capacity to benefit from any training and employment opportunities that arise vary between communities close to port areas. There are strong or weak local communities involved, some with a strong tradition of community development; in other areas the population may have moved out from the port areas due to a deteriorating environment. Pollution from former or existing port uses is a further reason for the local social structures to be weakened as people move to less polluted areas.

3.2 Building on cruise tourism to an enhanced quality of life

The CTUR Baseline study stated that “The challenge is …to solve the tensions between port functions and urban functions, to respond to inhabitants’ aspiration in terms of quality of life, housing and of provision of facilities and public spaces.” The Baseline Study identified a number of areas where the social impact of cruise tourism development could be a key element in an integrated approach to urban regeneration. These start with the evaluation of the impacts of cruise tourism on the local/sub-local economy, which is covered elsewhere in this thematic journal, but also others:

- revitalising the maritime traditions and know how (boat repairs, boat building, ship chandling and bar tendering … for example)
- attracting the cruise industry head-quarters
- training courses and vocational education for members of the local community, linked to specific skills requirements of the industry

- adapting the “time” of the city to the cruise calls, so that businesses remain open for the limited time that cruise passengers spend on land: this may mean changing long standing labour arrangemnts in order to be open for them… as the cruise liners will/can not adapt their time schedules
- innovative tourist guides and trails to provide an opening for cruise passengers to discover the wealth of cultural diversity and knowledge in the local communities of the cities they visit.
- re-using port heritage, which is at the heart of the CTUR project, can mean human/cultiral heritage just as well as the physical, monumental and /or building heritage.

The opportunities for building on the ambition to create a positive social impact include the access of young and low-qualified workers to the employment opportunities, and directing the positive impacts of cruise tourism towards disadvantaged and/or derelict neighbourhoods. In early docklands developments such as in London’s Docklands social housing was included in mixed programmes developed in former port areas, but it will be necessary to analyse whether this did in fact have a positive effect or did the area suffer from a ‘gentrification’ impact in the longer term.

3.3 Cultural and human heritage as the key to link community and cruise tourism

In many cities where the port had an important role in the past this is reflected in their heritage. This heritage is not only physical (e.g. docks, shipyards, storage areas) but also human heritage, as people for centuries had worked in ship building, as stevedores, ship repairers and ship chandlers for example. Not only this but all the skills that surround the port activity, such as supplies, cleaners, bars, restaurants, transport … all these people make up an important community: a local community, families, schools, churches, shop keepers, that is the human ‘heritage’.

So for the cities faced with the renewal of the port for cruise tourism the challenge is whether this will only bring a new community, or can such developments provide an opportunity for renewal for the existing community that remains in the area? New jobs may draw on existing skills, but there may be scope for developing new skills to service new needs, or finding the opportunities for upskilling. This can provide the opportunity for adapting local training facilities to better meet the new needs of the cruise tourism industry, or even, as will be seen the case of Rostock for example, to create a new educational body specifically aimed at meeting the needs of the growing cruise industry.

3.4 Tackling the social challenges

CTUR partners have identified a number of **social challenges** being faced by port cities around cruise tourism.

In **Dublin** one of the key challenges to the development of port related activities is '*Improving the quality of life for the communities in the docklands area*', linked to many social issues (e.g. poor education, ageing population, affordable housing) amongst the pre-existing docklands population. The Docklands Development Agency, which is a member of the CTUR Urbact Local Support Group, has been a successful urban dockland regeneration initiative, tackling the social, cultural and environmental aspects of regeneration, and the enhancement and conversion of historic buildings, sustainable mixed-use neighbourhoods with high quality homes, aiming to promote an "ethnically / socially/ culturally diverse city (through education projects for example)"[9]. Dublin's docklands social and affordable housing policy, a cornerstone of the docklands policy, is presented in a case study at the end of this article.

"The Dublin Docklands Development Authority (DDDA) is the body responsible for delivering the physical, social, economic and sustainable transformation of the Docklands into a worldclass city quarter. The Docklands area has been the focus of new residential and commercial development. So far 25 000 people live in the area, and 30 000 people work in the area. The Dublin Docklands Development Authority was established in 1997 by the Minister for the Environment and Local Government. It acquired the assets and obligations of the Custom House Docks Development Authority, which had developed the International Financial Services Centre since its inception in 1987. It is composed of a Chairperson, a Board (8 members) and a Council (25 members), all appointed by the Minister of Environment, Heritage and Local Government. The 25 member Council includes representatives from all stakeholders in Docklands, including elected Dublin City Councillors, residents and members from organisations which are concerned with community development in the Docklands area. The Dublin Docklands Development Authority functions entirely as a self-financing entity. Achieving excellent quality of life is one of the strategic priorities of the Docklands project. To ensure a genuine and lasting sense of community emerges from this regeneration project priority has been given to developing a sense of community."[10]

[9] Jim Keogan, Executive Manager, Planning and Economic Development, Dublin City Council

[10] DDDA website www.dublindocklands.ie

3.5 Reviving a sense of community

The Dublin docklands area has always benefited from a strong local community, which suffered in the 1980s from high levels of unemployment and lack of investment in economic and social infrastructure. Over recent years the area has become a revitalised and dynamic urban hub with huge economic and social regeneration capacity. The wide range of programmes and initiatives driven by the Docklands Authority and the communities themselves include a focus on local communities & associations, a Community Developments Projects Initiative, Community Support & Development, the Docklands Young Achievers Awards, Social Regeneration Conference, an Enterprise Development Programme, Active Citizenship, Docklands Seniors Forum, Young Peoples Forum, Youth Bank and the Docklands Seniors Providers Forum. For example the **Community Development Projects Initiative** works closely with the local communities to provide funding for capital projects required to enhance facilities in their areas. The designated projects are proposed by the communities, and the Docklands Authority part funds their implementation under the Community Development Projects Initiative. Over the last seven years close to 200 community infrastructure projects in Dublin's Docklands have been funded under this scheme at a cost of €5.25 million. The **Enterprise Development Programme** was created by the Docklands Authority to meet the needs of local self employed business men and women and to raise the level of interest in self employment among docklanders. This has resulted in the establishment of an environment where local enterprise is encouraged and developed with much success.

Helsinki is facing the challenge of creating a *sustainable mix of housing and maritime life*, whilst repecting environmental requirements, the protection of existing heritage buildings and areas and with the aim to create a neighbourhood in which both a private person and thousands of cruise visitors feel comfortable. Good practice includes the plans for the cruise port combining housing, cruises and water sports: housing for 4 400 inhabitants, and commercial space with 2 000 workspaces. The Hernesaari cruise port will be able to host up to 3 'Genesis' size cruise vessels, a heliport, a marina for 1 000 yachts/boats and a water sports centre. The aim is that the mixed types of housing ownership plus the shared facilities will ensure that the area is not a dormitory area, but rather that activities continue all year round, even out of the cruise tourism season, benefitting the permanent local residents.

In **Matosinhos** the challenge is to conside the new *cruise terminal as an opportunity to regenerate the derelict surrounding areas in Matosinhos* to allow an urban zone characterized up till now by negative indicators (physical, socioeconomic and environmental) to be revitalized. Currently cruise passengers ignore and "jump over" the city in favour of Porto and other places in the region. The challenge is to up-grade the attractiveness of the city so that the cruise terminal will participate in the strengthening of the quality of life of Matosinhos for residents and cruise tourists alike.

Naples has identified the challenge of *cruise activity as an opportunity to redevelop the historic centre deprived areas beside the port and to upgrade the quality of life for its citizens*. One response to this challenge is the 'gold quarter' project, building on traditional craft skills in the community to create an attraction for cruise tourists, by using designs based on local heritage, and providing training opportunities for young people in a neighbourhood with high level of youth unemployment. This sustainable project is also aimed at contributing to breaking barriers between city and port.

Rostock, faced with the challenge of mis match between existing skills and the opportunities provided by cruise tourism, saw the development of the cruise tourism skills training academy, which also includes training for enhanced language skills, to enable young people to access cruise tourism related jobs (in restaurants, shops etc). *See the case study at the end of this article*.

Numerous other examples exist among the remaining CTUR partner cities (Alicante, Istanbul, Rhodes, Trieste, Valencia and Varna) where priority has also been given to extend the benefits of cruise tourism to the adjacent communities.

3.6 Heritage a keyword for CTUR partners

Heritage can be a strong key to link cruise tourism development to a positive social impact. Creating a link with the resident population can be important. In **Matosinhos** the port development for welcoming cruise passengers is also providing a better quality of life for residents and for shop owners, and restaurants in streets are adapting their quality to serve the cruise passengers, to the benefit of all.

In **Helsinki** the plans for the new terminal area are tightly linked to the provision of new housing; however how will this be maintained? The question may be how to avoid the tensions between passing tourists and the residents themselves. An integrated approach, which takes into account the needs of the local population as well as the cruise tourists, is vital.

In **Alicante** plans for the renovation of the old city centre enhance the visitor experience whilst at the same time bringing new life for its citizens.

NEA

NOU ESPAI ANTIC

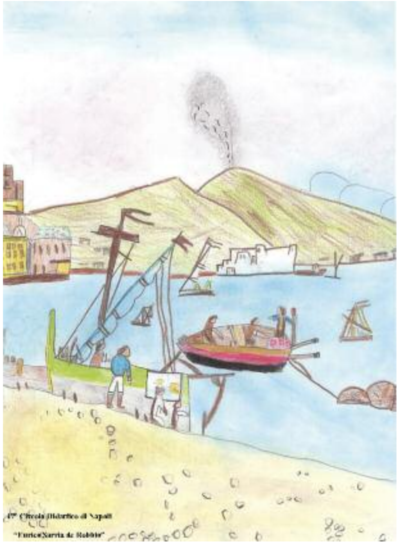
The role of heritage can be important to create an integrated apprach to urban renewal: personal heritage means building on or reviving skills such as ship building, services, crafts (as in Naples); there is often a rich architectural heritage which can create a sense of identity for a cruise destination; industrial heritage builds on the history of a port area to create solid foundations for a creative investment in the cruise port area. Finally a strong community identity is a rich source of culture, music, and traditions. Building on this heritage is an on-going challenge for CTUR cities.

Examples of embellishment of port areas, building on heritage buildings and artefacts, can be found in the Côte d'Azur ports: in **Nice** amongst other intitatives this has entailed the reorganisation of traffic flow and parking, lighting plans, and including dockland crane on the historical heritage list, or the **Villefranche** Darse protection and rehabilitation of the 18th Century ironworks.[11]

3.7 Creating a link between port and city

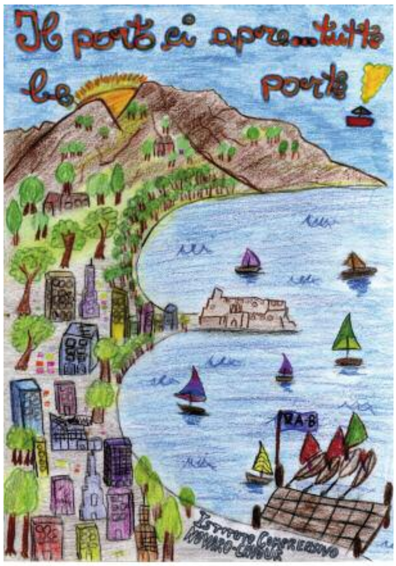
Port information centres are increasingly being developed as a source of linkage with the citizens and cruise tourism development. Beside there are other "software" initiatives as in Naples where the port has madne an agreement with the schools, starting from the ones located in deprived area, with the aim to develop relations with new generation in the way that they can learn more about the port, its activities and the importance of it in term of employment opportunities, direct and indirect for the inhabitants of Naples: it is another way to the beak down the existing barriers between city and port.

[11] Laurent-Monsaingeon "**Role played by the 4 ports managed by the Nice Côte d'Azur CCI in sustainable development**", Direction des Sports, Chambre de Comerce et dIndustrie, Nice Côte d'Azur, February 2011www.riviera-ports.com

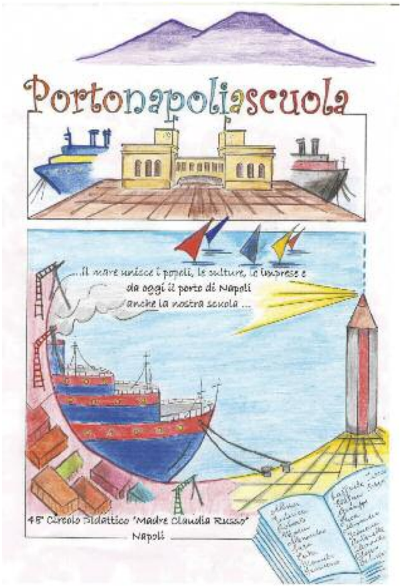


The project "The Port of Naples meets the schools" drawn up by the Port of Naples Newsletter staff, was created from the wish to communicate the value of marine and port culture, transforming the port and its multiple protagonists into an educational teaching element.
Ten Neapolitan schools (one from each Municipality) enthusiastically joined the project. After some meetings with the School Managers to examine the points of interest to run alongside the educational programme, the initial phases were created: a visit from the President of the Port Authority, Luciano Dassatti to the schools to explain to the children the working of the port; followed by a visit to the port a week later by the children and their teachers to gain direct experience in the field.

A discussion on the strategic elements of the commercial and passenger terminals, a visit to a ship and the project's creators explained the port and what it does. This finishes with a 30-minute video made by the children from the ten schools that participated in the initiative. The project started in September to coincide with the start of the school year and ended on the 10th May 2010 in the Maritime station in Naples with a final show that got everybody who worked on the project together.



The pupils and teachers were instantly enthusiastic. The schools have visited the port of Naples and the children have asked numerous and interesting questions. An open laboratory, and a window on the world: the port acquires greater



value by becoming a place for the exchange of goods from far away places and a centre of teaching. With the project "The Port of Naples meets the schools ", the port demonstrates its cosmopolitan character and openness that is connected to values of professionalism and respect for man.

Although it is too early to evaluate the impact on the city, this project could be the first step towards the societal integration of a port that is an essential part of the port governance which concerns actions by port authorities that aim to optimise relations between the port and its surrounding societal environment and by focusing on the human factors in the ports, i.e. (future) employees, people living in and around port areas and the general public.

A workshop during the annual conference of **AIVP**, the **International Association of Port Cities**, a partner of CTUR, outlined some examples where cities have taken the initative to create this important link: "The citizen, the driving force behind the city-port dynamic":

In **Genoa**, the **Port Centre** wanted to promote knowledge to people around the port. Courses were run about the conditions in the port. The Port Centre is on a boat, and aims to overcome the difficulties of creating collaboration among different bodies around the port. As part of its initiative to support its identity amongst local populations in Genoa a new structure has been developed: the "Port Centre" was inaugurated in November 2009 to promote awareness about the employment and economic role of the ports and the shipping industry. The docks, warehouses, ships, shipyards, shipowner office, shipping agencies, have became places to discover the port, in order to learn about the various historical, contemporary and future economics of

the port and how it fits into the general of the strategies of the country and the European Union. Promoters of the Port Centre include the Genoa Port Authority, the Province of Genoa, the University of Genoa, the Military Maritime Authority and Porto Antico S.p.A.. **The idea of the Centre** is that the port is portrayed live, while it operates, and with the people that oper-

ate it, presenting the port as a non conventional, non postcard-like, non stereotyped, non commonplace spot; the port is also presented as a productive organization, a social universe, a labour market, technological innovation, and an eco system, and the port as a place to learn in a new economical, technical and social setting. Finally it shows the port as it is today and will be tomorrow, the port that communicates with the society and interacts with public opinion, because: "how we communicate the port today, will have an effect on the port of tomorrow".

The Genoa Port Centre is first of all a service aimed at a wide audience to help them get to know and visit the port and will also play the role of an educational service addressed to the students, teachers and parents (projects, guided tours, didactic technologies, data and in depth studies, labs and educational material). It could finally provide a service for business/firms/companies (stands, meetings, visits, company profile). Services include a permanent exhibition area (port center), organized visits, via sea and via land, to structures and productive activities, and port's public and private services (port tour), installations and informative actions in public areas overlooking the port (port spotting), issuing of advertising materials (port center press), a web-site that offers remote virtual experience (web port center), and a network that connects the Centre with other European port centers.

In Antwerp the **Lillo Port Centre** was established in 1988 as a visitor centre for educational purposes towards a wide public. The mission is to promote the port as a source of development, through visits by children and older students. A range of activities is organised by guided tours according to groups. The Centre welcomes about 40 000 visitors each year. The centre is a part of the province of Antwerp, whereas the port itself is owned by the city of Antwerp. The Lillo Port Centre (LPC) has a very wide range of activities for the public. The most important are the guided visits within the port, based on the profile of the visitors. For primary schools there is a guided boat trip. For the first level of secondary education, there is a specific tour that focuses on the wide variety of landscapes around the port. This tour is closely linked to the curriculum for their geography classes. As for all those older than 16, there is a specific tour called "the port in activity", which brings the visitors behind the scenes. In this tour, people visit at least four different companies, where they can observe operational activities. In addition to this, LPC has a permanent exhibition hall where people can learn about topics which can't be seen during the tour. The centre has a permanent staff of 10 people and relies on a team of 75 freelance guides who all share a huge passion for the port.

In **Rotterdam**, where previously the port had a bad image, now people know what goes on in the port, including children and older people: from the '50s onward, the port of Rotterdam has developed away from urban areas. As a result, many people have a wrong, bad or no image at all of the port. Fortunately, the port of Rotterdam has addressed the issue of decreasing public support for seaports many years ago and they are successfully aiming to welcome people back into their port. Examples of how they try to improve public support include:

- Special education programmes developed with schools and local governments dealing with the threat of possible shortage of future port employees. The recent opening of the RDM campus, a new location for educational institutes, businesses and events at an old shipyard in one of the oldest city - port areas, is an example of efforts to enable students to experience the port of Rotterdam.

- The level and density of amenities in the port and the quality of open space is upgraded to improve the quality of the working environment for port employees. This provides port employees with a better experience of their everyday working environment.

- Various recreational facilities and two visitors' centres have been created to enable the general public to experience the port of Rotterdam.

In conclusion, to improve the image of the port, they must enable people to experience the port. In their philosophy "what you do not know you can not love".

Integrating ports into their social and urban environment is a priority identified in the Côte d'Azur ports in France. The value of such interactions between schools and ports was highlighted in a recent presentation on the "Role played by the 4 ports managed by the" **Nice Côte d'Azur** CCI in sustainable development" where it was described that around 900 school children took part in educational and fun visits to the port. Another form of interaction was the port festival, with around 30 000 visitors enjoyed an evening of festivities, reflecting the similar initiative in Dublin. Increasing accessibility to the ports for people with disability, for visitors and citizens alike, is also a priority for the Côte d'Azur ports, starting with an analysis of each site leading to definition of what measures need to be adapted (paths, access to harbour master etc).[12] Here planned **Social operations** extend to supporting club events and activities, such as the "matelots de la vie operations", (Sailor of life), where the port of Nice is a partner of the association, providing for disabled sailors and other activities.

3.8 Finally, avoiding negative effects of cruise tourism on local communities?

In general the CTUR cities welcome the influx of tourists who bring experience, cultural diversity and above all new income to their cities. However (Juan Gabriel Brida[13]) questions remain to be answered in every case:

"*Is it sure that the major players in the cruise industry, including cruise lines, local governments and population, shore operators, civil society organizations are taking proactive measures to ensure a sustainable future for cruise tourism while preserving cruise destinations?"... "there is a portion of the decision-makers of destinations that pressure to promote cruise tourism but there is no policy in the local governments to control the impacts of such activity. Given this fact, an alarm signal arises. The lack of planning that allows confronting the massive arrivals of cruise tourism is the guarantee of multiple negative effects in a destination wherever this segment exists or is under consideration like an option for its economic growth.* ***Ports too often perceive that they need the cruise ships more than the cruise lines need them, but in fact there is a mutual need****. Ports have not yet realized that with the recent expansion of the cruise industry cruise lines need new ports as much if not more than the ports need them. Ports continue building new piers and terminals to both attract cruise ships and to keep them coming back (Klein (2003)"*.

[12] Laurent-Monsaingeon "**Role played by the 4 ports managed by the Nice Côte d'Azur CCI in sustainable development**", Direction des Sports, Chambre de Comerce et dIndustrie, Nice Côte d'Azur, February 2011

[13] **Cruise Tourism: Economic, Socio-Cultural and Environmental Impacts**, Juan Gabriel Brida, School of Economics and Management - Free University of Bolzano, Italy, JuanGabriel.Brida@unibz.it, Sandra Zapata Aguirre, Escuela de Turismo-Institución Universitaria - Colegio Mayor de Antioquia, Colombia, sazagui17@gmail.com

3.9 Social Benefits: CTUR CASE STUDIES

DUBLIN: Social housing in Dublin's docklands

Dublin City
Baile Átha Cliath

Subtheme:

- The economic benefit
- The social benefit

Topics:

- Maintaining the local community in the transformed docklands areas

Social and affordable housing is an important tool used by the Dublin Docklands Development Authority to reinforce the docklands community, especially in the light of the powerful market-led private house building sector which prevailed in this prime inner city area until the global dramatic economic slowdown. It is policy of the Dublin Docklands Area Master Plan 2008 that 20% of new residential units within the overall area be allocated for social and affordable housing.

In promoting the Docklands area as a vibrant living quarter, the development of an established residential base is of paramount importance to the regeneration project. Generally, the Docklands Authority promotes a 60:40 residential to commercial land use mix as outlined in Section 25 Planning Scheme areas. Approximately 6516 new residential units have been completed since 1997. 832 of these have been certified as social and affordable housing units by the Authority (Section 25) to date 369 have been completed.





The Docklands area has proved hugely attractive to those seeking a home close to the centre of the city in a thriving and bustling new area. A number of apartment developments in Docklands have achieved awards for outstanding architectural design.
Social apartments in Docklands are allocated to people on Dublin City Council's housing lists (social waiting list, transfer and homeless lists) based on housing need. Applicants' housing need is assessed in accordance with the 'Scheme of Letting Priorities' published by Dublin City Council, and includes criteria such as the following: household income limits, suitability of present accommodation including size, facilities and number of residents, personal circumstances including age or illness, and time already on the housing list. The Docklands Authority has no involvement in the assessment of applicants for social housing, or the management of housing lists. This is the sole responsibility of Dublin City Council. The Docklands Authority is, however, committed to sustaining Docklands communities, in which housing plays a major role. Liaising with Dublin City Council and the Voluntary Housing Associations, the Authority works to ensure that when two households of equal housing need are being considered, and one of them is from Docklands, Docklanders should receive preference.

Affordable Housing for purchase

Affordable homes are distributed across developments in the Docklands area. Built to a high specification, qualified applicants can take advantage of the opportunity to live in the heart of the Docklands area, located close to the centre of city of Dublin. A range of one and two bed apartments are now available to purchase. To qualify for one of the affordable homes the purchaser must be a first time buyer, and an owner occupier, earning below €58,000 for a sole purchaser, and €75,000 for joint purchasers.[14]

[14] www.dublindocklands.ie

ROSTOCK: Training for employment in cruise tourism: the European Cruise Academy [15]

HANSESTADT ROSTOCK

Subtheme:
- The economic benefit
- The social benefit

Topics:
- Fostering employment opportunities in the cruise business
- Training for the cruise business

CASE STUDY • CASE STUDY •

The European Cruise Academy in Rostock was founded in 2008. As ships become more and more destinations in themselves, with cinemas, water, bars, resturants, people don't want to disembark, and choose to stay on the ship. The human factor is important, with 4 000 employees on ships, and 600 on shore, it is often difficult to find suitable crew, as it is a young industry; currently 40% of crew are from the EU. Requirements of international conventions cover emissions, sewage treatment and ballast. They also include recommendations for crew members, with the Maritime Labour Convention, which gives the possibility of auditing crew conditions etc; there is a huge regulatory environment, so qualified personnel are needed. This is also needed onshore, to handle ships.

There is not only a demand in numbers but also in enhancing the qualification of the candidates selected for a seagoing career and also of existing staff. The vessels entering the market are bigger than ever, involving costs of up to 1 billion USD per unit. In addition the complexity of ships of the new generation goes far beyond the current outfit of merchant vessels. They are built to carry several thousands of passengers and crew and thus require highly skilled experts for the various systems on one side and perfect managers with excellent leadership qualities on the other.

[15] Presented by Tino Hense, member of the Rostock ULSG

AIDA Cruises, with its headquarters in Rostock, defined investment in human ressources, qualification and development as one of its main targets for the future. In May 2008 AIDA Cruises founded the European Cruise Academy, located at Rostock-Warnemünde, with the purpose of developing and realisiation of education and training programs for the cruise industry. The European Cruise Academy is a university for sea-going education, based on a public private partnership between AIDA and the city, and the Wisman University of Warnemunde. A cooperation agreement has been signed, an advisory board appointed, and special programmes have been built up.

The programmes include Vocational training (e.g. engineering), nautical science, induction and refresher programmes and Master study classes. They are now planning Bachelor courses. It mainly aims at on board career paths, and is aiming at creating a 3 years Masters programme, to be included in the EU credit system. Two semesters are spent on board, and two semesters are land based, followed by a thesis. Students learn the mangement system on board and then have the possibilty to attend specialised courses. The MA course is held in English. There is also a research and development programme, for example using simulation engines.

Cornerstones of the programme are:

- The appointment of international experts from universities and companies as lecturers ensures the high academic quality of the education. The programmes are practice-oriented and the close association with the industry ensures the practical relevance. A network of cooperation agreements with the supply and cruise ship industry guarantees an innovative approach.
- The Advisory Board, consisting of top executives from the industry, government and nongovernmental organisations, watches over the content and has an active influence on the quality of education.
- The location in Warnemünde close to the existing campus ensures immediate access to the simulator, the labs and other facilities.

- Warnemünde (down river from Rostock) is the most frequented port in Germany for cruise ships.

- The Wismar University of Technology, Business and Design is a member of the International Association of Maritime Universities; this guarantees the highest international standards of education.

- The European Cruise Academy follows high quality standards and is certified according to ISO 9000:2008.

The graduate programme "**International Cruise Ship Management"** was developed especially for experienced officers from the nautical / technical departments who are interested in management positions with leadership responsibility in the cruise-ship industry either on board or ashore. This includes nautical officers and engineers as well as electrical engineers, electronics engineers, communication officers, and environmental officers. "**Integrated Vessel Automation Simulation and Training System** (IVASATS)": is a qualification of Officers and Engineers for a sustainable increase in ship's safety.

Career paths are varied, with a range of **Masters' courses** (MSc) leading to advanced courses in Cruise Ship Management Systems, Cruise Ship Operating & Logistic Systems, Cruise Tourism and Business Administration, Advanced Management Competencies, and Maritime Law and Communication.

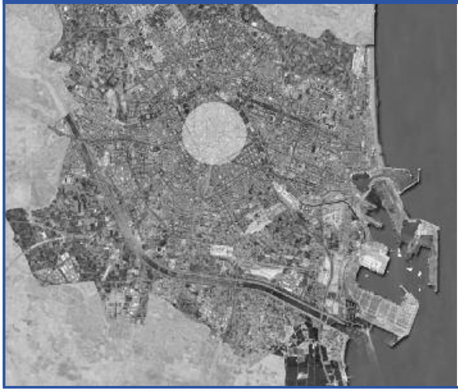
So far all the students from the course have got jobs and they are working with the employment services. The city is also providing training in safety and firefighting. The course is seen to be a sustainable investment in people. Tourism is included in the Masters, and is linked to offices on board, and modules are provided for managers around the tourism industry. Concerning the transferability to other areas, they hope to expand internationally, and are involving the Chamber of Industry and trade, as well as the schools and the industry. Students are recruited from all over the country, but mainly from the federal state.

www.european-cruise-academy.com

european cruise academy

Port - City Integration in Valencia

GENERALITAT VALENCIANA
CONSELLERIA D'INFRAESTRUCTURES I TRANSPORT

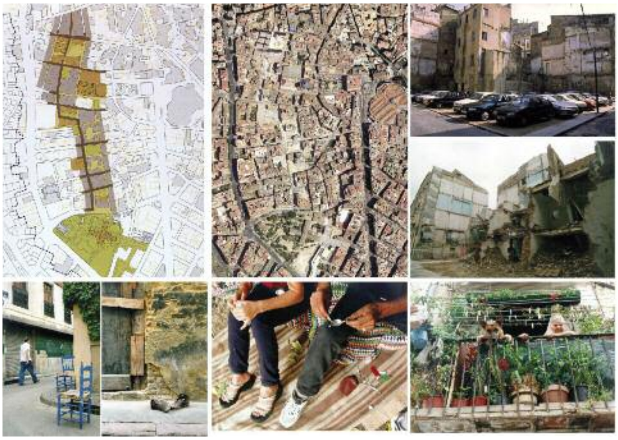


Subtheme:
- The economic benefit
- The social benefit

Topics:
- Enhancing the cruise tourism experience by building on major international events Improving the quality of access between port and the city

CASE STUDY • CASE STUDY •

In preparing to host a new generation of large cruise ships, the port and city of Valencia have cooperated to bring the port closer to the city, building on key international events such as the America's Cup sailing event which have been further incentives to upgrade the facility.



In 1808 the city was located away from the sea in the midst of flat land and marshes. At the same time the coast was threatened by pritates from North Africa, so the towns took shelter inland. Later a fishing village grew up. Then in the 40s the train arrived, but the city and port remained separate. A road was then built between the two, which became the Avenida del Puerto. From the 50s onwards the city was transformed when the port and the city were linked by a main road. In the 90s the city and the port both grew, and the port began operating at a high volume. The local population had to put up with the inconvenience of noise and pollution, because the port brought them jobs. In the 80s it became busier, the Avenue became a four lane avenue, and a tram was followed by factories along the length of the Avenue, and good hotels arrived in the 40s and 50s. The river was diverted due to floods (now

becoming a new park). Road access to the port was provided in exchange for a nominal fee for access to the port for the city to enjoy the seafront. For the first time the city and the port talked together. Some port areas became obsolete, whilst the port grew overall and needed to store more containers.
The port was too small, too shallow for large container ships, and not useful for heavy traffic. The city council helped to develop the logistics area. Railway access was built at a southern point, and in future there will be rail access to the Northern part of the port too. A green area has been created along the line of the former river bed, with over 5-6 km of gardens from the city centre to the inner harbour and the 'Balcon del Mar' (Balcony over the sea).
In 1995 the opportunity to host the **America's Cup** appeared, though at that stage no one knew what this entailed. The area involved was much bigger than where it had been hosted previously. This provided the possibility of training during the winter, so the need for more mooring space and a more direct acces to the sea emerged, to avoid overlapping with the commercial traffic in the port. As a result a canal was created for sailing boats to get direct access to the sea, also giving the America's Cup an independant area. They then developed spaces in the inner harbour, such as the 'Balcon al Mar' where the land is shared with the citizens.

They then held an international design competition to extend the links to the city. The objectives of this were to improve the port façade, integrate the new marina into the city plan, separate citzens' uses from the comercial area and to work on the old river bed to better combine public and private initiatives. Consortia were formed, and first prize went to Jean Nouvel, José Riba Gonzalez, José Ribas Folguera and José Maria Tomas Llavador and their scheme will strengthen links between old cty and the port areas.
It is difficult to integrate the **Formula One** event with the city, since the harbour becomes a race track. Former industrial buildings have been converted for use by the Formula One companies. In the commercial port mixed uses are planned, including offices and a World Trade centre. They want sailing schools… but not containers. High buildings are located in the Grao neighbourhood.
There has been a spectacular growth in the cruise business from 12 to 150 calls per year, 'achieved without too much effort', due to the global growth of the business. Valencia is a base for two shipping companies. The port is supporting the city, and the city is supporting cruise tourism. Each passenger brings € 66 per day to the city, amounting to 3€M in 2008. A new terminal is needed, as the old terminal is used for travel to the Balearics. The plan is to host cruise liners of up to 100 m length and 11M depth. The terminal would be for welcoming passengers. In the medium term there are docks for cruise ships up to 300m long. In 2010 173 cruise ships are expected with 252 000 passengers, and in 2011 211 cruise ships with up to 430 000 passengers.

Alicante revitallsing an old quarter to enhance the quality of life for its residents and to enhance the cruise tourists' experience

Subtheme:
- The economic benefit
- The social benefit

Topics:
- Integrated urban renewal benefitting the quality of life of a former disadvantaged neighbourhood to become an attractive area for visiting cruise tourists
- Housing and employment initiatives to maintain the local population

The strategic plan for the residential and economic revitalisation of Casco Antiguo in the old town centre of Alicante is about promoting a historic centre full of life, residential use, economic activity and cultural life.
The housing is characterised by a high percentage of empty dwellings and a low involvement of private initiative. Regarding commercial buildings in the area, there is excessive specialisation of night time leisure use, little variety, strict planning limits for the installation of leisure activities, uncared-for urban image, or low level of cultural and participative activity.
The objectives of the plan include housing activity: promoting public and private housing for rental (including a social housing programme), promoting economic activity: identifying businesss premises, business opportunities, securing finance for prjects… and funding for business investment, promoting cultural activities through local associations, bringing public spaces to life with activites, renovating the urban mage through new signposting, and installing urban furniture.

Residential activity: the programme of social intervention in the area is a free service specialising in housing and property management, which is used to help those who are looking for housing, by looking for tenants for landlords who want to rent out their buldings. The advantages for the owner include the selection of the tenant, drafting the rental contract and a complete inventory, a secure rental and guarantee against unpaid rent during the first year, legal advice on the rental contract and mediation with tenants.
The advantages for the tenant include a mothly rent 20% lower than on the open market, drafting the rental contract and an exhaustive inventory, legal opinion on the rental contract and mediation with the owner. 86 rental contracts have been drawn up; 55 rental dwellings are available, with an average rental of €438.85. Of the tenants, less than 83% are less than 35 years old, 67% are of Spanish nationality, 50% of those signing rental contracts are women, and 84% have followed secondary or third level studies. 71% of the housing consists of dwellings with 1 or 2 bedrooms, 60% of dwellings are renovated, and 80% are in buildings with no rehabilitation.

Economic activity entails stimulating businesses and owners of commercial premises to bring them back into use and diversify comercial activity, through finding commercial premises for businesses, finding entrepreneurs, drafting rental contracts, grants for start up projects, grant support for investing in new businesses and advice for the enrepreneur. The 30 businesses and other economic activites include 90% restaurants and 10% businesses.

Renovation of the urban image is achieved through grants for signage, grants to ensure standards of new businesses, collaboration with the small market in the old town, collaboration with the campaign ‘My neighbourhood smells of flowers’, cleaning the facades, small improvements in urban furniture and an urban signposting project.

Cultural activities involve local community assocations, activities in public spaces, grant aid to activities, cultural tourism through visits to the old town, and setting up the ‘El Claustro’ building, as a base for the NEA plan, for example: the Autumn Photographic exhibition, the 6th international cinema festival, comedy festival and a rock school.

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http://www.espa.gr/el/pages/static URBACT.aspx

European Union
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EUROPEAN PROGRAMME FOR SUSTAINABLE URBAN DEVELOPMENT

URBACT

URBACT is a European exchange and learning programme promoting sustainable urban development. It enables cities to work together to develop solutions to major urban challenges, reaffirming the key role they play in facing increasingly
complex societal changes. URBACT helps cites to develop pragmatic solutions that are new and sustainable, and that integrate economic, social and environmental dimensions. It enables cities to share good practices and lessons learned with all professionals involved in urban policy throughout Europe. URBACT is 300 cities, 29 countries, and 5,000 active participants. URBACT is part-financed by the European Union (European Regional Development Fund).

CTUR is a thematic network of the URBACT II Programme that focuses on the theme of Cruise Traffic and Urban Regeneration; it enquires into how port-cities can be productive and no longer simple transit areas through cruise tourism activity.
Its partnership is composed of different realities which allows a fruitful cooperation: Naples (as lead partner and theme promoter), Alicante, APDL (Port Authority of Douro and Leixões), Dublin, Helsinki, Istanbul, Matosinhos, Naples Port Authority, Generalitat Valenciana, Rhodes, Rostock, Trieste and Varna. The activities are supported by the international Association of Cities and Ports (AIVP).